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COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS
FOURTH COUNTRY PROGRAMME FOR THE UNITED ARAB EMIRATES

Note by the Administrator

<u>Programme period</u>	<u>Actual resources programmed</u>	\$
January 1987-December 1991	IPF for 1986-1990	550 000
	Other resources programmed	<u>12 982 700</u>
	Total	13 532 700

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The preparation of the fourth country programme for the United Arab Emirates was carried out by the relevant planning and programming authorities, both at the Federal and Emirate levels, in close consultation with the field office of UNDP. A series of sectoral and technical missions from the United Nations undertook identification of requirements in specific high priority areas. The needs in human resources and manpower development were based on the thorough study conducted by the World Bank. Similarly, the needs in the agricultural and water resources sectors were the result of technical studies made by the Food and Agriculture Organization of the United Nations (FAO). Contributions were also made by a number of interregional and regional advisers as well as other international personnel serving in the United Arab Emirates. Prior to the initiation of the programming exercise for the fourth cycle, the Resident Representative undertook a thorough in-depth analysis of all activities and projects carried out under the auspices of the United Nations system. Various Government Ministries and Departments participated in this review and analysis.

2. The note of the Resident Representative summarized the experience gained so far and highlighted several priority needs for technical co-operation. The authorities of the United Arab Emirates fully accepted the thrust of the note.

II. THE FOURTH COUNTRY PROGRAMME

3. The fourth country programme reflects Government confidence in continued co-operation with the United Nations system. All projects identified will be financed under the 100 per cent cost-sharing formula. The programme also reflects the Government development objectives under conditions of economic consolidation, fiscal retrenchment and cost-consciousness, more active involvement on the part of the individual Emirates and in furtherance of the efforts of the private sector.

4. The two principal themes of the fourth country programme are: (a) development of human resources with a view to enlarging the availability of indigenous skills and capabilities; and (b) diversification of the economy with emphasis on the long versus the short term. The choice of projects, while partly dependent on the availability of Government cost-sharing funds, was made with a view to promoting complementarities and strengthening inter-Emirate and Emirate-Federal linkages, particularly in the fields of regional and physical planning and informatics.

5. Improved management of the economy is addressed at both the Federal and Emirate levels. National institutions, such as the University and the computer centre, are being strengthened; at the same time, regional balance is being sought through institutional development at the Emirate level, with special emphasis on the needs of the less well-endowed areas. Support to productive activities in those areas (fisheries, ceramics, glass containers) receives special attention.

6. Private sector participation is being encouraged not only in the productive undertakings already identified, but also through the development of an appropriate legal framework for industrial enterprises.

7. It is anticipated that during the cycle, there will be follow-up action on a manpower development study already carried out by the World Bank under a UNDP-assisted project (UAE/85/011). The Government will need to make a choice among the several policy options identified in the study.

8. The entire IPF for the fourth cycle (\$US 550,000) is being retained as an unprogrammed reserve. All the projects identified in the programme with a total cost of just under \$US 13 million will be fully funded by the country itself, under the 100 per cent Government cost-sharing formula. It is intended to use the unprogrammed reserve to meet unexpected critical needs and also as seed money to start activities in the course of the fourth cycle.

III. MANAGEMENT OF THE COUNTRY PROGRAMME

9. Lessons drawn from the third cycle experience indicate that greater attention will need to be directed towards enhancing the quality of project design. This can

be accomplished by articulating precisely project objectives, outputs and work plans and by specifying clear timetables. Alternative implementation modalities will be examined with a view to cost minimization. The choice of project personnel is another important area which UNDP, at the headquarters and field levels, intends to monitor more closely during the fourth cycle.

10. In addition to the mandatory UNDP requirements in terms of monitoring, reporting and evaluation, there will be annual reviews of the country programme. Apart from examining progress, these reviews will also look at critical needs which could be addressed by use of the unprogrammed reserve.

IV. RECOMMENDATION OF THE ADMINISTRATOR

11. The Administrator recommends that the Governing Council approve the fourth country programme for the United Arab Emirates.

