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COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

FOURTH COUNTRY PROGRAMME FOR ZAMBIA

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The preparation of the fourth country programme coincided with the Government's implementation of its economic recovery programme to facilitate restructuring the economy. It started formally with the launching of a joint UNDP/Government third country programme assessment mission in November 1985. The conclusions of this mission highlighted both the achievements and shortcomings of the third country programme. The mission recommended that the effectiveness of UNDP assistance in the fourth country programme could be enhanced by emphasis on training to promote self-reliance, concentration of assistance in a few sectors and realistic project design. These recommendations were endorsed by the Government.

2. The launching of the National Technical Co-operation Assessment and Programming (NaTCAP) mission in April 1986 assisted in further identifying and developing the ideas and concepts of development co-operation. The most significant contribution of NaTCAP into the programme conceptualization process was the underscoring of the Government's restructuring and adjustment programme and the role of technical co-operation in this regard. The findings and recommendations of NaTCAP were shared with the United Nations system (the Food and Agriculture Organization of the United Nations (FAO), the United Nations Industrial Development Organization (UNIDO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the International Labour Organisation (ILO)) and donors locally. The consultation with the executing agencies, which covered the major sectoral priorities of the Government, resulted in crystallizing project ideas in their respective areas of competence. The United Nations Children's Fund (UNICEF) has agreed to provide complementary inputs.

3. The Resident Representative's draft note on the UNDP country programme was finalized in consultation with UNDP headquarters and submitted to the Government in August 1986. The paper suggested that the major thrust of the new country programme should be technical co-operation in support of the Government's restructuring efforts through human resources and organizational development. Suggested areas of concentration were: support to Government planning and management system, agricultural development, small-scale industries development, education and employment promotion. The suggestions followed the lines recommended by the country programme assessment mission. The Government concurred with the UNDP proposals and have reflected them in the country programme. In anticipation of the approval of the programme by the Governing Council, agency project formulation missions have been fielded in the case of almost all new projects.

II. THE FOURTH COUNTRY PROGRAMME

4. The Fourth National Development Plan is being prepared. The Government's priorities and development strategies have been amply stated in its programmes for economic restructuring and recovery. These are being implemented and are not likely to change in the near future. The overall strategy of the fourth country programme is to assist the Government to build up self-reliance through human resource development and institutional strengthening and, at the same time, to contribute to the Government's programme of economic restructuring and recovery. It concentrates on three sectors, each vital to the recovery programme. These are agricultural development, economic planning and management and manpower development and employment promotion.

5. While the fourth country programme continues to posit the objectives of the third, namely assistance to agricultural development, planning and industry, the new programme is conspicuous in its allocation of 28.7 per cent of the IPF to the objective of manpower development and employment promotion. Agricultural development, economic planning and management objectives have been allocated 30.9 per cent and 24 per cent respectively. The programmed reserve has been allocated 6.6 per cent to support new developments and consolidate achievements of the projects in the respective sectors. The ongoing projects which are not related to the country programme objectives will absorb 1.9 per cent to complete their activities. The unprogrammed reserve is 14.5 per cent. This latter allocation is higher than the 10 per cent normally recommended, but fully justified in view of the political situation in the subregion. Other specific features of the programme are its identification of areas for women's participation in the development of the country, and also its inclusion of a project designed to assist the Government in its aid co-ordination efforts.

6. Since the IPF resources are limited, the Government is committed to use them in a catalytic manner and intends to make greater use of modalities such as project cost-sharing, parallel financing and co-financing to ensure complementarity of resources. It is also proposed that greater use of the United Nations Volunteers (UNV) be made and that the execution of projects follow the modality of technical co-operation among developing countries (TCDC).

7. The strategy, areas of concentration, objectives and priorities proposed in the country programme reflect the UNDP suggestions made in the position paper submitted to the Government. The Government's intention to use 10-15 per cent of each project allocation for training activities to promote self-reliance is noteworthy.

III. MANAGEMENT OF THE COUNTRY PROGRAMME

8. Overall implementation of the programme will be overseen by the Government through the Ministry of Finance and the National Commission for Development Planning, which co-ordinate technical assistance. The programme will be reviewed annually. A formal mid-term review of programme performance is planned for 1989, at which time the need for any redirection of resources in light of evolving needs will be assessed. Tripartite reviews and evaluations of projects will continue in accordance with the established rules and regulations.

9. In an effort to forge close links between the country programme and donor support to the Government's restructuring programme, UNDP has played an active part in the Consultative Group meetings organized by the World Bank. The one held in December 1985 welcomed the UNDP commitment of \$1.5 million for technical assistance in aid co-ordination; the Group also welcomed the announcement of the then forthcoming NatCAP. The December 1986 meeting of the Consultative Group endorsed the findings and recommendations of the NatCAP. It is envisaged after internal consultations, the Government will issue a white paper based on the NatCAP report, providing policy guidelines for the management of its overall technical co-operation requirements, including UNDP assistance.

IV. RECOMMENDATION OF THE ADMINISTRATOR

10. In the light of the foregoing, the Administrator is pleased to endorse the country programme for Zambia and recommend its approval by the Governing Council.

