ANNUAL REPORT OF THE ADMINISTRATOR FOR 1987

INTRODUCTION BY THE ADMINISTRATOR

1. In 1987 developing countries continued their efforts to restructure their economies at a time when demand for their exports remained weak and commodity prices were depressed. To make matters worse, insufficient capital inflows and the high costs of servicing external debt severely limited their economic growth potential.

2. As a result, many leaders of developing countries walk a political tightrope as they mount growth-oriented strategies that will also meet social demands. Nevertheless, leaders in many countries have already acted - in varying degrees - to adopt such measures as more realistic exchange rates, wider fiscal reforms and greater price incentives for farmers. Several countries have reduced excessive budget deficits and have taken steps to make state enterprises more efficient or to sell them to private operators.

I. MANAGING THE ECONOMIC TRANSITION

3. Even so, many countries that have adopted adjustment programmes have found that they lack the managerial capabilities for effective implementation. The Governments of some of these countries have turned to the United Nations Development Programme (UNDP) for help. UNDP is helping these Governments to implement their structural adjustment programmes in order to make the most efficient use of available resources and thereby achieve growth while undertaking structural adjustment and economic reactivation programmes. In Africa, where most of the least developed countries are located, greater emphasis is given to co-ordination efforts that will assure a better use of all sources of aid in strengthening policy-making capabilities and in monitoring the adjustment process.
A. Structural adjustment: round tables, NaTCAPs and consultative groups

4. The need to restructure and get stagnant economies moving again is perhaps greatest in Africa. The UNDP approach is two-pronged. First, it assists those Governments that so request in examining various structural adjustment scenarios that will enable them to assess the possible impact of these approaches on the different sectors of their economies and populations. Second, it helps establish early-warning systems that will enable Governments to take corrective measures well in advance of the onset of a crisis. Some 115 such UNDP projects are now being executed in sub-Saharan Africa. For example, in Senegal projects to monitor its adjustment programme and to evaluate the social consequences of adjustment are under way. In Ghana, one project strengthens educational planning and another focuses on agricultural rehabilitation in support of its structural adjustment programme.

5. A priority is to co-ordinate with other aid donors and Governments the best use of all sources of aid within the framework of agreed macro-economic and social plans. UNDP and the World Bank are working more closely through the major co-ordination mechanisms - the consultative groups and round tables. The World Bank now chairs consultative groups of aid donors for 23 countries. The UNDP Resident Representative attends these aid group meetings, representing the United Nations system. UNDP organizes round-table meetings of donors, mainly for least developed countries (LDCs), which do not have World Bank consultative group arrangements. Twenty-seven countries have opted for the round-table process as their aid co-ordination mechanism with UNDP as the lead agency. Through 1987, 21 countries had already participated in round-table meetings: 16 in Africa, 5 in Asia. The World Bank assists UNDP in preparing the macro-economic framework for these round tables and participates in these meetings.

6. The round-table mechanism, designed to achieve dialogue between the Government of a developing country and its aid partners on economic policies, strategies and programmes, enhances the adjustment process. Meetings in 1987 for the Central African Republic and the Niger produced firm agreements on policies and the kind of action-oriented follow-up required to carry them out. Donors reacted favourably and resources pledged exceeded expectations. The Central African Republic netted $190 million and the Niger nearly $400 million. UNDP followed up on earlier round tables by helping to organize sectoral meetings in 14 countries in Africa, Asia and the Pacific. In Benin, the meeting focused on transport. In Burkina Faso, participants concentrated on health and reforestation. Fisheries and agriculture were highlighted in Guinea-Bissau and drought control in Mali. In the Lao People's Democratic Republic, rural development, women and rural health were given special attention while Samoa continues to hold regular meetings to follow up in six priority areas identified in 1985.

7. The National Technical Co-operation Assessment and Programmes (NaTCAPs) exercises have been conducted in 10 African countries. NaTCAPs are designed to strengthen the ability of Governments to plan, manage and monitor all technical
co-operation assistance. In the future, NaTCAPs will be fully integrated into the consultative group and round-table process, so that congruity between policy, investment decisions and development actions, including technical assistance, is facilitated. The Governments of the Netherlands, France and Finland have provided additional funding to help UNDP to organize and implement more round tables and NaTCAPs.

3. Further attention is being given to the systematic reform of public administrations through a new Special Action Programme on Administration and management. Seven institutional reform projects initiated in 1987 will help Botswana, Burkina Faso, Guinea-Bissau, the Niger, Swaziland, the United Republic of Tanzania and Zambia to deal with the chronic management and manpower problems in their public sectors. This programme is funded by the Netherlands.

B. Economic policy planning and management

9. Structural adjustment sometimes means a fundamental restructuring of the economy. Consequently, UNDP may support government efforts to improve budget and debt management, liberalize market mechanisms and pricing policies, implement privatization schemes, or strengthen entrepreneurial and export programmes. Activities range from a limited number of projects in some countries to a wholesale economic restructuring in others.

10. For example, in Argentina UNDP is contributing to a variety of programmes. In one project alone, 15 ministries or secretariats are participating in an effort to strengthen and co-ordinate national and regional economic management. It is designed to improve public administration capabilities in such areas as macro-economic management and analysis, management of central government ministries and public enterprises, industrial policy and foreign trade. Most of the projects are information-oriented, involving training, computer-installation and use and development of ways to convert information into policy support.

11. Macro-economic management and analysis support is centred in the Ministry of Economics of Argentina. The Ministry received computers enabling it to do economic modelling for the whole system. Data bases are being built and the National Statistical System (INDEC) is equipping the 22 provincial governments with micro-computers so that they can transmit information directly and quickly to the central government. The Secretariat of Planning is making an inventory of national infrastructure and setting criteria for a sound investment system.

12. UNDP is also helping countries to strengthen their capacity to manage and monitor debt as well as define and select external borrowing strategies. In some countries, total annual debt, and therefore service costs, are simply not known. In these cases, UNDP can offer essential statistical and advisory services and can collaborate with other international organizations in helping Governments to prepare for negotiations for rescheduling. In Egypt, for example, the centralization and computerization of external debt data in the Central Bank have vastly improved its ability to manage the country's foreign debt.
C. Technology transfer and export promotion

13. Restructuring economies usually requires diversification of production in order better to meet domestic demand as well as to take advantage of new export opportunities. The latter is vital for many developing countries since their exports are often limited to a few basic commodities. A key to diversification is new technology which, economists assert, is the most important factor in sustained productivity gains.

14. The UNDP programme in science and technology responds to this need. In Indonesia, for example, UNDP is supporting a project for modifying and adapting foreign-built machinery to local conditions. Adaptation of a foreign-designed food processor and opto-electronic grain selector will permit small farmers to process and standardize their agricultural products, thus enabling them to compete in urban and international markets.

15. Numerous other activities are geared to helping countries become more competitive exporters. They range from studies that analyse export capabilities and markets to assistance in improving the technological capabilities of small- and medium-sized industries in order to meet international marketing standards. About 70 per cent of technologies transferred to developing countries moves through the private sector.

D. Private sector

16. In response to specific government requests, UNDP is fully prepared to help mobilize the private sector as a major catalyst for growth. Typical of UNDP assistance, any such support will be tailor-made to suit the national priorities, social and environmental context and developmental goals of the country. The primary thrust is to help countries improve the environment for private sector initiatives. Another focus is on projects designed to strengthen private sector production and marketing capabilities with special emphasis on small- and medium-sized industries and micro-enterprises.

17. UNDP has already chalked up a good operational record in this field. It has helped such diverse countries as Bangladesh, Bolivia, Ghana and Sri Lanka to develop more effective tax policies. It has helped other countries to devise pricing policies for stimulating greater private sector initiatives. It has supported projects for the streamlining of licensing procedures in order to bolster new and existing industry. And it has provided advice to countries wishing to reduce foreign exchange restrictions which inhibit private investment and exports.

18. Last October, UNDP held the first in a series of seminars which brought bankers, industrialists and management experts from four industrialized countries together with government ministers and private sector businessmen from Bolivia, Ghana, Jordan and Thailand. Their task was to take a good look at what does and does not work in stimulating private sector growth in those four developing countries.
19. UNDP will continue these regional seminars throughout 1988. Resident representatives will also organize in-country seminars during the year where appropriate. The purpose is to discuss the role of the private sector in development and to encourage a better dialogue between government decision-makers and private sector management. The Regional Bureau for Latin America and the Caribbean is also setting up workshops on specific topics such as deregulation and privatization and financial instruments to promote domestic savings.

20. Another UNDP-initiated concept of assistance focuses on enhancing private investment through provision to Governments, at their request, of foreign investment advisory services. Two UNDP-financed, World Bank/International Finance Corporation (IFC)-executed projects approved during 1987 make seven countries in Asia and the Pacific and nine countries in Africa actual or potential recipients of such services. The scope of these services is determined through a review of individual country needs and, as appropriate, Governments are assisted in formulating a general framework of policies to promote foreign direct investment as well as to provide incentives for direct investment in priority industries.

21. In partnership with IFC and regional banking institutions, UNDP continues to fund pre-investment activities specifically aimed at mobilizing revenue-generating ventures in developing countries. The Caribbean Project Development Facility helps small- and medium-sized enterprises to obtain start-up funding from private investors abroad. By the end of 1987, after six years of operations, it had completed proposals for over 70 projects in 19 Caribbean states with a total investment value of approximately $208 million. Of this amount, the Facility has helped them to mobilize $41 million. In addition to UNDP, a number of multilateral and bilateral sources, including the Inter-American Development Bank, the Caribbean Development Bank, the United States Agency for International Development (USAID), the Canadian International Development Agency (CIDA), the Government of the Netherlands and the Federal Republic of Germany, have contributed $6.6 million to support the Facility.

22. With other donors, UNDP supports a similar facility covering African countries. The main objective of the Africa Project Development Facility is to assist private African entrepreneurs in the development of viable medium-sized enterprises. The Facility assists these entrepreneurs in identifying, preparing and promoting investment projects in order to obtain sources of finance. Emphasis is given to projects costing $US 500,000 to $US 5 million in the agriculture and agro-industry sectors. By the end of the Facility's first year of operation in 1987, some 600 investment projects had been submitted to it for consideration. Two obtained financing and 20 more were presented to financing sources.

23. In light of the increasing number of projects in which UNDP and IFC are involved, UNDP, the World Bank and IFC negotiated an agreement, formally signed in February 1988, making IFC an executing agency for UNDP-assisted projects. This will expedite executing agency arrangements for projects of the type mentioned above.
E. A catalyst to activate potential resources

24. The demands of adjustment and the UNDP record of effective programming have placed the organization in more direct support of government macro-economic planning and management activities. A number of the major initiatives that UNDP introduced in 1987 further complement this orientation by giving special attention to enabling those outside the economic mainstream to participate more fully in the economic and social activities of their countries. Non-governmental organizations (NGOs) and the United Nations Volunteers (UNV) provide a vehicle for more effective outreach of development programmes. Women are obtaining greater access to development activities. The Governments of developing countries are themselves looking to other developing countries for assistance. And those Governments are implementing additional programmes to provide more effective and efficient services to the poorest people in their countries and are also helping them to convert their subsistence activities into business ventures. UNDP supports all of these activities.

25. NGOs. In order to assure the widest possible distribution of benefits at lowest cost, UNDP co-operation with NGOs continues to expand. The Partners in Development programme announced in the annual report of the Administrator for 1986 is now operational. It makes available $1 million to be divided among resident representatives in 40 countries. Each has authority to provide up to $25,000 for the most innovative programmes supported by NGOs, with priority for indigenous NGOs and community-based development programmes. In anticipation of $20 million in support from the Governments of Canada, Italy and Denmark, UNDP has established a Trust Fund for the Africa 2000 network that will channel resources over the next five years to African NGOs carrying out social, forestry and related programmes.

26. The UNDP Division for Non-Governmental Organizations, set up in January 1987, is already engaged in many other activities. NGOs in Cape Verde, Guinea-Bissau, Rwanda, and Sao Tome and Principe have been brought together with Governments and other development partners to discuss national development policies and approaches through UNDP-sponsored meetings. NGOs working in community forestry in Kenya, Panama and Thailand are co-ordinating their efforts with larger-scale government action through UNDP-financed workshops. And Shwanirvar, an indigenous Bangladeshi NGO, has been contracted by UNDP to help self-employed women to manage their skills and time as they add to their families' income.

27. Women in development. During its first year the UNDP Division for Women in Development elaborated policies and procedures to ensure larger roles for women as participants and beneficiaries of UNDP programmes and projects. In reviewing projects and programmes the emphasis was on improving women's access to resources, training, services, technology, credit and markets. Training workshops on bringing women's concerns into the process of country programming and project activity have been held at headquarters for senior and middle-level staff. Orientation seminars were held in three offices in Africa in 1987 with others scheduled for the Middle East and Asia in early 1988.

28. The United Nations Development Fund for Women (UNIFEM) celebrated its tenth anniversary in 1987 with a 29 per cent increase in income over the preceding year.
It has evolved from an organization that once concentrated mainly on women's projects to one that emphasizes the role of women in the mainstream of development activities. Its experience is leading it to give greater emphasis to making more credit available to women. By eliminating the differential between men and women in access to credit, women will have greater opportunities to convert their subsistence activities into business ventures.

29. United Nations Volunteers (UNV). The number of United Nations volunteers reached record levels with 1,269 UNVs in the field, 130 en route to assignment and 669 under recruitment at end-1987. These volunteers, from developing and developed countries alike, provide professional but low-cost assistance in a wide variety of activities. These include health care, industry, agricultural science, international trade development and technology enhancement. Two thirds of the volunteers serve in the least developed countries with just over half of all volunteers serving in Africa. They have also proven vital to UNDP programmes in the Caribbean, where they provide significant expertise to some of the island countries.

30. Technical Co-operation among Developing Countries. TCDC continues to expand its activities. The Special Unit for TCDC-assisted programmes supported programming meetings in Nicaragua, Peru, Tunisia, Turkey and Venezuela that resulted in over 630 project agreements in 1987. At its fifth session in May 1987, the High-Level Committee on the Review of Technical Co-operation among Developing Countries dealt with priority issues such as the need for national focal point mechanisms to be strengthened and for developing countries' capacities and equipment to be better utilized. UNDP continues to strive for a greater role for TCDC within the overall context of its development activities.

F. Public sector social policies and programmes

31. UNDP has both country and regional programmes helping Governments to provide for the poorest sectors of society which are often those hit hardest by the adjustment process. One major programme is now evaluating critical poverty in Latin America in order to generate external assistance at a meeting later for a wide range of programmes in education, sanitation, housing and employment. It will have a special focus on women and those below the poverty line.

32. In Africa, UNDP, the World Bank and the African Development Bank (AfDB) have joined to establish a $10 million Regional Project Facility to assess the social impact of structural adjustment programmes there. Through this Facility, African government capabilities to design, implement and monitor poverty alleviation projects and policies during the adjustment process will be strengthened. Moreover, the $10 million will be used as seed money to mobilize at least another $35 million from bilateral and other multilateral donors.
II. SOCIAL CONCERNS

A. Acquired immunodeficiency syndrome (AIDS)

33. The prevention and control of AIDS requires urgent, world-wide attention. The World Health Organization (WHO), through its Global Programme on AIDS (GPA), and UNDP have formed an alliance to help meet these objectives. It combines the strengths of WHO, as international leader in health policy and in scientific and technical matters relating to health, and of UNDP as leader in socio-economic development and co-ordinator of United Nations operational activities for development in countries. WHO has policy and research responsibility. It will also direct and co-ordinate the global effort. UNDP will help the Governments of developing countries to formulate, co-ordinate, implement, manage, monitor and evaluate national AIDS plans and mobilize needed resources.

34. UNDP has committed $3.5 million from intercountry funds to combat AIDS. In addition, assistance will be provided through country indicative planning figures (IPFs). The intercountry project will help in the dissemination of information on the status of blood transfusions worldwide as well as support blood-screening services to ensure safe supplies. As provided in the UNDP/WHO alliance, UNDP is initiating discussions with Governments for the purpose of integrating the national AIDS plan into national development policies and priorities. It is also helping Governments to co-ordinate external participation in the national AIDS plan that is consistent with the Global Strategy for the Prevention and Control of AIDS and in conformity with the policy and technical guidance of GPA.

B. Narcotics: crop substitution

35. Narcotic drugs, another global scourge, are seriously disturbing the political and social life of producer as well as consumer countries. UNDP continues to provide managerial support for the crop substitution programmes that give farmers a healthy income from sources other than opium or coca. These programmes are funded by and are under the control of the United Nations Fund for Drug Abuse Control (UNFDAC). They are based on the successful crop-substitution formula first tried on an experimental basis by UNFDAC in northern Thailand. There they found that Arabica coffee could be as profitable as opium if the right growing techniques were used and if markets were available. To encourage the hill tribes of northern Thailand to make the switch, better health services and schools also had to be provided. These programmes, combined with government eradication efforts, reduced opium production in Thailand from 150 tons in the early 1970s to 20-45 tons in 1987.

36. This combination is now being introduced in Bolivia. The $21 million programme funded by UNFDAC and managed by UNDP has provided 3 million coffee seedlings to almost 2,000 farmers in the past two years. Almost $500,000 has been disbursed to strengthen marketing co-operatives, and more than 50 kilometres of roads have been built or improved. A new hospital is under construction and, for the first time, some villages have potable water. Substituting high-yield coffee for coca or opium is an economic development as well as an anti-narcotics programme. It benefits farmers directly: more than 300 of the 1,000 villages in Los Yungas have formally applied to participate in the programme.
37. In another component of the battle against drugs, UNDP is funding a pilot programme in Indonesia in drug rehabilitation. There, imaginative programming, in co-operation with NGOs and with strong government backing, combines preventive awareness for non-addicts with support in group activities for former addicts.

C. Environment

38. The 1987 report from the World Commission on Environment and Development, entitled *Our Common Future*, provides powerful evidence that degradation of the environment is a critical development issue which, in some countries, has reached crisis proportions. UNDP experience with environment-related projects shows that degradation often springs from unmet human needs - lack of food, lack of fuel and lack of shelter - and from poor resource management. The search for firewood and farmland, which makes some 1.5 billion people each year strip the earth of vegetation, exposing topsoils to the elements and ruining future crops, begins - and ends - in poverty and neglect.

39. These interconnected economic, social and environmental issues require integrated solutions. Better prices for farmers, more efficient agricultural practices, more balanced land tenure systems, adequate water supply and sanitation, increased primary health care and grass-roots education are integral parts of any good resource management strategy in the developing world. Such activities are strongly supported by UNDP, which is incorporating environmental dimensions into new projects wherever possible and whenever appropriate.

40. In trying to halt the massive deforestation and desertification besieging a large portion of our planet, UNDP is continuing its initiatives with the World Bank, the Food and Agriculture Organisation of the United Nations (FAO) and the World Resources Institute to save rapidly disappearing forests through the Global Action Plan for Tropical Forests. In addition, UNDP is a long-standing promoter of the International Drinking Water Supply and Sanitation Decade.

II. At headquarters, an evaluation report on more than 100 environment-related projects shared with field offices urged that greater urgency and priority be given to environmental concerns. An environmental co-ordinating group has been set up in the Bureau for Programme Policy and Evaluation, and environmental concerns will be addressed in the 1988 mid-term review of all country programmes.

III. ORGANIZATION AND OPERATIONS

A. Co-operation and co-ordination

2. UNDP is working to make country programmes more effective by linking its six associated funds more closely to co-ordination mechanisms. All 45 new country programmes submitted to the Governing Council in June 1987 took into account resources available from the associated funds under UNDP management. As an indication that UNDP can help to co-ordinate an appreciable volume of funds from other sources, 32 per cent of the resources in these new programmes came from government cost-sharing and from other United Nations funding agencies. In the
case of Argentina, a modest IPF of $6.6 million drew sizeable government funds which helped to bring the country programme up to nearly $84 million. UNDP continues to work with its development partners to see that more country programmes attract a broader mix of resources.

B. Staff

43. In 1987, the International Civil Service Commission (ICSC) and the General Assembly recognized the urgent need to address the financial difficulties being faced by Professional and General Service staff. With strong urging from UNDP, they approved certain reforms to the compensation package specifically designed to benefit personnel serving in the field. A new mobility allowance was approved to compensate for the tangible and intangible costs field personnel have to face with every reassignment. As an interim measure, the floor level of the post adjustment was increased and other very low levels of post adjustment were slightly raised. The negative post adjustment was trimmed to a maximum of 5 per cent. Meanwhile, a long-term solution to the problem of separating the effects of inflation and currency fluctuations in the post adjustment system is being sought. This would minimize the sharp fluctuations in compensation levels caused by devaluations. The Assembly also requested ICSC to initiate a comprehensive review of the salary system. It is hoped that the review will lead to policies that assure that UNDP service becomes even more effective, particularly in field locations.

44. In other notable personnel actions during 1987, five women were appointed as resident representatives, in addition to the six existing ones. The approach to recruitment and career training is receiving greater attention. A specialist in training from the World Bank has assumed the post of Deputy Director of the Division of Personnel and a former personnel specialist and senior vice-president of the Irish Export Board was appointed as Chief of Recruitment. Junior Professional Officers (JPOs) from Spain and Ireland joined the programme for the first time, bringing the total number of countries financing JPOs to 16. Altogether, some 164 are now serving the developing countries under the auspices of UNDP.

45. Computerization of UNDP mushroomed in 1987. Now all but two field offices have micro-computer equipment. Training courses were provided for 1,934 locally recruited and 355 international staff. Many field offices have already developed their own applications using word processing, spreadsheets and data bases.

C. Project review, approval and delivery

46. Project expenditures rose for the third straight year from $571.7 million in 1985 to $689.2 million in 1986 to $702.1 million in 1987. This increase in delivery enabled UNDP to field 8,417 international experts and consultants and 4,878 national experts during the year. The number of national experts increased by a dramatic 40 per cent over 1986, while the number of international experts declined by 6 per cent. Eleven thousand six hundred fifty-six fellowship placements were made for study abroad.
47. At headquarters, UNDP pursued its goal of giving closer scrutiny to proposed projects while also speeding up the approval process. The establishment of the Action Committee in October 1986 was also designed to increase the substantive input of UNDP senior management at the project proposal stage and to ensure a consistency of approach in dealing with similar project issues.

48. As of 20 January 1988, the Action Committee had reviewed 778 projects and approved 760 of them for a total value of SUS 1,036,000,000, from all the regional bureaux, the Division for Global and Interregional Programmes (DGIP) and UNDP-administered funds with the exception of the United Nations Development Fund for Women (UNIFEM). Of the 760 projects approved, 510 projects or 67 per cent of those approved benefited from important substantive comments of the Committee. The remaining 250 or 33 per cent of those approved were either agreed to with minor suggestions or as presented to the Committee. Only 46 projects or 6 per cent of the total number of projects reviewed were initially rejected by the Committee. Of these, 28 were subsequently resubmitted to the Committee with additional information or in modified form and approved.

49. The value of new projects approved in 1987 rose by 54 per cent compared with 1986, going from $465.4 million to $714.6 million. The total number of new approvals increased by 29 per cent, climbing from 1,530 the previous year to 1,977 in 1987. The time required for headquarters turnaround and approval has declined on average by 25 per cent.

50. Early in 1988, the funding level up to which resident representatives may approve projects in the field was raised from $400,000 to $700,000. At the same time, all resident representatives will be required to present at least one project per year to the Action Committee, and all projects exceeding 15 per cent of a country's IPF will come to the Committee.

D. Resources

51. At the Joint Pledging Conference for Development Activities in November 1987, total contributions to UNDP and associated funds climbed above the previous year's record high by over 10 per cent and are expected to reach a new peak of $1.1 billion.

52. Because of the UNDP record of efficient management, Governments are also asking UNDP to provide more management services, including management of more government cost-shared funds than ever before. The value of management services provided to recipient countries from all funding sources increased from $17.9 million in 1984 to $87.4 million in 1987.

53. Through the Office for Project Services (OPS), UNDP now provides management services to borrowers from the World Bank, assisting them in the implementation of Technical Assistance Loan (TAL) projects and technical assistance loans in support of structural adjustment lending (SAL). This programme started with projects in Jamaica and Panama (SALs) and four TAL projects in Djibouti, Ethiopia, Uganda and Zambia. As at the end of 1987, $54 million of World Bank funds had been approved in 18 countries for administration under management service arrangements by
UNDP/OPS. A further $6 million for one other country is at present under negotiation.

54. As UNDP begins planning for the 1990s, it is clear that development needs and opportunities are greater than ever. Despite record levels of productivity and national wealth in most industrialized countries, contributions for development are not as generous as they could be. Greater amounts of development monies made available to cost-effective multilateral agencies could play a key role in the fiscal, managerial and technical policies and systems of developing countries. This, in turn, could encourage commercial banks to renew lending. The overall effect would mutually benefit both developed and developing countries and could set off an expansion of economic activity unequalled in world history.

(Signed) William H. DRAPER III
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