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President: Mr. PIBULSONGGRAM (Thailand)

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The meeting was called to order at 3.05 p.m.

POLICY REVIEW: THE ROLE OF THE UNITED NATIONS DEVELOPMENT PROGRAMME IN THE 1990s
(DP/1989/14, DP/1989/25) (continued)

1. Mr. XIE Qimei (Under-Secretary-General, Department of Technical Co-operation for Development) said that, in projecting the role of a United Nations agency for the 1990s, three fundamental principles must be taken into account, namely, respect for the sovereignty of Member States; adherence to the national priorities and needs as identified by recipient Governments; and a participatory approach in responding to perceived needs for assistance. Those principles were critical to ensuring government co-ordination of developmental efforts at the national level and promoting national self-reliance.
2. It had been gratifying to find those themes reflected in document DP/1989/14, and to learn about the Programme's intention to explore, together with other United Nations agencies, the most appropriate modalities for supporting and delivering assistance to Governments. The new emphasis on institution-building as a means of strengthening national capacity was another positive step and one which his department had long advocated.
3. He shared the view that the United Nations system should support government execution of UNDP-funded developmental projects. In order to be effective, support should focus on helping to strengthen the capabilities of Governments of developing countries through close co-operation with national personnel and the provision of specialized expertise and technical services, including training. Government execution was not a simple transfer of responsibility; rather, it called for further adjustment of the tripartite partnership, with the Governments of developing countries playing the leading role.
4. He stressed the importance of ensuring complementarity and avoiding duplication, which could best be achieved when there was a clear understanding of the separate but complementary roles of each partner. The division of labour between the funding and executing agencies of the United Nations system was in the best interests of the developing countries, since it provided a framework for the maximum utilization of existing capacity, while also promoting accountability.
5. With regard to the question of central funding, it should be emphasized that it was only a means of serving the developing countries, and not an end in itself. Central funding through indicative planning figures (IPFs) should have the advantage of helping recipient Governments to remain at the centre of aid co-ordination and priority-setting. However, to the extent that other supplementary arrangements actually increased the resources available to developing countries, they represented a net increase in the financial contribution to development and thus reinforced the aim of central funding.
6. Mr. RINVILLE (Food and Agriculture Organization of the United Nations) said that his organization was convinced of the need for progressive changes in the scope and content of United Nations development assistance in order to meet varying

(Mr. Rinville, FAO)

country requirements. The assistance provided must be universal and unconditional and must recognize the sovereign right of each country to define its own development needs and policy. The central aim was to strengthen the capacities of countries to manage their own development efforts.

7. The 1970 Consensus was still fully valid because its principles were in keeping with those just outlined and with the tripartite structure in which Governments played the determining role.

8. He was in broad agreement with the outcome of the recent informal discussions in the Council, and with the conclusions summarized in the President's report on those sessions (document DP/1989/25), particularly the emphasis placed by all delegations on national capacity-building and institution-building.

9. Much could be done to mobilize existing capacities within the system, without creating new structures or changing the respective roles of the various partners.

10. He was seriously concerned at the rapid expansion of UNDP direct execution activities under the Office for Project Services. Those activities were spreading into the technical and substantive areas of the Food and Agriculture Organization of the United Nations, while FAO and other specialized agencies were being excluded.

11. The question at issue involved more than the future of UNDP or of the system's operational activities as a whole. Rather, it involved the benefits which recipient countries could expect to derive from the technical assistance provided by the United Nations system.

12. In that connection, FAO welcomed the proposal by the Director-General for Development and International Economic Co-operation for a broad-based study of the issues, and would participate actively in that exercise in keeping with its commitment to seek better ways of serving the developing countries.

13. Dame RUTH NITA BARROW (Observer for Barbados) said that her delegation supported the proposals contained in the Administrator's report on UNDP and world development by the year 2000 (DP/1989/14), but with some reservations. It applauded the proposed emphasis on increasing national capacity but wished to stress that the elements for doing so varied from region to region, within regions and between countries. Since Governments were best qualified to assess their requirements UNDP must improve its machinery for consultation with Governments in order to produce programmes that met their particular needs.

14. Increasing government execution of projects was also a useful idea because it could improve development efforts by creating linkages well beyond the scope of a particular project. In order to avoid conflict with UNDP's emphasis on making effective use of its resources, however, it might be necessary to begin by accumulating expertise in project execution. UNDP must balance its objectives in the interests of the long-term development of recipient countries.

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(Dame Ruth Nita Barrow, Observer, Barbados)

15. Her country welcomed UNDP's intention to focus on human resources development by concentrating on areas necessary to liberate to the fullest the human potential. UNDP should develop motivated, skilled and adaptable human resources. To do so, it would first have to give priority to satisfying such basic needs as food, education, health services and housing. Strengthening of management-capacity so as to enable the developing countries to manage their resources and develop strategies more effectively was a central element of that endeavour, and an area in which UNDP could be of assistance.

16. In its focus on building or strengthening institutions, however, UNDP must always remain sensitive to the local environment. It must not simply replicate in developing countries management approaches taken from the international environment, but must adapt them, drawing upon local experience and ideas, so as to end up with a new and creative approach suited to local conditions.

17. While focusing on management and development, UNDP must play a major role in ensuring that there was something left to manage in the developing countries. The revitalization of growth in the developed countries had not been sufficient to enable the developing ones to overcome the economic crisis that had afflicted them in the 1980s, and UNDP would have to continue for some time to assist them with projects designed to create an infrastructure for promoting development, increasing exports and diversifying national production through the appropriate allocation of UNDP resources. Her country was accordingly disturbed by the tendency to deny developing countries UNDP grant assistance without due reference to the real hardships confronting them. The plans for the reimbursement of IPFs could not be applied in a vacuum, and due recognition must be given to the serious deterioration in the economies of those countries since the original decisions were taken. The criteria for the allocation of UNDP resources must be reviewed and less weight attached to per capita gross national product. To say that the requirements for UNDP resources had diminished in developing countries that had raised the per capita income of their people would limit the access of those countries to those resources precisely when the need was greatest. A more accurate measure of resource requirements should be adopted for the fifth programming cycle. Greater emphasis should be placed on a country's vulnerability to natural disasters, which could inhibit development efforts, and to changes in the international economic environment that had severely affected the economy's ability to live up to expectations.

18. Lastly, UNDP should not try to become too much like comparable institutions. It had historically filled many of the gaps left by other multilateral development and financial institutions and had brought a more humanistic approach to international co-operation for development. That should be encouraged and pursued.

19. Mr. KURTH (Federal Republic of Germany) said that the United Nations development system needed critical self-appraisal because of concerns about tendencies towards empire-building, institutional egoism and systemic weaknesses that could jeopardize the achievement of its objectives. Document DP/1989/14 provided a useful basis for self-assessment even though it understated the seriousness of the challenges of the 1990s, describing them simply as "unresolved

(Mr. Kurth, Federal Republic of Germany)

issues". He would have added excessive population growth and the need for economic and social policy reforms to the list of challenges given in paragraphs 13 to 19.

20. UNDP could maximize its contribution to solving those immense tasks by giving priority to areas in which it had comparative advantages. That meant narrowing its focus and concentrating more on typical multilateral tasks and functions. UNDP had in the past taken on too many lesser tasks. Its activities should instead be geared to strengthening the capacity of recipient Governments to design and manage their development strategies and thereby co-ordinate external co-operation and assistance efforts with their own. His delegation therefore supported the emphasis on improved human development and national capacity-building and urged developing countries to clearly indicate their own concerns in respect of those internationally recognized challenges and priorities.

21. Interdisciplinary cross-sectoral advice was another area where UNDP should exploit its comparative advantages. It should also strengthen and improve the co-ordination of United Nations activities in the field and help recipient countries co-ordinate various bilateral and multilateral external inputs in an effective way. In addition to assisting individual countries, UNDP should also broaden its regional, interregional and global activities and give further support to TCDC. Those multilateral tasks had not been given sufficient priority in the past.

22. Greater concentration on activities with high international priority would also make it easier for UNDP to press for increased contributions. UNDP's central funding role must be taken more seriously. In the past 20 years there had been a proliferation of new funds, special accounts and even new chapters in budgets for operational activities, resulting not in additionality, as anticipated, but rather in confusion, expanded international bureaucracies and greater problems of co-ordination. The temptation to ask for even more special funds and special accounts must therefore be resisted. Core financing for UNDP was more important than any other type of additional multi-bi-financing. The latter should be kept to a minimum and should be closely integrated within the country programmes. Realistic goals were also needed for the future financing of UNDP. Funding targets could not be based simply on demonstrated needs, and there were important constraints on the supply side. Planning assumptions for the next cycle should therefore be based on the realities and experience of the fourth cycle so as to avoid the frustration that would inevitably ensue from failure to meet ambitious and unrealistic targets.

23. The Consensus of 1970, as supplemented by the New Dimensions resolution of 1975, had worked well, and the country programming system based on IPFs had demonstrated its merits, even though some programmes no longer resembled at the end of the cycle the ones originally approved by the Governing Council. Flexibility and adaptability, however, were an asset rather than a weakness. NATCAPs had improved the identification of technical assistance needs and should be developed and participation in them broadened. Once the positive results of such exercises were clearly demonstrated bilateral donors might wish to participate. It was encouraging to note that the capacity in many developing countries had so improved that an increasing number of projects were being left to Governments for execution.

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(Mr. Kurth, Federal Republic of Germany)

24. He would reserve his position concerning the triangular relationship concept and the relationship between UNDP and the specialized agencies pending further studies that would clearly define responsibility and accountability on many of the crucial issues. In any case, the agencies must be more closely involved in planning exercises such as NATCAPs and in co-ordinating efforts such as the improved round-tables processes.

25. Mr. AKSIN (Turkey), endorsing the Administrator's assessment of world development performance, said that sustainable, non-inflationary, balanced growth and greater self-reliance were the top priorities and required a more selective channelling of UNDP resources. While the recipient countries must establish those priorities to fit their circumstances, capacity-building was crucial to all of them. Human resources development should aim at improving the capacity to accumulate and apply knowledge and adapt to technological change. That would require action in the areas of education and training, nutrition and health, the role of women, and new technologies, as well as a greater global awareness of the human dimension in development, and international initiatives relating to finance and adjustment.

26. The global sectoral allocation of UNDP resources given in paragraph 36 of document DP/1989/14 showed that the greatest increases had been in policy and planning and in science and technology and that transportation and communications and industry were also important sectors. All of those sectors were characterized by a high technology content. The sectoral distribution of resources, however, would have to vary from one developing country to another, and there the country reports could serve as guides.

27. As development progressed, science and technology gained in importance, and UNDP, while continuing its current mode of operations, should not overlook the significance of that sector for all developing countries. Technical co-operation among developing countries (TCDC) was a useful complement, but would succeed only if countries knew how to mobilize their financial capabilities for the purpose and if the UNDP field offices had a good understanding of it. Turkey, while itself benefiting from TCDC had at the same time been providing technical assistance to 12 Sahelian countries, and in order to co-ordinate that assistance had established the Agency for Co-operation and an international consultancy and training centre.

28. In the 1990s, UNDP should mobilize private-sector support for its projects. Turkey had for some time been following a new approach that encouraged self-financing infrastructural projects supported by the private sector.

29. The functions and work-load of the UNDP Office for Project Services (OPS) had grown dynamically. Turkey did not agree with the Advisory Committee on Administrative and Budgetary Questions (ACABQ) that the Office's multilateral character had been affected, and believed that the limitations suggested by ACABQ would hinder work that had proved valuable for developing countries.

30. Mrs. CUELLAR de MARTINEZ (Colombia) said that her country still had enormous challenges to face, if it was to achieve self-sustained development and ensure a

(Mrs. Cuellar de Martinez, Colombia)

decent life for all its citizens. Although the economy had achieved an average annual growth rate of about 4 per cent in the 1980s, placing Colombia among the middle-income countries of the third world, the standard of living in some regions and social sectors remained on a par with that of the poorest countries.

31. To deal with the very real problem of poverty, her Government had put into effect a new development plan for 1987-1990, which required a public investment of about 50 per cent in social programmes and aimed at higher growth rates and a more equitable distribution of wealth, on the basis of direct democracy. After just two years, the number of urban poor had been reduced by some 700,000. The Government's own resources, however, were inadequate to establish the sustained economic growth that would alone guarantee the fulfilment of basic needs and a stable democratic order. Furthermore, its economic policies were being undermined by global factors such as protectionist policies.

32. In conjunction with its economic and social programmes, her Government was seeking to modernize its management institutions and to extend democracy through decentralization, community participation and administrative reform. Almost all the UNDP projects in Colombia were in those areas, the main objectives for the fourth cycle being to combat poverty, generate employment and sustained and equitable growth, and modernize Government administration. Government-executed projects had increased, national personnel had been utilized in both those and the agency-executed projects, and the Government had significantly increased its share of project financing.

33. Colombia fully agreed with the priorities outlined by the Administrator in his report. In the coming years, UNDP must maintain its universal, neutral and multilateral character, as established in the 1970 Consensus. It would be a grave mistake, for instance, to restrict the allocation of funds, since that would punish countries that had made the greatest effort to increase their capacity to absorb international technical co-operation. Thought should be given instead to making the Programme more efficient while keeping to the current structure.

34. UNDP must be country-specific yet maintain a general flexibility in meeting the different requirements of recipient countries. The main challenge before UNDP was to help build national capacity for planning and administering development programmes. To that end, the useful mechanism of government execution of projects must be encouraged. UNDP field offices and headquarters would both have to be strengthened to meet the challenges of the 1990s. With more government execution, a thorough knowledge of conditions in the field was crucial and the involvement of local technical experts, or at least regional experts, both in the work of the field offices and in projects would be the best approach.

35. TCDC was an essential element in any UNDP strategy, yet the Administrator's report did not sufficiently emphasize its importance. To assist UNDP representatives, a better trade information network was needed regarding technical personnel, programmes in progress and supply of and demand for developing country experience, on the order of the one to be set up for the non-aligned countries by UNDP's Special Unit for Technical Co-operation among Developing Countries.

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36. There was a basic need to modernize Government institutions and public administration to bring them into line with the political and social realities facing States in the present day and UNDP must co-operate in every way possible.

37. The establishment of a new facility (Microfund), as proposed in the annex to DP/1989/14, would only add to the Resident Representatives' administrative work and the limited scope of the projects envisaged might not justify the time or money put into them. It was also not clear how such projects furthered UNDP's basic goals.

38. In mapping out UNDP's future role, account would have to be taken of the outcome of the special session of the General Assembly devoted to international economic co-operation and of the strategy for the fourth United Nations development decade.

39. There was no question that generous contributions to UNDP were needed to allow it in the coming decade to effect some changes in the trends that had in recent years increasingly separated the developed from the developing countries.

40. Mr. AL-AWADI (Observer for Kuwait) said that the international development strategy for the fourth United Nations development decade would differ from earlier strategies in a number of respects. For one thing, it would focus on the human dimension of development.

41. The new approach to development, focusing on the human factor as both the basis and the goal of any development effort, had been the major topic at the fourth in a series of round-table meetings between North and South, held at Amman from 3 to 5 September 1988. The declaration adopted by the meeting had stressed the need to accord the highest priority to the formulation of a development strategy appropriate to prevailing conditions in the developing countries and placing greater emphasis on the development and proper utilization of their potential rather than on the importation of alien lifestyles. The declaration stressed the need for innovative methods in human resources development and for the elaboration of workable guidelines for the fourth United Nations development decade.

42. Any development strategy must have man himself as its focus and must be set in a social and economic framework that had a comprehensive regard for humanitarian considerations. It was to be hoped that the forthcoming international development strategy would embody a new approach to human development that could cope with rapid change, meet the pressing needs of mankind and promote the development of the endogenous capacities of peoples. It should address the material, spiritual and moral issues of human development in such a way as to free human beings from social, cultural and economic impediments and enable them to function productively.

43. International relations should not be restricted to the development of trade, the search for new markets and the expansion of existing markets but should also take account of human needs and should be characterized by co-operation in the solution of common problems. In that connection he stressed that unless priority

(Mr. Al-Awadi, Observer, Kuwait)

attention was given to the elaboration of global policies relating to the environment, the consequences for mankind would be dire indeed.

44. State budgets continued to be burdened by military expenditures. Countries could not be required to demobilize their armies but should nevertheless be aware of the need to reduce their military expenditures. Currently billions of dollars were being spent on the arms race. It was important to strike a balance between basic security requirements and human needs. In view of the slackening of international tension, the major Powers should be called upon to cut back on arms expenditures and channel the money instead into world reconstruction.

45. Third-world indebtedness had reached such proportions that it had begun to threaten the survival of the debtor countries. They were finding it impossible to service their external debt and at the same time maintain the minimum standard of living necessary for their people. North-South co-operation was imperative if a solution to the problem was to be found, and such co-operation should be based on mutual understanding, responsiveness and a desire to establish friendly relations on the basis of a complementarity of interests. In that connection he recalled that, in his address to the General Assembly at its forty-third session, the Emir of Kuwait had called for the establishment of a committee to formulate solutions to the external debt problem.

46. Peoples languishing under occupation and colonialism required special assistance if they were to live a normal life. The Palestinian people, which had launched its uprising in order to free itself from occupation and secure its national rights, merited particular attention. UNDP must step up its assistance to the Palestinian people.

47. The time had come to face up to contemporary challenges and to take practical measures in order to ensure the future of mankind. By calling upon the essential goodness of man much could be achieved.

48. Mr. WILENSKI (Australia) expressed the hope that the recent visit by the Administrator to the South Pacific would help increase awareness within UNDP of the area's special needs. The Governing Council should endorse the accelerated changes that the Programme had undergone, determine the role of UNDP for the immediate future and provide clear guidance for its activities in the 1990s. Although progress had been made in mapping out a strategy for the Programme's future role, the Council still did not have a paper presenting a clear vision of that role. A completely new vision was elusive and perhaps unnecessary. UNDP must adapt to changing conditions by consolidating and implementing its evolving mandate and building on its areas of strength. The Programme's strengths included its neutrality, the incomparable network of field offices, its focus on least developed countries, the priority given to women in development, its universality and its important role in co-ordinating development assistance. In that connection, growth with equity, sustainability and greater self-reliance was of central importance.

(Mr. Wilenski, Australia)

49. UNDP must develop a strategic plan setting out how its mandate could be turned into a reality and outlining priorities. The final paper to be adopted on the role of UNDP should make clear recommendations on the Programme's system-wide co-ordination role, recognize the reality of the trend away from central funding and concentrate on enhancing the relationship between UNDP and the executing agencies, set clear limits on activities, provide guidance in helping countries manage their development, and guarantee that resources would be allocated on the basis of a strategic plan ensuring their effective use in priority areas.

50. The Council should direct UNDP to continue to concentrate on fulfilling its co-ordination mandate by avoiding duplication and actively searching for complementarity in programmes sponsored by various international agencies. The Programme's co-ordination role was its main purpose and the principal reason for Australia's continued support for the UNDP network of country offices. The Programme should enhance its assistance to Governments in their allocation of development assistance. In view of the growing concern over the environment, UNDP should consult closely with other United Nations bodies such as UNEP and WMO.

51. The Programme should formulate clear and precise guidelines for its co-ordinating role, which could be circulated to Member States at a later stage. The Council could then take a decision on them at its special session in February 1990. The Administrator's concern over central funding and the Programme's declining share of technical co-operation funding was understandable. Nevertheless, co-ordination should be planned and pursued on the basis that that trend was probably not reversible.

52. Although UNDP must retain its field office network and its universality, the Programme's assistance should be better focused, especially in terms of sectors. In view of the size of UNDP and the likelihood of continued scarcity of resources, emphasis should be placed on sectoral and thematic programming rather than the project-by-project method. The Programme's grant assistance should be directed more towards least developed countries and areas of critical poverty. In response to the issues raised in the report by the Administrator, the Council should again endorse the graduation line drawn in its decision 85/16.

53. Australia fully endorsed the view that UNDP should become the expert in helping recipient Governments, at their request, to build up their capacities to manage their own development process. His Government had welcomed the decision to set up the Management Development Programme and would like to see the programme's central role emphasized in UNDP strategic planning. Resident Representatives could also become advisers to national managers of development assistance in order to enhance the self-reliance of recipient Governments.

54. The Administrator's proposals for significant expenditure increases in the 1990-1991 budget and the substantial proposed staff increases created a dilemma. While appreciating the need to strengthen the field offices, Australia would be concerned if the Council supported an increase in those resources without first agreeing on the role of UNDP and the development of a comprehensive strategic plan based on a realistic estimate of future funding. In that regard, he stressed the

(Mr. Wilenski, Australia)

need to define the priorities to be addressed and to allocate resources according to a shared view of the pressures facing UNDP.

55. Australia was very interested in initiatives in South Pacific regional co-ordination. Improved aid co-ordination arrangements would increase the effectiveness of aid in the region, provide direct impetus to overall planning and the assessment of aid needs and priorities, and improve the flow of information about recipients' needs and donors' intentions. He therefore welcomed the major increase in UNDP support to aid planning and co-ordination in Asia and the Pacific in recent years as well as the continuing close co-operation between the Programme and the World Bank. If the Pacific Island countries decided to take the path of regional aid co-ordination, UNDP would be well placed to provide assistance. Accordingly, he encouraged the Programme to respond positively if those countries asked for assistance. Lastly, he underscored the importance of achieving decisive results at the current session in order to reach agreement on a strategic plan and proceed with its implementation.

56. Mrs. COLLAS-MONSOD (Philippines) said that, in view of the formidable tasks facing UNDP in the 1990s, the Council should consider the Programme's funding requirements and assess the main approaches in UNDP operations and their relevance to future work. There was no incompatibility between expanding core and non-core funds since both were extremely necessary to meet the needs of developing countries. Although an increase in non-core funds would provide additional resources for recipient countries, the greatest emphasis should be placed on increasing the core resources to enable the Programme to carry out its role as the central funding agency of the United Nations. The Philippines felt that the targets for increasing the level of core resources were necessary to strengthen the role of UNDP in the development process, but was also aware of the domestic difficulties besetting donor Governments. It was essential to reconcile the principle of neutrality and donor preference to ensure a high level of contributions to meet the requirements of UNDP.

57. One way to promote self-reliance on the part of developing countries was to give more authority to national Governments in determining their priorities and selecting types of programmes and projects as well as the areas where external assistance could be put to best use. A country-specific approach was therefore indispensable. UNDP should explore ways of increasing government participation in project execution. It might look into the over-extended role of the chief technical advisers (CTAs) in that regard. In some cases, those advisers tended to manage projects, thereby defeating the objective of providing an opportunity for local project managers to be actively involved in the management process.

58. The report by the Administrator implicitly admitted that, while projects were successful in upgrading the technical competence of recipient institutions, they were less successful in strengthening the management and the administrative capacities of those involved. The Programme could review the role of the CTAs with regard to the need for an effective transfer of skills and appropriate technology to the recipient countries. UNDP should also consider ways to provide the kind of technology that developing countries needed. The development of indigenous

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technology should also be encouraged. In that connection, she stressed that UNDP must confine itself to its role as catalyst and facilitator in the development process. The Philippines fully supported the proposal to place more emphasis on project process management. That could best be done by strengthening the project formulation and design phases and involving recipient Governments in the process. In order to ensure sustainability in projects, UNDP should set targets as early as the design stage to ensure that project inputs corresponded to such targets.

59. The efforts to improve the Programme's analytical tools and its ability to measure progress in national capacity-building and human development endeavours should be supported. To that end, UNDP should develop capacity indicators as a basis for identifying areas where institution-building was necessary. When a country had developed adequately its capacity, UNDP could then redirect its assistance to other areas, such as research and development. In view of the goal of promoting self-reliance, one might well ask whether the current approach followed by UNDP responded to its stated objectives. Problems resulting from that approach could arise in the early stages of project identification.

60. The role of the specialized agencies in the execution of UNDP-assisted projects should be re-examined. Project formulation should be carried out in close consultation with recipient Governments to ensure that projects were in keeping with their priorities and needs. Ideally, Governments should assume the leading role and UNDP and the specialized agencies should provide technical and logistical support. The Programme's efforts to promote decentralization were commendable since they promoted capacity-building, especially in the areas of project preparation, evaluation and implementation. Nevertheless, UNDP field offices should continue to exercise their authority so that recipient Governments could appreciate the full advantages of decentralization. That type of decentralization would flow from UNDP headquarters to the field offices as well as to the recipient Governments. In that connection, her country strongly urged UNDP to hire more nationals for professional posts in field offices and in projects in order to make use of their familiarity with local conditions. That would promote national capacity-building through on-the-job training.

61. UNDP could help strengthen the recipient Government's ability to manage official development assistance. She stressed, however, that the co-ordination of external assistance was the responsibility of the recipient Governments and that UNDP support should be provided only at their request. Any plan to involve an external institution in aid co-ordination should take into consideration the sensibilities of both the recipient Government and the local representatives of the donors involved. In that connection, UNDP should take the Government's own procedures as a starting point and streamline its own procedures in order to minimize administrative costs to both the Programme and recipient countries.

62. UNDP should consider developing an integrated approach that would involve non-governmental organizations and women in the twin roles of participants and beneficiaries of the development process. A greater effort should be made to ensure that women were given appropriate attention in that regard. More attention should also be given to the non-governmental organizations in order to promote

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capacity-building at the grass-roots level and ease the burden on the public sector. UNDP might wish to explore alternatives such as target beneficiaries, extension work, participation by the private sector and non-governmental organizations in development projects and cost-sharing arrangements with target beneficiaries. Lastly, she reaffirmed her country's strong support for UNDP and the goals for the 1990s.

The meeting rose at 5.25 p.m.

