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#### GOVERNING COUNCIL

Thirty-sixth session

SUMMARY RECORD OF THE 23rd MEETING

Held at Headquarters, New York, on Thursday, 15 June 1989, at 3 p.m.

President: Mr. PIBULSONGGRAM (Thailand)

later: Mr. KUFUOR (Ghana)

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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 (continued) (DP/1989/14, 25)

- 1. Mr. NAYAR (International Labour Organisation) said that the International Labour Organisation (ILO) was aware of the need for the United Nations system as a whole to adjust both the content of its programmes and its work methods to country concerns and priorities. The Administrator's report on UNDP and world development by the year 2000 (DP/1989/14) would certainly help to harmonize the views of the various United Nations agencies on the future of their operational activities.
- 2. ILO fully agreed with the basic common objectives indicated in the report: the development of human resources and the fight against poverty. Those goals, aimed primarily at closing the gap between rich and poor, were already basic themes for ILO action.
- 3. ILO also concurred with three fundamental ideas in the report: first, that the recipient Governments must have an increasing role in both defining and executing national programmes and projects; secondly, that UNDP and the specialized agencies must co-operate more actively; and thirdly, that the agencies must be more closely involved in the programming phase.
- 4. It should be noted that a system of regular consultations proposed by the agencies was being established with UNDP resident representatives for the African region. Initiatives of that kind, if expanded and systematized to cover all operational aspects, would enhance general effectiveness.
- 5. The combined technical competence of the agencies represented a reservoir of know-how accumulated over the years that would be difficult, if not impossible, to replicate rapidly anywhere, and joint efforts would avoid duplication among the whole array of multi-disciplinary institutions. A highly successful case in point was the UNDP-funded and ILO-executed global/interregional project known as the International Management Development Network.
- 6. In working towards the common overall objective of responding to the current and emerging needs of developing countries, each agency had particular responsibilities. ILO, for instance, was operating within a mandate defined by Governments as well as by employers' and workers' organizations of its member countries. ILO noted with satisfaction that in the Administrator's report the separation between the formulation and the execution stages of projects had been better defined than in the past. The document also rightly insisted on the need to reinforce the field structure of UNDP. While staff increases in the agency field offices were a matter for each governing body to decide, the principle of partnership required a balanced allocation of available resources to all the agencies of the United Nations system, and collective efforts to achieve the indicated objectives.

- 7. Mr. BARNETT (Observer for Jamaica) welcomed the Council's emphasis on a technical co-operation that supported national capacity-building and reflected the recipient country's plans, priorities and objectives, as well as its consensus that the particular nature of UNDP assistance its flexibility, multilateralism, neutrality and universality and the grant nature of its resources must be maintained.
- 8. It was urgent, on the other hand, to improve many of the Programme's modes of operation. Fortunately, UNDP had already begun to respond to the new requirements of recipient countries through such measures as debt-management projects, national technical co-operation assessments and programmes (NATCAPs), support for structural adjustment programmes, and the Management Development Programme. The focus on further simplification and specificity of the UNDP country programme, on more technical co-operation funding for programmes as well as projects, increased government execution of projects, and greater use of specialist and advisory services would strengthen the ability of Governments to manage development resources.
- 9. Regarding the main programme directions of UNDP support, Jamaica particularly welcomed the emphasis on human resources development. The expansion of the United Nations Volunteers Programme would also be very valuable in filling crucial gaps in local expertise.
- 10. His Government endorsed the Administrator's appeal for more funds as the fifth programming cycle approached. UNDP could carry out its central funding role only if it had the necessary resources. Regarding the criteria that would be used to calculate indicative planning figures, there had been over-reliance on per capita income statistics, and serious consideration should be given to other indicators such as debt/per capita ratios, vulnerability to natural disasters, the market for major exports, sectors of hard-core poverty and the like.
- 11. Whether the focus was on projects or on entire sectors, the vision that informed technical assistance must be global if it was not to fall short of the mark, or even become irrelevant for many developing countries.
- 12. Mr. LINCOLN (World Meteorological Organization) observed that the part played by the more technical specialized agencies in project planning and execution would, if anything, increase over the next few years. The World Meteorological Organization (WMO) would become involved because meteorological, climatological and hydrological factors did not respect national boundaries and many projects had to be regional if not global in extent or execution.
- 13. The urgent need for international exchange of data by rapid, reliable telecommunications dictated a standardization and national compatibility that made co-ordination by specialized agencies essential. The real-time data base collected under WMO auspices had made it possible to predict the movement of contaminants from the accidental release of pollutants into the atmosphere or the maritime environment; and in that data base, weather observations from developing countries had the same value as those from the most developed.

## (Mr. Lincoln, WMO)

- 14. The concern over climate change and the "greenhouse effect" called for better understanding of national climates within a global context, and thus for WMO involvement in a number of projects. Similarly, the meteorological effects on, inter alia, locust growth and movement, droughts, floods, mitigation of severe weather damage, and monitoring of background pollution would demand increasingly close co-ordination of observation methods and data exchange through WMO, as well as co-operation with other United Nations organizations.
- 15. The partnership with UNDP, which funded most WHO technical co-operation, and with other specialized agencies, donor nations and especially recipient nations was working well.
- 16. Mr. STANISLAUS (Observer for Grenada) observed that human development was the very fabric of socio-economic development in both developing and developed countries. In a small developing country such as his own, with a limited land mass and a small population, that dimension was paramount, and his Government took an integrated approach to it. The need for UNDP assistance in the area of human resources and skills would diminish in inverse ratio to development. The philosophy of self-reliance was basic to the process.
- 17. With its rich agricultural and marine resources, Grenada looked to UNDP for technical assistance in developing agro-industries and fisheries. In its development, Grenada sought to draw on both private sector and public sector potential. Donor countries had helped develop infrastructures and UNDP had been preparing the private sector for its dynamic role. It was also heartening that UNDP and other agencies were promoting the role of women, who contributed so much to developing societies and whose work was undervalued and underpaid.
- 18. The times were favourable for both disarmament and development: the one led to the other and to peace, and the resulting release of resources could work miracles in the developing world.
- 19. Mrs. DE ALMEIDA (Observer for Angola) observed that UNDP's future role must be determined against the background of decisions to be taken on the international development strategy and at the special session of the General Assembly in 1990 devoted to international economic co-operation. Angola endorsed the statement made by the representative of Ghana on behalf of the Group of African States. It also believed that UNDP's mandate as outlined in the Consensus of 1970 and the New Dimensions resolution was still valid. However, as UNDP moved forward to meet the challenges of the 1990s, it needed to make improvements in country programme preparation, recruitment of international personnel, the mechanisms for technology transfers, and the whole area of national institution-building and training. Angola supported the approaches recommended by the Administrator in his report.
- 20. UNDP had an important role to play in mitigating the overly drastic effects of the structural adjustment programmes put into effect by the developing countries, by helping to implement adjustment in an orderly way from the long-term perspective of sustainable economic recovery.

(Mrs. De Almeida, Observer, Angola)

- 21. Angola itself was at an economic turning-point. In order to implement its recently adopted economic recovery programme it was mobilizing all internal and external resources, including those of the private sector. The recovery programme sought actively to promote foreign investment and, with peace in the making, her Government expected to be able to rechannel resources towards national reconstruction and economic and social development. UNDP in particular had a crucial role to play in the rebuilding of a nation torn by violence, foreign aggression and destabilization.
- 22. The success of the adjustment process depended to a large extent on the institutional capacity of the countries concerned to formulate, manage and monitor programmes and encourage the involvement of people at all levels. UNDP and the specialized agencies could play a useful role in that regard because of their considerable experience in human resources development and institution-building. Angola strongly supported such activities as the Management Development Programme, which could provide Governments with the necessary skills to assess needs in the public and private sectors and establish methodologies to improve management. Her delegation attached particular importance to the establishment of the development support services. Long-term sustainable development required the maximum utilization of all available technical capacities and skills. The private sector in Angola had followed that approach for the past 10 years and it had proved to be very efficient and cost-effective. She therefore strongly supported the recruitment of additional development support offices for the field.
- 23. Angola attached the utmost importance to aid co-ordination and strongly supported the principle that the co-ordination of external assistance was the responsibility of recipient Governments. Nevertheless, their capacities must be strengthened to maximize utilization of external aid from various sources. Accordingly, her delegation supported the initiatives in that area outlined in the report by the Administrator.
- 24. Human resources development, which was essential to the overall development process, required programmes aimed at making basic education, primary health care, adequate nutrition and shelter and other essential services available to all. All able-bodied persons should be mobilized and trained in order to carry out the complex tasks of development. In that connection, it was imperative to integrate women into the mainstream of development activities. Women, who were so active in agriculture, health, education and other fields, must be taken into account in the formulation of development strategies. Angola noted with great appreciation the efforts being made in that field by the specialized agencies and the special attention which the Administrator had given to such issues. Lastly, she strongly encouraged him to pursue vigorously the objectives set forth in his report.
- 25. Mr. GIANELLI (Observer for Uruguay) expressed his country's commitment to the important objectives of UNDP. The principle of universality was the corner-stone of the entire system of operational activities. It was essential to remedy the current situation, in which most developing countries were experiencing economic stagnation or deterioration owing to increased social and political tensions and

# (Mr. Gianelli, Observer, Uruguay)

deteriorating living conditions. Promoting economic and social development must continue to be the focal point of UNDP activities in the next decade. The economic recovery of developing countries was clearly in the interest of the developed countries and the world economy in general because it would help expand international trade and promote economic and political stability.

- 26. The problems of extreme poverty and the external debt burden were common to all developing regions and must be dealt with on a global basis. The criterion concerning degree of poverty was unjust and should be rejected. His delegation fully agreed that it was necessary to increase co-ordination and co-operation between UNDP, IMF and the World Bank. The developing countries themselves should carry out that task, ensuring that IMF continued to solve balance-of-payments problems, that the World Bank provided financial resources for sectoral development and that UNDP transferred technical resources through technical co-operation.
- 27. Government execution had yielded enormous results in many Latin American countries and had made it possible to make the best use of scarce technical co-operation resources by reducing expenditures for services provided by other executing agencies. Uruguay strongly supported decentralization and strengthening field offices by expanding the responsibilities of resident representatives. The sovereignty of recipient Governments must be respected when defining development objectives and assistance must be provided in accordance with the priorities and plans of each Government. UNDP resources should be used to finance only those projects for which the recipient Governments sought the services of international experts. The Programme should provide financing for technical consultancy services. It had been demonstrated in Latin America that, if the United Nations system was capable of providing such services, Governments were prepared to co-finance them.
- 28. Governments were also prepared to co-finance, in convertible currency, projects in which UNDP provided access to the information, know-how, experience and managerial capacity of the United Nations system. In that connection, he stressed that resources allocated to finance external co-operation should not be integrated into national budgets or structural adjustment programmes.
- 29. The United Nations should set up an information and management service to enable national institutions to operate effectively at the international level. Governments and national institutions could make use of the Organization's experience in order to establish programmes, set common objectives and elaborate mechanisms to achieve them. UNDP had an indispensable role to play in that regard. The salaries and travel allowances of experts should be financed by the Governments or national institutions concerned. The support provided by UNDP to intergovernmental organizations which promoted technical co-operation at the regional and subregional level was also important. Latin America constituted a good example of a major effort being made to promote such co-operation.
- 30. He stressed the importance which countries at an intermediate level of development, like Uruguay, attached to UNDP management development programmes.

(Mr. Gianelli, Observer, Uruguay)

Enhancing the effectiveness of economic management on the part of Governments was essential in order to speed up the development of those countries. connection, it was very important to study the factors limiting the effectiveness of State agencies and services and private sector initiatives. An in-depth analysis should be conducted of structural causes of low productivity and cost-effectiveness, the training levels of managerial staff, regulations, contract programmes and strategic planning. Direct assistance should be provided to State administrative bodies and companies in order to improve their managerial capacity. In that connection, he stressed the need to maximize the potential of human resources and promote the establishment of programmes to develop executive leadership and train young managers. Lastly, his delegation underscored the need to draw up an international development strategy for the 1990s and carry out preparations for the special session of the General Assembly in 1990 devoted to international co-operation, in particular to the revitalization of economic growth and development in the developing countries on the basis of a new consensus on international economic co-operation for the future. UNDP had a central role to play in efforts to enhance the effectiveness of the United Nations in meeting the economic and social needs of Member States.

- 31. Ms. HAMODI (Observer for Iraq) said that UNDP should promote the transfer of modern technology to developing countries and help them develop the requisite management skills to achieve economic growth. Human resources development was essential in that regard. Iraq had endeavoured to meet the basic needs of its citizens and raise their living standard. Her delegation supported the efforts to enable women to play a larger role in the development process and achieve economic independence. Iraqi women had entered all fields of employment and were contributing to the economic and social development of the country.
- 32. Foreign debt and debt servicing had placed an immense burden on the economies of developing countries. In that regard it was very gratifying to note that the Government of France had absolved 27 States of their debts to that country. Similar initiatives should be taken by other developed countries to improve the international economic climate. Developing countries were in a very difficult position because of the decline in commodity prices and fluctuating exchange rates.
- 33. In co-ordination with the resident representative in Iraq, her Government had undertaken a number of development activities and attached particular importance in that regard to the rehabilitation of disabled persons and the reconstruction of major cities destroyed in the war with Iran.
- 34. Mr. VAN NORT (International Maritime Organization) said that he fully supported the central funding and co-ordinating role of UNDP. IMO had no regular programme and was almost totally dependent on UNDP for its technical co-operation programme. He fully supported the appeal by the Administrator for increased resources. In that connection, he stressed that in allocating its limited resources, UNDP should to some extent protect small agencies such as IMO, which had no regular programme of their own. He fully supported the proposals by the Administrator to strengthen UNDP field offices, which IMO also utilized.

## (Mr. Van Nort, IMO)

- 35. Referring to the need to make use of national capacities, he pointed out that, in the short period since its establishment, the World Maritime University had trained enough nationals from developing countries to reduce IMO requirements for long-term UNDP-financed experts by 40 per cent over a period of five years. That represented a considerable saving of development funds and promoted self-reliance by replacing expensive external experts with nationals of the countries concerned. Lastly, he stressed his organization's support for technical co-operation among developing countries, which should be given even greater priority in the future.
- 36. Mr. DRAPER (Administrator, United Nations Development Programme) thanked the members of the Council for their contributions to the debate. It was only through such frank and constructive dialogue that a viable partnership could be maintained. He was pleased at the broad endorsement of human development and national capacity-building as the primary focus of UNDP and government execution as the primary modality, provided that UNDP expertise was utilized and accountability was ensured.
- 37. The relationship between UNDP and the specialized agencies was of the utmost importance, and the strengthening of field offices was in line with the effort to enhance co-operation. The forthcoming report on support costs would suggest ways of compensating the agencies for their specialized efforts.
- 38. Many countries, developed and developing alike, had emphasized that UNDP should remain committed to the principle of universality. That was a complicated issue, as it was necessary to ensure that assistance was concentrated on the poorest countries.
- 39. Much of the discussion had reflected a perception of the developing world's growing need for the kind of assistance provided by UNDP. The aim of doubling the level of voluntary contributions by the fifth year of the next programming cycle was quite manageable, but required far more discussion and planning. The donor countries had expressed scepticism regarding the feasibility of that goal. However, the lessening of tensions in the contemporary world raised the possibility that additional resources could be freed for development.
- 40. The proposal to integrate global, regional and interregional concerns, and to assist recipient Governments in areas such as environmental degradation and structural adjustment, had met with approval. The reaction to the proposal to establish development support offices at the country level had generally been positive, and he hoped that the Council would approve in principle the adoption of the scheme.
- 41. With regard to the governance of UNDP, he thoroughly endorsed the view that the present structure of the Governing Council prevented it from dealing adequately with micro-management questions. It might be advisable to set up a small executive board which would meet once or twice a year to take up matters of that nature.

(Mr. Draper)

- 42. He disagreed with the suggestion that decisions on the future role of UNDP should await the outcome of studies in preparation for the fourth United Nations development decade. Rather, the debates and conclusions of the Council on issues confronting it in the 1990s should provide inputs to the United Nations system on the larger policy issues.
- 43. As pointed out in the debate, technical co-operation among developing countries was an area which needed strengthening and one in which UNDP should play more of a leading role.
- 44. He appreciated the positive comments on the need to increase the cost-effectiveness of the United Nations Volunteers programme, and on the activities of the UNDP Office for Project Services, the decentralization of decision-making and the importance of working more closely with non-governmental organizations and bringing together local partners to solve problems.
- 45. It was widely recognized that the central mission of UNDP was to provide recipient countries with technical assistance which could strengthen their self-reliance. Much remained to be done in the next decade in the areas of human development and the problems of structural adjustment, in order to ensure the vitality of the social sector along with that of the economic sector.
- 46. The PRESIDENT, speaking on behalf of the Governing Council, paid tribute to the competence, extraordinary effectiveness and total commitment of Mr. Brown (Associate Administrator) to UNDP activities, congratulated him for his outstanding contribution to the United Nations development system and extended best wishes to him for continued success in the future.
  - 47. Mr. BROWN (Associate Administrator, United Nations Development Programme) expressed his appreciation for the good wishes extended by the Council and said that he had derived great satisfaction from his years of service to the United Nations.

#### PROGRAMME PLANNING (continued)

- (a) FOURTH PROGRAMMING CYCLE (continued)
  - (iv) MANAGEMENT DEVELOPMENT PROGRAMME (DP/1989/59) (continued)
- 48. Mr. ALOM (Observer for Bangladesh) drew attention to paragraph 3 of the revised guidelines in document DP/1989/59 and said he reserved his endorsement of the areas of focus indicated in subparagraphs (c) and (e), because they were essentially within the jurisdiction of individual countries and there must be no encroachment on the discretion of each Government to decide its own administrative policies and organizational priorities. Assessments in those areas could be dertaken only at the specific request of the Government. The inclusion of career velopment and management capabilities for public officials, however, would be a litive contribution to the promotion of management development capacity.

#### (Mr. Alom, Observer, Bangladesh)

- 49. Drawing attention to paragraph 18 of the revised guidelines, he said that a comparable Support Unit was also required in the central secretariat. Extra expenditure on the Support Unit and other overhead costs should be kept to the minimum and he would prefer a smaller unit for co-ordination. The recipient Government, in co-operation with the resident representative, should play an effective role in planning, programme management, operation or monitoring. The programming and implementation of MDP must always be in conformity with UNDP's basic mandates, namely, neutrality, impartiality and grant-funding nature.
- 50. Lastly, on the matter of proposed resource mobilization prior to the end of the current cycle, he advocated mobilizating additional resources, as and when required, from other multilateral and bilateral sources instead of diverting further resources from the central resource pool.
- 51. Mr. NAKORNCHAI (Thailand) said that his delegation appreciated the way the Administrators' report (DP/1989/59) had taken into account important observations and recommendations made by a number of delegations, and he stressed his delegation's support of such operational notions as regional balance, flexibility and use of TCDC. Thailand would make maximum use of the Management Development Programme (MDP) to help solve critical management problems.
- 52. Concerning whether a follow-up study for MDP should be funded from IPFs or from other sources, he took issue with the statement by the Japanese representative that IPFs were not relevant. Moreover, he pointed out that such a study was optional. The principle that the formulation of projects might emphasize the separation of the project formulation exercise from project implementation (DP/1989/14, para. 88) must be applied if a programme was administered by UNDP. Certain projects must have top priority. A country might use its IPF to finance a project outside the programme, as Thailand had for its emergency flood relief project. A country must not be confronted with the need to choose between a project vital to its basic interests and a project for managing international loans.
- 53. Ms. DORTE RIGGELSEN (Observer for Denmark), speaking also on behalf of Finland, Norway and Sweden, said that the Nordic countries welcomed the proposed guidelines and stressed that the resources channelled through MDP should benefit primarily the poorest countries. UNDP should draw the attention of those countries to the possibility of obtaining additional resources from MDP. She welcomed the reassurance that an increasing number of developing countries were becoming aware of the need to strengthen their management capabilities and that UNDP had been approached by many of them for assistance. Close co-ordination with technical assistance from bilateral and other multilateral sources was a crucial element of MDP and she would like more information about how UNDP intended to provide it. MDP was an innovation and should be monitored closely; she looked forward to a more thorough discussion of the issue the following year, when some experience would have been gained.

- 54. Mr. AQUARONE (Netherlands) welcomed the revised guidelines noting that the modifications addressed the concerns of developing countries somewhat more than those of the donor countries. His delegation had no objection to the use of TCDC as a modality for MDP but was surprised at the exclusion of IPFs as a source of financing. How IPFs were used must be the decision of the recipient Government.
- 55. Noting that the revised guidelines stated that UNDP should give priority to the needs of the least developed countries in deciding the amount to be made available, he would like to know also what criteria would be used in selecting the countries to benefit from MDP.
- 56. MDP did not provide its own funding and had no financing from other sources. That created a risk that the MDP allotment for a country might be used for preparatory studies and missions, leaving nothing for the implementation stage. Financing must be secured either before or during the preliminary management study and the recipient country should show its commitment to the programme by seeking such funding from its established bilateral or multilateral donors. His delegation was not convinced of the value of donor participation in the surveys, even when that was acceptable to the Governments in question, and it would like UNDP's comments on the funding questions just raised.
- 57. Lastly, he would be more interested in hearing a report, in 1990, on the successful implementation of a limited number of programmes than to be overwhelmed by the initiation of many.
- 58. Ms. COLLOTON (United States of America) said that her delegation supported the Management Development Programme because it represented a broader long-term approach to capacity-building than did individual projects, but was concerned that its implementation should focus on high-priority management needs. She regretted the fact that the revised guidelines weakened the provision for a comprehensive approach to management improvements and that paragraph 16 would allow exceptions to the requirement that co-operation under MDP should begin with a preliminary management survey conducted by UNDP experts. The survey should take into account any ongoing management improvement programmes and make use of prior studies. However, it should not accept, a priori, the results of such studies, and should question assumptions and approaches for identifying and solving key problems. Problems must be diagnosed objectively, without ideological bias and without fear of raising politically sensitive issues.
- 59. The survey would enable senior officials to obtain a clear sense of policy options and trade-offs. MDP should not be used to fund isolated projects that did not address systemic underlying problems.
- 60. She would like the guidelines approved but without paragraph 16, and wanted to know whether implementation of MDP so far had included preliminary surveys in all cases. MDP must not be used to finance projects that were not part of an integrated strategy and which might otherwise have been routinely funded from IPF funds, bilateral trust funds or other types of project assistance.

## (Ms. Colloton, United States)

- 61. Turning to specific examples, she said that an MDP team had visited Honduras to help it develop a programme to strengthen and improve its institutional management capacity and she would appreciate a status report on UNDP's consideration of continued support for it. UNDP should concentrate its assistance on a few well-defined areas to maximize its impact and should make sure that neither its nor the Honduran Government's capabilities were overextended.
- 62. In Uruguay, UNDP was preparing to have an MDP team begin work in mid-July 1989, with concentration on generally recognized priority public management and policy concerns. MDP was potentially very valuable for Uruguay and her Government also anticipated modest and specifically targetted USAID assistance within the area of public management and policy.
- 63. In Guinea, the resident representative had played an active role in identifying and attempting to remedy weaknesses in public administration and management. The lack of trained managers had interfered with Guinea's ability to absorb and use available assistance and blocked reforms and the success of projects. She commended UNDP's proposal to assist in training private sector managers and its stress on improved performance in planning, budgeting and management.
- 64. MDP should also focus on the development and implementation of successful management programmes in key central government ministries so as to improve their overall government management and, through dealings with other ministries, further improve public sector management. She was concerned, however, that UNDP-financed experts did not always have the experience and orientation needed to advise Governments moving from strong, central control to a greater decentralization of authority.

#### 65. Mr. KUFUOR (Vice-President) took the Chair.

- 66. Ms. LEE (Australia) said that her Government supported the revised guidelines, which, although general, were adequate. Even after adoption they must still be seen as only preliminary and subject to further amendment in light of the lessons learned during implementation of MDP. The Governing Council must also give further attention to such issues as preservation of the regional balance in expenditures under MDP, the criteria used to decide which countries were to receive priority in the allocation of limited resources, co-ordination arrangements with other UNDP activities, criteria for project selection and future funding. Those issues should be discussed in the next Administrator's report on MDP. MDP must be carefully monitored, and its progress should be reported in detail and with specific examples, to the Council. She stressed, however, the importance of undertaking a review of MDP, possibly in late 1990.
- 67. Mr. YENEL (Turkey) asked whether the word "between" in the second sentence of paragraph 20 of the revised guidelines meant that experts would be from other developing countries or simply that they would have worked previously in developing ones. The paragraph also mentioned using local experts with competence and he

(Mr. Yenel, Turkey)

wondered whether that meant that UNDP would be tapping an already limited supply of nationals where there might be greater need for them elsewhere. Lastly, he said that the programme should be extended into the fifth programming cycle but that it should be evaluated at the end of the fourth cycle.

68. Mr. PETTITT (United Kingdom) said that the revised guidelines were an improvement and reflected the views expressed by delegations. Drawing attention to paragraph 22, he noted that the last sentence implied the possibility of new resources where no definitive decision had yet been taken. He therefore proposed rewording it to read "to provide the basis for any proposal by the Administrator concerning MDP".

The meeting rose at 6 p.m.

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