PROGRAMME IMPLEMENTATION

SPECIAL PROGRAMMES


Report of the Administrator

SUMMARY

The present report provides information on the role of the United Nations Development Programme (UNDP) in the implementation of the United Nations Programme of Action for African Economic Recovery and Development (UNPAAERD) and covers the period 1988-1989. It updates the Administrator's previous report dated 11 May 1988 (DP/1988/24) and addresses the views and comments which were made at the thirty-fifth session of the Governing Council. At that time the Council, in its decision 88/24 of 1 July 1988, requested the Administrator to intensify assistance to African countries through, inter alia, (a) the speeding up of the approval process of projects and in particular regional projects; (b) mobilization of additional resources; (c) identification of innovative approaches to assistance; (d) the holding of subregional meetings; and (e) steps to ensure the involvement of women in UNDP-funded development projects. All these elements, and others, are dealt with in this report as appropriate. Additional information concerning specific country and intercountry projects is provided in the report of the Administrator on the implementation of selected country programmes and the intercountry programme in Africa (DP/1989/28) and in the annual report of the Administrator.
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I. INTRODUCTION

1. As will be recalled, the General Assembly, at its thirteenth special session, adopted by consensus on 1 June 1986 resolution S-13/2, which established the United Nations Programme of Action for African Economic Recovery and Development 1986-1990 (UNPAAERD). That resolution, inter alia, emphasized the need to intensify economic and technical co-operation with African countries during and beyond the period 1986-1990; urged all Governments to take effective action for the rapid and full implementation of the Programme of Action; and requested the organs, organizations and bodies of the United Nations system to participate fully in and support the implementation of the Programme.

2. The main objective of General Assembly resolution S-13/2 was to initiate and sustain renewed concerted action by the international community in fullest support of the efforts of African countries towards their economic recovery and development, as evidenced in Africa's Priority Programme for Economic Recovery 1986-1990 1/ adopted by the Assembly of Heads of State and Government of the Organization of African Unity (OAU) at its twenty-first ordinary session, held at Addis Ababa from 18 to 20 July 1985, in which the Governments of Africa reaffirmed their primary responsibility for the economic and social development of their countries, identified areas for priority action, and undertook to mobilize and utilize domestic resources for the achievement of these priorities.

3. In response to General Assembly resolution S-13/2, the Governing Council of the United Nations Development Programme (UNDP) adopted decision 86/27 of 27 June 1986 which authorized the Administrator to take appropriate action within his mandate in relation to the implementation of the Programme of Action and to report thereon to the Governing Council at its thirty-fourth session in 1987. Subsequently, another report was submitted by the Administrator at the thirty-fifth session (DP/1988/24) in response to Governing Council decision 87/23 of 18 June 1987.


II. PREVIOUS UNDP RESPONSE TO UNPAAERD

5. It will be recalled that, in accordance with the objectives and strategies of Africa's Priority Programme for Economic Recovery 1986-1990, the United Nations Programme of Action as adopted by the General Assembly in 1986 identified inter alia the following as priority areas: agricultural development, with special emphasis on actions for improvement of the food situation and the rehabilitation of agricultural development in Africa; drought and desertification; human resources development; and socio-economic policy reforms, including measures for alleviating Africa's external debt burden.

6. The last report of the Administrator (DP/1988/24) elaborated on how UNDP had engaged the machinery of the country programmes and intercountry programme in
Africa to implement the priorities of UNPAAERD. Those initiatives are still being continued. In addition to seeking to strengthen the capacities of African Governments for economic management and development, and for resource mobilization, UNDP also promoted thematic modalities for economic and social development relating to the private sector; Technical Co-operation among Developing Countries (TCDC); involvement of women in development; and co-operation with non-governmental and intergovernmental organizations. References were made to individual projects which aimed at monitoring aid flows and development programmes to Africa; social dimensions of structural adjustment or restructuring programmes; aid co-ordination; as well as economic planning and management. UNDP continues to implement these projects and programmes with increased determination and vigour and new initiatives are already in place for 1989 and succeeding years.

III. CURRENT UNDP RESPONSE TO UNPAAERD

7. The present report has been prepared against a backdrop of continuing deterioration of the overall economic situation in Africa, as indicated in the Secretary-General's report to the General Assembly on the mid-term review of the implementation of UNPAAERD (A/43/500 and Corr.1 and Add.1 and 2).

8. The analysis in the Secretary-General's report indicated that while the Programme of Action had embodied mutually reinforcing commitments between African Governments and the international community, and provided as well a framework and impetus for action by both parties, there was an urgent need for additional efforts and a sustained long-term commitment by all concerned. Additional steps are needed, in particular to deal with the interlinked problems of financial flows, commodities and debt, and to give more support to the policy reforms and measures that are being undertaken by African countries.

9. Despite the overwhelming range of constraints which continue to diminish the possibilities for more effective implementation of the Programme of Action at the global level, UNDP has endeavoured, in spite of its limited resources, to make a difference.

A. Additional resources from UNDP

1. IPF resources

10. By its decision 88/33 of 1 July 1988, the Governing Council of UNDP approved an increase in country and intercountry indicative planning figures (IPFs) for the fourth cycle, 1987-1991. The new revised IPFs for the African region represent a net increase in financial resources of $US 187.55 million, as shown in the table below:

/...
Summary of recalculated 1987-1991 IPFs according to
Governing Council decision 88/31

(Millions of US dollars)

<table>
<thead>
<tr>
<th>Africa</th>
<th>Existing fourth cycle IPFs</th>
<th>Revised IPFs</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country</td>
<td>1 018.96</td>
<td>1 176.19</td>
<td>15.4</td>
</tr>
<tr>
<td>Regional</td>
<td>195.75</td>
<td>226.07</td>
<td>15.5</td>
</tr>
<tr>
<td>Total</td>
<td>1 214.71</td>
<td>1 402.26</td>
<td>15.4</td>
</tr>
</tbody>
</table>

11. The criteria for the programming and commitment of these additional resources have since been authorized and UNDP field offices are already engaged with Governments in the processing of pipeline projects within the framework of the priorities of the Programme of Action.

2. **Management services**

12. Considerable additionality has been obtained from a number of donors for whom the UNDP Office for Project Services (OPS) has been designated the Co-operating Institution. In the case of funds provided by Italy and the World Bank, these have been entrusted to OPS, which authorizes disbursements, whereas funds made available by the International Fund for Agricultural Development (IFAD), the Belgian Survival Fund and Japan are not entrusted to UNDP, but OPS nevertheless authorizes their disbursement. The present total stands at $264.5 million with $235.8 million coming under the heading of management services and $28.7 million under IFAD's Special Programme for Africa covering agricultural development projects in the Niger, Lesotho and Ghana.

13. Significant donors include Italy with rehabilitation programmes in Chad and Ethiopia with a total value of $84.2 million; the World Bank/International Development Association (IDA) with projects totalling $3.8 million in Ethiopia and Uganda involving the management of the technical assistance component of World Bank and IDA credits; the IFAD-Belgian Survival Fund covering agricultural development projects in Ethiopia and Kenya at a combined cost of $10.6 million; IFAD is providing $98.8 million from its regular budget for investment-oriented agricultural projects in Equatorial Guinea, Ethiopia, Ghana, Lesotho, Madagascar, Mali, Mozambique, the Niger and Sao Tome and Principe; and Japan has currently provided $38.4 million for equipment procurement in Madagascar ($27.4 million) and the Niger ($11.0 million). Discussions with these donors and others are being actively pursued with a view to increasing the amount of these funds still further.
3. Special Programme Resources (SPR)

14. Whereas in 1987 sub-Saharan Africa received $1.64 million from SPR, in 1988 these allocations totalled $10.54 million, excluding the amount shown in paragraph 29 for the Project Development Facility. Of this amount $5 million relates to the United Nations Decade for Transport and Communications in Africa, for which projects are in the final stages of preparation. The sum of $3.574 million was earmarked in support of round tables and National Technical Co-operation Assessments and Programmes (NATCAPs), $.475 million for private sector meetings, and the balance used principally to combat emergency situations such as the desert locust infestation in the Sahelian countries, rehabilitation and emergency preparedness in Ethiopia and Angola, and an emergency management unit in Uganda.

4. Special Measures Fund for the Least Developed Countries (SMF/LDCs) funds

15. During the course of 1989, 18 new projects were approved using the SMF/LDCs with a value of $5.70 million. This brought the total of ongoing SMF/LDC-funded projects during the current programming cycle to 50 with a total earmarking of $13.8 million spread over the cycle.

5. Funds in trust

16. Ten trust funds have been established by the Administrator on behalf of UNDP since 1987. The amount of contributions either pledged or for which fund raising is in its final stage is estimated at $57 million. The funds are earmarked to support a wide range of activities and fields of development assistance in both the public and private sectors, within the framework of the priorities of UNPAAERD.

17. The scope of the trust funds varies greatly. Some have been established to finance specific types of projects at the country level (i.e., continuation of an agro-veterinary school in Rwanda, water resources development in Mali, population census in Senegal); others are in answer to emergency situations (i.e., emergency assistance to the People's Republic of Mozambique, emergency humanitarian assistance to Angola). A third category of trust funds finances more general programmes of action like the Netherlands Trust Fund for Public Administration and Finance, which finances various programmes aimed at improving public administration and management in Africa (Special Action Programme for Administration and Management (SAPAM)) or the Africa 2000 network established to support and link African non-governmental organizations and communities working to promote sustainable development and counter environmental degradation.

18. The particular emphasis of the trust funds established for the Africa region is on LDC countries and countries most affected by the emergency crisis in the region.
19. UNDP response to the locust crisis across Africa bears special mention, particularly as the main thrust coincides with the launching of the Programme of Action. To date a total of $7.5 million has been allocated from various resources (IPF, SPR) of which $4 million is being disbursed in sub-Saharan Africa. Major emphasis is on control through biological intervention, extensive spraying and the establishment of an early warning network among affected countries.

6. United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE)

20. UNRFNRE provides a source of high-risk exploration capital for the developing countries to assess their mineral and geothermal energy resources and stimulate their economic development. Since mid-1987, while ongoing activities have continued in Mali, Madagascar, Gabon, Rwanda, Congo and Côte d'Ivoire, UNRFNRE has focused the major portion of its efforts on the Southern African Development Co-ordination Conference (SADCC) region in response to UNPAAERDJ. Accordingly, in collaboration with the SADCC Mining Sector Co-ordinating Committee, 37 mineral exploration projects have been identified requiring approximately $100 million. In 1988, a trust fund was established specifically for funding the implementation of mineral exploration projects in the region.

7. United Nations Sudano-Sahelian Office (UNSO)

21. During 1988 UNSO carried a portfolio of $100 million of operational projects in areas such as afforestation, ecological monitoring, tree-seed development, alternative sources of energy and integrated land/resource management projects in the Sudano-Sahelian countries. A number of promising initiatives are under way providing assistance to Governments in the development of policy frameworks at the national level as well as necessary institutional machinery for an integrated approach to desertification control and management of the natural resource base. These activities are currently being carried out in a number of countries, including Somalia, Kenya, Mauritania, Ghana, Burkina Faso and the United Republic of Tanzania. An additional $19.8 million was also mobilized in 1988 in the form of new contributions for projects in varying stages of formulation and appraisal.

22. In order to ensure a more dynamic and co-ordinated UNDP system approach to the issue of drought and desertification, an Internal Working Group on Desertification control has been established. In the area of co-ordination and exchange of information on the African continental level, UNSO supported the hosting at Algiers in November 1988 of the Ministerial Conference for a Joint Policy to Combat Desertification (COMIDES) - a consultation forum bringing together at the ministerial level the Sudano-Sahelian and Maghreb countries to harmonize their anti-desertification control efforts.

8. United Nations Capital Development Fund (UNCDF)

23. As the grant capital assistance window of UNDP, UNCDF approved projects in sub-Saharan Africa in 1988 to the value of $43 million. The projected total for
1989 is $50 million. However, it should be noted that these figures cover expenditure over an average project lifetime of five years.

24. UNCDF implements the provisions of UNPAAERD by sustained investments in food and agriculture (42.8 per cent of resources allocation for Africa in 1988), transport (32.5 per cent), housing (9.4 per cent), water supply and health (8.5 per cent) and other priority sectors.

25. Since the inception of UNPAAERD in 1986, UNCDF has developed a catalytic role in promoting food self-sufficiency by supporting small-scale agricultural producers and through options which favour food crops over cash crops production. The improvement of agricultural productivity via the restoration and conservation of soil (Burundi, Mali, Mauritania), the use of complementary inputs such as fertilizers and seeds (Chad, Guinea, Lesotho, Niger), the launching of credit schemes for small farmers and fishermen (Benin, Chad, Guinea, Senegal, United Republic of Tanzania) as well as the development of storage facilities (Botswana, Central African Republic, Ethiopia, Lesotho) shows that the Fund intervenes at each step of the food production process. UNCDF also supports agricultural productivity through the development of small irrigation projects (Burkina Faso, Ethiopia, Mali, United Republic of Tanzania). The Fund's policy in all sectors is to concentrate on the development of small sustainable schemes in order to alleviate the financial burden otherwise placed on Governments.

26. In areas of transport, UNCDF has financed either through labour-intensive schemes or mechanized brigades the construction and rehabilitation of feeder roads, access and service roads needed to facilitate the movement of food and agricultural products and to open up isolated areas. As such, numerous feeder roads have been constructed, for example, those in Benin, the Gambia, Guinea, Malawi, Mali, Senegal, the United Republic of Tanzania and Uganda.

27. In addition to supporting the agricultural sector in Africa, UNCDF is also active in social sectors where the investment needs have considerably increased due to the population growth and the consequences of structural adjustment programmes: rural education, basic health care, water supply and sanitation, rural and urban housing, and promotion of small enterprises.

9. Management Development Programme

28. On 1 July 1988, by decision 88/31, the Governing Council decided to establish the Management Development Programme with a total allocation of $US 60 million. Under the established guidelines, the African region could benefit by as much as $22 million from this amount. The following countries in Africa are expected to benefit from this programme during 1989 alone: Angola, Burkina Faso, Cameroon, Congo, Madagascar, Mauritania, Mozambique, Niger and Uganda.
10. Project Development Facility (PDF)

29. Reference should also be made to PDF, which is designed to accelerate project development and the project appraisal and approval process. The share for Africa has been increased and as of January 1989 stands as follows:

<table>
<thead>
<tr>
<th></th>
<th>Previous</th>
<th>Increase</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Bureau for Africa</td>
<td>$681,000</td>
<td>$352,000</td>
<td>$1,033,000</td>
</tr>
</tbody>
</table>

11. United Nations Volunteers (UNV)

30. By February 1989, a total of 781 UNV were serving in 42 countries in the African region, with a majority serving in the 23 LDCs. As a whole, Africa absorbs over 50 per cent of the total number of 1,560 UNVs worldwide. The bulk of UNV assistance to the region has been channelled into the following five major sectors:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry and fisheries</td>
<td>18.6</td>
</tr>
<tr>
<td>Education</td>
<td>17.7</td>
</tr>
<tr>
<td>Health</td>
<td>13.6</td>
</tr>
<tr>
<td>General development issues, policy and planning</td>
<td>11.6</td>
</tr>
<tr>
<td>Social sector</td>
<td>8.2</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>69.7</strong></td>
</tr>
<tr>
<td>Other sectors</td>
<td>30.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

31. One important example was the participation of some 100 UNVs in drought-related emergency programmes beginning in 1984. This form of UNV assistance was particularly effective due to the rapid and flexible fielding of technical expertise. In the majority of cases, however, UNVs are serving in projects aimed at facilitating government development efforts at an operational level, in response to a shortage of technical staff. Such assistance is complemented by training programmes aimed at finding a long-term solution to this technical manpower shortage. UNVs serve mainly in remote and isolated areas and, in certain cases, within government ministries and departments in the capital. Within the African regional project of the Participatory Development Programmes (PDP), UNV also promotes community development through the creation and strengthening of local grass-roots groups. This is achieved by a regional exchange of UNV PDP field workers and the organization of regional, subregional, and national workshops, study programmes and on-the-job training schemes.
B. Strengthening the capacity of the UNDP Regional Bureau for Africa

32. The economic and social crisis in Africa, and the approach adopted to address it through UNPAAERD, has meant a tremendous increase in the scope and magnitude of tasks and responsibilities to be executed by UNDP. Staff resources both at headquarters and in the field offices have needed to be significantly increased in terms of absolute quantities as well as diversification of essential fields of technical competence. The need for increased medium-level and high-level economists at the national as well as international level was identified by UNDP as far back as 1986/87. In July 1988 the Governing Council approved the Administrator's request for additional staff resources in order to strengthen the Regional Bureau for Africa in its efforts to assist African Governments within the framework of UNPAAERD.

33. The following is a financial summary of the approved budget proposals in respect of UNDP operations in Africa:

<table>
<thead>
<tr>
<th>Overall summary</th>
<th>Additional annual costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headquarters</strong></td>
<td>(Thousands of US dollars)</td>
</tr>
<tr>
<td>11 Professional posts</td>
<td>1,006</td>
</tr>
<tr>
<td>17 General Service posts</td>
<td>616</td>
</tr>
<tr>
<td>General operating costs (at 40 per cent)</td>
<td>648</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>2,270</td>
</tr>
<tr>
<td><strong>Field offices</strong></td>
<td></td>
</tr>
<tr>
<td>24 Professional posts</td>
<td>2,289</td>
</tr>
<tr>
<td>52 National Officer posts</td>
<td>832</td>
</tr>
<tr>
<td>107 Local support posts</td>
<td>856</td>
</tr>
<tr>
<td>General operating costs (at 40 per cent)</td>
<td>1,591</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>5,568</td>
</tr>
<tr>
<td><strong>Annual total</strong></td>
<td>7,838</td>
</tr>
<tr>
<td><strong>Biennial total</strong></td>
<td>15,676</td>
</tr>
</tbody>
</table>

34. The biennial impact of this proposal therefore amounts to $15.7 million. However, since the Governing Council's approval of the proposal took effect from 1 July 1988, the increase for the 1988-1989 biennial appropriation amounts to $11.6 million, i.e., equivalent to 1.6 years, 1 July 1988 through 31 December 1989.
C. Regional and subregional co-operation

35. At the regional level, during 1988, UNDP has intensified its co-operation with the Economic Commission for Africa (ECA), OAU and all the major regional and subregional intergovernmental organizations in Africa, for the co-ordinated implementation of the Programme of Action.

36. Eight new projects executed by ECA were approved in the course of the year. They represent new commitments totalling $6.6 million, thereby bringing the total amount of regional programme resources entrusted to ECA up to $24.3 million. Most of the new projects aim at strengthening and supporting the technical activities of key institutions such as the African Regional Centre for Engineering Design and Management (ARCEDEM), the African Regional Centre for Technology (ARCT) and the Kagera Basin Organization (KBO).

37. Three new preparatory assistance projects involving OAU were approved in 1988. At a cost of $840,000 they will be used to draw up detailed, large-scale project proposals which seek to (a) prepare for the establishment of an African economic community, (b) strengthen the administrative and management capability of OAU, and (c) develop a strategy to halt ecological degradation and introduce improved water management practices in the Fouta Djallon Highlands. The approval of these preparatory assistance projects brings UNDP's total commitment related to OAU up to $1.1 million. Several other pipeline projects in support of OAU are in preparation and are likely to be approved in 1989.

38. The co-operation of UNDP with the subregional intergovernmental organizations was also intensified in 1988. Some of these organizations, notably the Economic Community of West African States (ECOWAS), the Economic Community of Central African States (ECCAS), the Customs and Economic Union of Central Africa (UDEAC) and the Economic Community of Great Lakes Countries (CEPGL), have opted for a multi-sectoral approach to their technical assistance needs; accordingly, they are in the process of drawing up large-scale, multi-sectoral projects for UNDP funding. Meanwhile, some of them have also sought sectoral assistance for clearly defined needs: ECOWAS has obtained approval for two new projects in the field of trade at a total cost of $1.4 million, while one new project aimed at the establishment within ECCAS of a subregional trade information network has been initiated.

39. Other intergovernmental organizations, particularly SADCC, the Preferential Trade Area (for eastern and southern African States) (PTA) and the West African Economic Community (CEAO), have chosen a sector-by-sector approach and have initiated separate projects in various sectors. As for SADCC, the previous project portfolio grew in 1988 by eight projects, bringing total commitments close to more than $7.5 million. The new projects support primarily (a) feasibility studies for various industrial products, (b) the transport sector, and (c) various activities in the field of agriculture. UNDP's collaboration with PTA has also grown substantially; it now comprises 11 projects worth a total of $10.3 million, many of them intended to improve intra-region trade.

/...
IV. UNDP GOVERNING COUNCIL DECISION 88/24

40. A major element of the present report has been necessarily designed to respond directly to the specific comments on UNPAAERD made at the thirty-fifth session of the Governing Council. At that time, the Council, in its decision 88/24, requested UNDP to intensify assistance to African countries through, inter alia, (a) the speeding up of the approval process of projects and in particular regional projects; (b) mobilization of additional resources; (c) identification of innovative approaches to assistance; (d) the holding of subregional meetings; and (e) steps to ensure the involvement of women in all projects. The information which follows is, therefore, intended to update the Governing Council as requested.

A. Speeding up the approval process of projects

41. During 1988, the Regional Bureau for Africa undertook a number of specific measures designed to accelerate project formulation and the approval process. One major undertaking has been in the training of field office UNDP personnel, government officials, and executing agency personnel in project development and project formulation in accordance with UNDP policies and procedures. This new initiative alone is expected to improve project design and formulation significantly and should drastically reduce the time frame for project approval.

42. Secondly, within UNDP itself and the Regional Bureau for Africa in particular, some important practical steps have also been implemented. Both Division chiefs and area officers have periodically been deployed to assist field offices on-the-spot to accelerate project development and formulation. Under recent authority received from the Governing Council in 1988, the Bureau has moved quickly to recruit the additional field economists and other programme staff needed to strengthen field office capacity to programme and implement UNDP assistance. The new authority for Resident Representatives to approve locally projects up to $700,000 has eliminated yet another step in the approval process for projects up to $700,000, which affects quite a sizeable proportion of African countries with small IPFs.

43. During the past year, the commitment level of the Regional Programme for Africa has risen substantially, i.e., from $112.6 million at the end of March 1988 to just over $200 million at the end of March 1989. The programmable resources of the fourth cycle regional programme amount to $222.8 million at present, and approved projects at the end of March 1989 thus represented 90 per cent of the resources available. Moreover, the active pipeline of regional projects at an advanced stage of preparation exceeds by a considerable margin the remaining balance of resources. It is expected, therefore, that the Regional Programme will be fully committed by mid-1989 or shortly thereafter.
B. Mobilization of additional resources

44. Perhaps the greatest concern of recipient Governments today is the need for additionality of resources and the question of resource flows to the African region. As explained in an earlier section of this report, UNDP made significant progress during 1988 in the provision of additional resources globally and particularly for the African region. The five round tables co-sponsored by UNDP in 1988 generated additional resources of $820 million. IPF resources distributed on the basis of Governing Council decision 88/31 amounted to an additional $187.55 million for the balance of the 1987-1991 cycle. Efforts also continue for the mobilization of funds for Africa through the round-table conferences and related sectoral reviews. This report has already indicated how additionality is also being achieved through trust fund arrangements and management services agreements under which donors are channelling some of their resources through UNDP. TCDC arrangements have been signed with Brazil, Egypt and Tunisia.

C. Subregional meetings

45. Under authority from the Governing Council in July 1988, UNDP has recently concluded a series of historic cluster meetings with African Ministers for Planning as follows: Gaborone, 14-16 November; Kampala, 19-21 November; Lomé, 1-3 December; and Bujumbura, 7-9 December 1988. The purpose of the consultations was for UNDP to develop jointly with the African Ministers a strategy, priorities and orientation for future UNDP assistance to the region with a clear specification of the role that Governments wish UNDP to play in the economic and social development of the region. The results of these consultations will provide the framework for UNDP assistance to Africa through the 1990s and to the year 2000. The joint meeting of UNDP Resident Representatives in the African region and the Ministers for Planning from the whole continent of Africa which was held on 8 and 9 April 1989 in Addis Ababa considered the conclusions of the cluster meetings, and the Regional Director for Africa will report orally on this joint meeting to the Governing Council at the current session. Similarly, the Regional Bureau for Arab States and European Programmes is planning a meeting of the North African Ministers for Planning in Tunis from 29 to 31 May.

D. Innovative approaches to assistance

46. The need for new and innovative approaches to technical co-operation continues to preoccupy and dominate UNDP programme and project development. As early as 1972, UNDP had already introduced the round-table process and with the introduction of the NATCAP exercises these form two milestones in the modalities of assistance to the African region and in particular to the LDC countries. During 1988 UNDP continued to improve on the content and methodology of these tools. Developments to date are briefly summarized below.
1. NATCAPs

47. NATCAPs are under way in 10 African countries (Benin, Burundi, Central African Republic, Ghana, Guinea, Guinea-Bissau, Mozambique, Swaziland, United Republic of Tanzania and Zambia). During 1989, the process is expected to be initiated in the following countries: Cape Verde, Chad, the Gambia, Malawi, Mali, Rwanda, Uganda and Zimbabwe. Additional countries will follow annually thereafter.

48. Since the establishment of UNPAAERD in June 1986, NATCAPs have developed from experimental exercises in three or four countries to a pilot programme covering 10 countries in 1987-1988; it now is a fully established process which can be generalized in sub-Saharan Africa.

49. The process is at different stages in the ongoing countries, but, all in all, progress has been made in moving towards more systematic management for technical co-operation. For example, issues and policies with respect to technical co-operation were actively debated in national seminars in Burundi and Zambia as a step towards formulating an official national policy. Policy documents are being drafted in Ghana, Guinea, Swaziland and Zambia. Institutional changes to strengthen management of technical co-operation are being considered or introduced in the Central African Republic and Swaziland.

50. Since there has been little experience in systematically reviewing and programming technical co-operation for a country as a whole, a major step was to define a methodology for NATCAPs. Based on pilot experience gained in 1986 and 1987, this has now been achieved, clearly indicating the NATCAPs as government-led processes in which the external advisory input remains minimal, and which would lead to clear information on the technical co-operation situation, a government policy framework for technical co-operation, and a set of priority programmes.

2. Round tables

51. In 1988, the number of round-table conferences was increased to support more effectively the efforts of the African countries and to mobilize the financing required to implement their development plans and adjustment strategies. Five such conferences were organized for Burundi, Equatorial Guinea, Guinea-Bissau, Lesotho and Togo. During these meetings, the development strategies and reform programmes prepared by these countries in the context of UNPAAERD were presented to, and discussed with, the main development partners of each country. A consensus was reached on the overall macro-economic policy and sector strategies. Technical co-operation was, in all cases, discussed in detail, with the objective of adapting it better to the priority need of each recipient country. The funds mobilized at the round tables held in 1988 were as follows:

/...
52. In the majority of cases, the financing intentions expressed by the development partners during these meetings went beyond the requirements of the corresponding country for the next few years. The follow-up of each round-table conference has been systematically organized to monitor the actual implementation of the decision reached and the statements made during these meetings. To enable the recipient country to follow up more systematically after these conferences, UNDP is now giving the highest priority to the strengthening of the institutions (usually Ministries of Planning or Co-ordination) in charge of this follow-up. Specific projects are being implemented or put in place in round-table countries to assist these institutions and back up the round-table process. The Sao Tome and Principe Round-Table Conference held in March 1989 mobilized $179 million per annum. Additional round tables are planned for the remainder of 1989 for Benin, Burundi, Chad, the Comoros and the Gambia.

3. Structural Adjustment Advisory Teams for Africa (SAATA)

53. Perhaps the most innovative UNDP approach to assistance in the African region during 1988 has been the development of assistance to African Governments designed to enhance the capacities of these Governments in the formulation and management of structural adjustment programmes and/or restructuring programmes with emphasis on the "internalization" of these adjustment processes. Through preparatory assistance approved by UNDP on 28 January 1988, for a total of $132,000, the full-fledged project of SAATA has now been finalized and is awaiting approval. The details appear below.

54. The main objectives under this project are to internalize the structural adjustment and/or the restructuring processes, i.e., to involve more actively local experts and national institutions in the design of adjustment and/or restructuring programmes and in the formulation of detailed operational plans for their implementation. A related objective is also to improve the capacity of these national experts and institutions in the mobilization of additional resources for overall macro-economic and sectoral development. In this connection, the SAATA project, which calls for an initial UNDP contribution of $9,820,000 over three years, will cover the following:

(a) The existing inadequate preparation of African government officials for effective analysis and participation in adjustment policy issues;
(b) The existing externalization of the adjustment process;

(c) The existing lack of a strong national commitment in support of the economic policy reforms envisaged.

55. Aside from advisory services to Governments and practical collaboration with national task forces in the preparation, negotiation and implementation of adjustment or restructuring programmes, a major activity of the project will be the training of national expertise in the full range of processes of structural adjustment and/or restructuring programmes. The project aims also at maximum involvement and participation of African private sector consulting firms with the appropriate expertise and experience. The project will be executed by the UNDP Office for Project Services (OPS).

E. Involvement of women in UNDP-funded projects

56. The need to ensure maximum participation of women in UNDP-funded projects is a major priority for UNDP. Following consultations with the Division for Women in Development (WID), an agreed set of guidelines and principles has been established which UNDP has conveyed to all field offices in the African region for immediate implementation. First, WID issues must be integrated into country programmes and must also be assessed during periodic country programme reviews. Secondly, a project review format has been introduced to be used for all projects during identification, formulation, and at the time of approval as well as annual reviews and evaluations. This tool helps to ensure that each project financed by UNDP in Africa is reviewed from the point of view of women's participation. Thirdly, the Project Appraisal Committees of the UNDP Regional Bureau for Africa, both in the field and at headquarters, routinely appraise each medium- and large-scale project taking into account the extent to which the participation of women in the project has been assured as appropriate. In this connection UNDP/WID is consulted on all such projects.

57. UNDP/WID has been carrying out a number of workshops on gender analysis. The staff of the UNDP Regional Bureau for Africa has been a major participant during 1988. Two subregional seminars are planned for 1989, one for anglophone countries and one for francophone countries. The two subregional seminars will also include the participation of government officials and technicians.

58. The overall detailed account of UNDP women-in-development activities is the subject of a separate report to the Governing Council by the Administrator (DP/1989/24). None the less it needs to be underlined that close co-operation and collaboration between the UNDP entities involved in women in development - Regional Bureau for Africa, WID and the United Nations Development Fund for Women (UNIFEM) - continues and will be expanded in 1989 and the years ahead.

Notes

1/ A/40/666, annex I, declaration AHG/Decl.1 (XXI), annex.