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SUPPORT

PROGRAMME PLANNING

COUNTRY, INTERCOUNTRY AND GLOBAL PROGRAMMES

Implementation of selected country programmes

AFRICA

Report of the Administrator

SUMMARY

The present report provides an overview of the situation in the Africa region in 1989 and describes the main programme and financial trends, both for the programme in Africa as a whole and for the regional programme and approximately half of the country programmes. The last 11 of the 45 fourth cycle programmes in the region were approved by the Governing Council at its thirty-fifth session in June 1988, and in the course of 1989 24 country programmes and the regional programme underwent mid-term reviews.

A number of encouraging trends are reported, both at the overall and the individual programme levels. The consultative processes, long a feature of the Africa programmes, entered a new plane with the consultation in April 1989 with the ministers of planning of African States on the main thrusts of UNDP assistance to Africa. Resources available for the fourth cycle increased by more than 19.81 per cent and overall programme commitments and deliveries rose to new heights.

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I. INTRODUCTION

1. The present report on the implementation of the Africa programme of the United Nations Development Programme (UNDP) in 1989 was prepared in accordance with Governing Council decision 81/15 of 27 June 1981. There are at present 45 programmes of UNDP assistance, including the regional programme and one programme each for Namibia and the African national liberation movements recognized by the Organization of African Unity (OAU). The Council approved 34 of the programmes in 1986 and 1987; the remaining 11 were approved in 1988. This report therefore covers a period during which most programmes are in their second or third year of implementation, and 24 country programmes and the regional programme have been subjected to the new mid-term review procedures.

2. The report covers the major trends in the region in 1989, financial performance, programme performance and modalities of implementation. A separate report submitted to the Governing Council on the role of UNDP in the implementation of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990 (UNPAAERD) (DP/1990/30) covers the following programme aspects in greater depth: consultations with African Governments on policy trends; policy planning and co-ordination initiatives including the round tables, the National Technical Co-operation Assessment and Programmes (NATCAPs), the newly approved regional planning approaches project and the structural adjustment management projects; resources flows which contribute to the goals of UNPAAERD; and Technical Co-operation among Developing Countries (TCDC), women in development, and various other elements. The Administrator will also be presenting separate but related reports to the Governing Council on the following other items relevant to the Africa regional programmes: assistance to national liberation movements (DP/1990/29), the Namibia indicative planning figure (IPF) (DP/1990/37), the Transport and Communications Decade in Africa (DP/1990/32), present and future role of UNDP in the field of refugee aid and development (DP/1990/66), and selected mid-term review reports, for Ghana (DP/1990/38/Add.5), Zaire (DP/1990/38/Add.6), and the Regional Programme for Africa (DP/1990/38/Add.9).

II. MAIN TRENDS

A. Trends in the politico-economic context

3. Economic performance in some African countries improved in 1989 but was still not sufficiently even and widespread to reverse the persistent decline in living standards. The region's overall output - gross domestic product (GDP) - grew by 2.9 per cent in 1989, compared with 2.4 per cent in 1988. But with population growth rising faster, average incomes still fell by 0.3 per cent; the present GDP per capita is estimated by the Economic Commission for Africa (ECA) at \$565 as compared with \$854 10 years ago.

4. As in 1988, much of last year's improved output was attributable to exceptionally good weather conditions. Despite some incidence of drought and the continued threat of locusts in some areas, the agricultural sector overall grew by

3.1 per cent in 1989, up from 2.8 per cent in 1988. Agriculture's strong performance had a spill-over effect on manufacturing, much of which relies on agricultural inputs. ECA estimates that manufacturing output rose by 4.9 per cent in 1989, up from 4.3 per cent in 1988. Mining also registered growth, in fuel and minerals, with output up 2.4 per cent, but less than the 3.2 per cent of 1988. Reduced investment expenditures and structural weaknesses prevented many countries from taking full advantage of generally buoyant market conditions.

5. An upturn in oil prices helped to raise export earnings for the region to an estimated \$67 billion, up from \$57.7 billion in 1988, but imports also rose to \$76 billion in 1989 from \$69 billion in 1988. The improvement in commodities income was not evenly distributed - cocoa prices were down nearly 17 per cent and robusta coffee down 12.5 per cent, leading to severe income losses for exporters. Losses on account of adverse movement in the terms of trade were \$1.2 billion. With only modest increases in aid flows, poor private-sector flows, continued capital flight and a continued heavy debt-servicing burden, net resource flows from Africa in 1989 were again negative, estimated at \$5.5 billion compared with \$5.8 billion in 1988. Growth of 3 to 4.5 per cent is predicted for 1990 by ECA, the major variables being the weather, the economic trends in developed countries, the export performance, and further debt reduction and rescheduling. The debt service burden for the region is at present over \$30 billion a year.

6. Some 32 of the 43 countries in the region are now in various phases of policy realignment and economic institutional reform. Those countries undertaking structural adjustment with the Bretton Woods institutions have benefited from a significantly increased flow of external resources over the past few years. However, the short-term effects of these structural adjustments continued in 1989 to be the subject of considerable debate. The World Bank and ECA both issued major assessments, differing in some respects, but there was a general consensus that the social consequences of adjustment were proving incredibly costly in human terms and that social factors should be taken much more into account. ECA presented its African Alternative Framework to Structural Adjustment Programmes for Socio-Economic Recovery and Transformation to the General Assembly for endorsement (resolution 44/24); the major elements of the Framework consist of precise roles for the State to play and more emphasis to be placed on the social dimensions.

B. Trends in programme management

7. UNPAAERD-related activities will be reported on separately to the Governing Council, as indicated in paragraph 2. For the sake of completeness of this report, it is accordingly only briefly mentioned here (a) that in April 1989, major consultations on the policy thrusts of UNDP's programme took place between the African ministers of planning and the UNDP resident representatives in Africa; (b) that UNDP organized one round-table meeting for Sao Tome and Principe and eight sectoral follow-up meetings, and participated in five consultative group meetings organized by the World Bank; (c) that it sustained 10 ongoing NATCAP exercises and, for interested countries, initiated a further 11; (d) that UNDP's policy initiatives, strongly endorsed by the ministers of planning, continued to increase

and expand; (e) that women-in-development, TCDC and disaster management activities continued to be supported; and (f) that private sector workshops held in the region now number 100 in total.

8. Two important legislative decisions in 1989 of the Governing Council (decision 89/20 of 30 June 1989) and the General Assembly (resolution 44/211 of 22 December 1989) correspond closely to the broad policy thrusts encouraged by the African ministers of planning, and the Regional Bureau for Africa (RBA) will participate in 1990 in the organization-wide reorientations involved in responding to those decisions.

9. In 1989, the third year of the cycle for most country programmes, RBA was the subject of its regular mid-term programme review, as were 22 of the country programmes. As separate reporting on this issue indicates, the reviews proved very useful in terms of fine-tuning and sharpening the programmes as most of the component projects begin to produce results, and led in most cases to improved implementation and co-ordination modalities and to key decisions on resource allocation for the rest of the cycle.

10. Environmental management activities at the country level were as follows. Country programmes have long reflected certain environment priorities of African countries, often through large-scale projects, in particular in conservation of natural resources and wildlife management, as well as in combating drought and desertification. Following the adoption of General Assembly resolution 42/186 of 11 December 1987 on the Environmental Perspective to the Year 2000 and Beyond, the Toronto Conference on the Changing Atmosphere (27-30 June 1988) and the Oslo Conference on Sustainable Development (9 and 10 July 1988), the Administrator requested all resident representatives to embark on a more systematic approach to environment and sustainable development at the country level. A first step was to be the organization, in collaboration with each Government, of workshops aiming to raise the level of general awareness on environmental issues, to identify policy instruments available, and to suggest actions to be taken to promote sustainable development. Several countries have already undertaken activities in this respect and some have now started to formulate environmental assessments or action plans. External assistance was provided not only from UNDP, where resources permitted, through the country programme, but also from the United Nations Environment Programme (UNEP), the International Union for the Conservation of Nature (IUCN) and the World Bank.

11. In various countries UNDP itself initiated a workshop or a meeting, while in others it joined forces with the World Bank, and sometimes IUCN, to mount a more comprehensive exercise. Activities have been reported for Botswana, Burkina Faso, the Central African Republic, the Congo, Ghana, Lesotho, Mauritius, Madagascar, Nigeria, Rwanda, Swaziland, Zaire and Zimbabwe. Others were under preparation in Chad, the Niger and Rwanda. Also at the country level, activities benefiting the environment can now be undertaken through the Africa 2000 project, which supports non-governmental organizations (NGOs) and community groups in activities directed to a better environment. Regional environmental management activities are described in section V of this report.

12. With regard to management capacity enhancement, by the end of 1989 14 of the countries in the region had received Management Development Programme (MDP) identification missions, and follow-up activities had already been approved for five countries. MDP activities are being reported on separately to the Governing Council at the current session (see DP/1990/23), and so are not dealt with here in detail. Details are, however, provided on the Special Action Programme for Administration and Management (SAPAM), a multilateral-bilateral funded programme which for several years has very usefully been assisting African Governments to make a diagnosis of the management of their public sector, to programme technical co-operation and policy measures to address problems in the public sector, and to mobilize funding for these programmes/projects. Projects developed by SAPAM exercises are at present being implemented in Botswana, Burkina Faso, Guinea-Bissau, the Niger, Swaziland, the United Republic of Tanzania and Zambia, funded from various sources, such as the Netherlands Trust Fund for Public Administration and Finance, UNDP/IPF, and UNDP/Special Measures Fund for the Least Developed Countries (SMF). In 1989 diagnostic/programming exercises were sustained or initiated in Lesotho, Kenya and Cape Verde. For follow-up projects developed in these countries, funding is sometimes also available from UNDP/MDP. SAPAM is providing a forum for the discussion of conceptual issues and the co-ordination of efforts to strengthen public sector management of the different agencies participating in SAPAM: UNDP, the World Bank, the International Labour Organisation (ILO), the Department of Technical Co-operation for Development (DTCD), ECA and the African Development Bank. Agencies are actively participating in the diagnostic/programming missions. A regional SAPAM project has now started to collect, analyse and disseminate information on administration and finance in Africa and to encourage the dialogue among the Governments and groups involved.

13. Finally, brief reference is made here to the advent of Namibia as the forty-third independent country in the sub-Saharan region and the various arrangements made to open a field office and fund an expanded programme to take effect in 1990; to various joint community-based activities with the United Nations Capital Development Fund (UNCDF) and the United Nations Sudano-Sahelian Office (UNSO); to support for the regional preparations for, respectively, the World Conference on Education for All (March 1990) and the Second United Nations Conference on the Least Developed Countries (September 1990); and to the review of two important decades for Africa, the Second Transport and Communications Decade in Africa, and the Second Industrial Development Decade for Africa.

C. Trends in programme content

14. In 1989 approximately half of the country programmes and the regional programme passed through their mid-term reviews and the Regional Bureau for Africa intends, in mid-1990, to synthesize the main findings and conclusions of all of the reviews. The reports now received confirm a high degree of Government leadership and of agency involvement in the process, and, in some cases, donor involvement. Common elements to most of the reviews, in addition to those to which the mid-term review overview document (DP/1990/38) refers, might be summarized as follows:

(a) A continuing upward trend in the priority accorded to the strengthening of national policy-making, planning, and development management capabilities;

(b) A continuing increase in activities relating to aid co-ordination - requests for NATCAPs are now being acted upon for more than half of the countries in the region;

(c) A continuing increase in activities relating to the management of the Structural Adjustment Programme (SAP) - especially its social dimensions and the enhancement of national capabilities for SAP design and negotiations;

(d) Some integration within the programmes - "mainstreaming" - of various policy initiatives of recent years: private sector, environmental management, women in development, NGO/grass-roots support, and other initiatives well received;

(e) Some integration into affected countries' national planning and management processes of disaster-management measures;

(f) A definite increase in attention directed to issues of institutional management, capacity-building and long-term sustainability;

(g) Issues raised, and to some extent addressed, relative to expert recruitment and quality, supply of equipment, geographical placement of fellowships, and post-project sustaining of recurrent budgets;

(h) Related to the above, a tendency towards more TCDC, more use of African experts and consultants, and more use of Government execution;

(i) Maintaining of programme and project momentum, pressure to achieve high commitment levels, and measures for immediately accommodating additional resources when made available;

(j) Finally, very definite financial pressure on some programmes which have achieved exceptionally high levels of commitment.

For a comment on the sectoral trends revealed in table 2, see paragraph 16.

III. FINANCIAL PERFORMANCE

15. Table 1 shows the sources of the fourth cycle programmable resources which, with the inclusion of the full (100 per cent) supplementary allocation to the IPFs, were estimated at \$2.141 billion as of February 1990. This figure is roughly twice the allocation for the third cycle and an increase of nearly 50 per cent over the resources originally estimated as being available immediately prior to the start of the fourth cycle. The trust funds referred to include the Netherlands Trust Fund for the Special Action Programme for Administration and Management (SAPAM), the Africa 2000 Network, and the Africa Management and Training Services Project. The IPF resources are allocated as follows: 18 per cent to the regional programme and 82 per cent to the country programmes, of which approximately half goes to the 25 LDCs.

Table 1. Total programmable resources for Africa programmes

(Millions of United States dollars)

<u>Source</u>	<u>Third cycle 1982-1986</u>	<u>Fourth cycle 1987-1991</u>
IPF: Fourth cycle and supplementary 100 per cent	971	1 412.0
Carry-over from third cycle	<u>4</u>	<u>78.9</u>
TOTAL, IPF ENTITLEMENTS, FOURTH CYCLE	<u>975</u>	<u>1 490.9</u>
Other: SMF, SPR, SIS, Add-on	66	39.3
Cost-sharing: Government and third party	76	78.5
Government counterpart cash contribution	<u>2</u>	<u>1.5</u>
Subtotal	1 119	1 610.2
Trust funds	<u>79</u>	<u>57.0</u>
TOTAL, MAIN PROGRAMME RESOURCES	<u>1 198</u>	<u>1 667.2</u>
UNDP-associated funds: Africa component:		
UNCDF	..	94.0
UNSO	..	100.0
UNIFEM	<u>..</u>	<u>15.0</u>
Subtotal	<u>..</u>	<u>209.0</u>
Management services and special programme	<u>..</u>	<u>265.0</u>
GRAND TOTAL, UNDP AND ASSOCIATED RESOURCES	<u>..</u>	<u>2 141.2</u>

16. Table 2 shows the main programme resource allocation by Administrative Committee on Co-ordination (ACC) sector. It shows a 6.9 per cent increase in the fourth cycle to agriculture, forestry and fisheries, and a 10.2 per cent increase to development management, policy and planning. Both these sectors have increased very slightly (1-2 per cent) in 1989, with very slight corresponding declines in industry, transport and communications, employment, education, and science and technology. The above trends were predictable and have been reported on in the context of the mid-term reviews.

17. Table 3 portrays resource allocation by project size, which shows the trend towards larger projects. For the most part only projects over \$700,000 are required to be submitted for approval to UNDP headquarters in the fourth cycle as compared to projects over \$400,000 in the third cycle, which has resulted in a decrease in the headquarters-approved projects (down from 52 to 34 per cent) for the region and a corresponding increase in field office-approved projects.

18. Table 4 shows a declining trend in resource allocation to experts, consultants and sub-contracts (a decrease of 12.9 per cent since the first cycle), and an increasing trend in resource allocation to training (an increase of 6.6 per cent since the first cycle). The real decline in experts, consultants and sub-contracts is, in fact, much more significant than the percentages quoted because of sharply rising costs for these elements.

19. Table 5 shows the increase in resources allocated to national execution. The number of projects under national execution increased from 109 in 1984 (\$7.3 million) to 213 in 1989 (\$33.0 million) under funding from the main programme resources. The allocation by agency approximately mirrors the allocation by sector in table 2.

20. Table 6 shows the upward trend in programme delivery which started in 1985 and sharply increased in 1986 and 1988, predictable for, respectively, the last year and the second year of a cycle. The very positive trend overall resulted from intensive financial management practices sustained by the field offices, the executing agencies and the Regional Bureau for Africa. Prior to the decision of the Governing Council at its special session in February 1990 to release the remaining 25 per cent of the supplementary IPF allocation (decision 90/3), approximately one quarter of the programmes were under considerable financial pressure. Given the current approval rate and the size of the pipeline, prospects for sustaining an overall upward trend in future years are excellent. Special attention will continue to be devoted to the few programmes in the region which are experiencing programming difficulties of one sort or another.

Table 2. Main programme resource allocation by sector

(Percentage)

<u>ACC economic sector</u>	<u>1982-1986</u>	<u>1987-1991</u>
Agriculture, forestry and fisheries	22.6	29.5
Development management, policy and planning	15.2	25.4
Transport and communications	10.9	9.8
Natural resources	12.3	9.1
Industry	10.0	8.3
Employment	7.1	6.8
Education	7.3	4.9
Science and technology	4.5	3.1
Others	<u>10.1</u>	<u>3.1</u>
TOTAL	<u>100.0</u>	<u>100.0</u>

Table 3. Programme resource allocation by project size

<u>Size of budget</u> (United States dollars)	<u>Number of projects</u>		<u>Percentage</u>	
	1982-1986	1987-1991	1982-1986	1987-1991
700 000 plus	(953	(33.2
	(928		(51.7	
400 000-700 000	((((
		(1 914		(66.8
000 000-400 000	<u>867</u>	(<u>48.3</u>	(
TOTAL	<u>1 795</u>	<u>2 867</u>	<u>100.0</u>	<u>100.0</u>

Table 4. Programme resource allocation by input component

(Percentage)

<u>Component</u>	<u>1982-1986</u>	<u>1987-1991</u>
Personnel	56.6	54.2
Sub-contracts	9.2	8.4
Training	10.6	14.0
Equipment	16.7	17.0
Miscellaneous	<u>6.9</u>	<u>6.4</u>
TOTAL	<u>100.0</u>	<u>100.0</u>

Table 5. Programme resource allocation by executing agency

(Percentage)

<u>Executing agency</u>	<u>1982-1986</u>	<u>1987-1991</u>
National execution	3.1	3.6
FAO	23.7	26.3
UNDTCD	16.7	14.3
ILO	8.8	9.4
World Bank	4.3	7.8
UNDP/OPS	5.7	7.0
UNIDO	7.9	6.7
UNESCO	7.4	3.6
ECA	2.6	3.0
Others	<u>19.8</u>	<u>18.3</u>
TOTAL	<u>100.0</u>	<u>100.0</u>

Table 6. Programme delivery of resource allocation

<u>Resources</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
Millions of US dollars	206	160	144	167	208	225	275	310
Percentage increase	-	(22.3)	(10)	16	24.6	8.1	22.2	12.7

IV. COUNTRY PROGRAMME PERFORMANCE

21. Approximately half of the country programmes in the Africa region are assessed in this section. The selected programmes include 6 in West Africa, 4 in East Africa, 6 in Central Africa and 3 in Southern Africa, making in total 19 for 1989. All of the other country programmes in the region, reported on last year (DP/1989/28), will be reported on again next year. All of the country programmes for the fourth cycle were in their second or third year of implementation. Two of the programmes were the subject of mid-term reviews in 1988 and a further 22 in 1989. The outcome of four of these has already been reported on to the Governing Council and a further two - Ghana and Zaire - will be reported on to the Council at its thirty-seventh session (DP/1990/38/Add.5 and Add.6). Some of the other programmes not subject to mid-term review were the subject of annual reviews.

A. West Africa

22. Benin. The fourth country programme for Benin (1988-1992) (DP/CP/BEN/4) was approved in July 1988 and has been making some progress in meeting its objectives. The country has recently signed an agreement covering its first structural adjustment programme with the Bretton Woods institutions. Benin inaugurated a successful NATCAP exercise in 1987; a follow-up technical phase is now well along in the planning and implementation stages. Several projects have been formulated

to respond to the country's current difficult economic situation: aid co-ordination, assistance to the Ministry of Planning, decentralized villages, food storage systems, and promotion of employment and small and medium-scale enterprises. The latter two were recently approved; the others were under technical scrutiny at the time of writing. The assistance to the Ministry of Planning is designed to enhance institution-building and management capabilities. The mid-term review is now scheduled for June 1990, after the arrival of the new Resident Representative. The mid-term review should see decisions leading to greater IPF resource commitment, which should be facilitated by the outcome of the Constitutional Conference (representing all political persuasions within the country) held from 19-24 February 1990. Major programme emphasis is presently focused as follows: (a) economic management and planning: a \$US 3 million project for assistance to the Government; (b) employment promotion: incoming-generating activities as well as projects to assist the national strategy on food security; and (c) education: Benin has a pilot project for education management in the Africa region with priority on primary education. Major efforts are also being devoted to creating the proper legal and economic climate to attract private investors, and three private sector meetings have now been conducted.

23. Côte d'Ivoire. The fourth country programme for Côte d'Ivoire (1987-1991) (DP/CP/IVC/4) has three main objectives: first, to further rural development and agricultural production; secondly, to promote industrial and commercial development (including small and medium-scale enterprises); and thirdly, to assist the reform and strengthening of the public administration. The mid-term review took place in December 1989. It found the country programme to have continuing validity and relevance to the priority technical assistance needs of the country, and to be having a positive impact on targeted sectoral development. The mid-term review also endorsed the flexibility and adaptability of the programme, expressed the need to improve co-ordination both by the Government and by the United Nations system, and identified such difficulties in the implementation of the programme as the qualifications and availability of national personnel, the mobilization of government contributions, and the delays experienced in the formulation, approval and launching of new projects. The review recommended: (a) that more attention be paid to the social sectors and the social implications of projects, and to the interaction of the programme with the Structural Adjustment Programme; (b) that specific action be taken to ensure the effective transfer of know-how from international to national project personnel; (c) that all parties concerned improve their performance in project execution; (d) that the Government resolve any outstanding impediments to the NATCAP exercise, which is considered useful and extremely relevant; (e) that more information be circulated to executing agencies and government departments on the country programme; and (f) that the Government pursue the progressive internalization of the programme. UNDP initiated and organized a very successful seminar on the private sector in 1989. The recommended follow-up actions are currently being implemented.

24. Guinea. The major directions of government policies are unchanged; the initiatives undertaken are linked with the overall intention of assuring the passage from an extremely centralized economy to a market economy. The country programme (DP/CP/GUI/3) is in harmony with this trend; one should note the essential role of certain projects in this context, notably that of the

UNDP/DTCD-executed project for administrative reform, of which the Phase II focus has been reinforced in order to give the Government a more efficient administration, less top-heavy and more responsive to the demands of a liberal society. The mid-term review late in 1989 led to the decision to establish a new direction for the next cycle in terms of promotion of the private sector. In reference to the protection of the environment, it is worth noting the good progress of the watershed management project demonstrating ways to protect the tributaries of the Fouta Djallon - a positive evaluation of this project, as well as other UNDP-assisted Fouta Djallon projects, was made by an evaluation mission in November 1989; and also, a new project was approved for the protection of the Nimba Mountains environment in the context of the future exploitation of iron ore reserves. The present NATCAP process should lead to a triennial programme to be executed in parallel with the next public investment programme commencing in mid-1990. Commitments were up to the financial ceiling as of the end of 1989.

25. Niger. A mid-term review of the fourth country programme for the Niger (DP/CP/NER/4) was held in November 1989, which confirmed its continued validity and relevance in accordance with the Five-Year Development Plan (1987-1991) and the Structural Adjustment Programme. Emphasis was endorsed for macro-economic planning; for sectoral planning; and for creation of employment opportunities for those who voluntarily leave the civil service - a component of UNDP's wider involvement in mitigating the social impact of structural adjustment in African countries. Increased participation of women in decisions on development issues has been given due attention throughout the year. In August 1989 the Government set up a mechanism for aid co-ordination assisted by UNDP. An evaluation of the round-table process was carried out by UNDP and the conclusions were presented by the Government to the donor community in October 1989. Three seminars were held as follow-up to the round-table meeting on the private sector. Building on past experience, further UNDP assistance has been provided in two key areas: planning, utilization and management of ground-water resources; and multi-purpose forest management and reforestation. Following a round-table meeting on transport and communication in October 1988, UNDP in 1989 undertook economic feasibility studies, executed by the World Bank, on road sections for which donors have expressed investment interest. UNDP also undertook the strengthening of the national capacity to develop the mining potential in the Liptako area. The preparation of the fifth cycle programme will be preceded by an evaluation of the ongoing programme in May/June 1990. The fifth cycle programme preparation will start with the Resident Representative's note in September/October 1990, and the final document will be ready for submission to the Governing Council in February 1992.

26. Senegal. The third year of the current country programme (DP/CP/SEN/4) was marked by continuous and co-ordinated efforts by the Government and UNDP to increase the commitment of IPF funds addressing the five major objectives of the country programme. Several new projects have been approved, including four large projects requiring the approval of the UNDP Action Committee. These efforts have brought the commitment/expenditure level in Senegal up to an acceptable level: by 31 December 1989 the commitment was 90.3 per cent of the IPF available for the five-year programme, and the estimated IPF expenditure for 1987-1989 was 58.5 per cent of the total for the cycle. In parallel with these efforts, further intensive project formulation work has continued. At the time of writing, further

project proposals were under consideration by the Government, executing agencies and UNDP headquarters. Among them was one for implementing population policy which was formulated using the Project Development Facility mechanism in close co-ordination with the World Bank and the United Nations Population Fund (UNFPA). UNDP's operational activities in Senegal have so far been developed in accordance with the recommendations of the annual country programme review of November 1988. The "Report on Programme Execution" prepared in December 1989 for the forthcoming mid-term review stated that all major decisions of the annual review had been implemented. For example, as recommended, the use of national expertise had been increased from 1987 to 1989 in man-months from 100 to 271 and in costs from \$115,000 to \$327,000 per year. Following the incidents between Senegal and Mauritania of April-May 1989, a UNDP-co-ordinated inter-agency United Nations mission prepared a short-term emergency assistance programme for reinsertion of returnees. At the request of the Government, UNDP financed a small project, "Emergency Assistance to Commissariat for Repatriated and Displaced Persons", to meet the urgent needs in formulating a medium-term reinsertion programme starting in 1990, to be submitted at the donors' conference early in 1990. The total of the affected population in Senegal is estimated at 150,000 people, including repatriated (90,000 to 92,000), refugees (40,000 to 45,000) and displaced persons (13,000 to 15,000).

27. Sierra Leone. The annual review of the fourth country programme for Sierra Leone (DP/CP/SIL/4) in April 1989 confirmed the validity and relevance of its development objectives and sectoral priorities. However, increased emphasis was laid on two objectives: food self-sufficiency and grass-roots participatory development. These will receive a higher percentage of the funds remaining for this cycle. With regard to the first objective in the country programme, support for public sector management and planning, priority will continue to be given to projects which assist the Government in structural adjustment and reinforcement of the capacity to manage activities receiving bilateral and/or multilateral assistance. Negotiations with the Bretton Woods institutions which broke off in 1987/88 were resumed from the end of 1989, and UNDP is in the process of assisting the Government in the key ministries and institutes, including the Ministry of Finance, the Ministry of Planning and the Central Bank. UNDP has given particular attention to the forestry sector in the light of the need for providing fuel wood, preventing erosion and preserving the environment for sustained agricultural production. Documentation has been prepared for a sectoral round table on tropical forestry. UNDP has assisted in the introduction of primary education reform; in this area, women are very much involved through parents' organizations set up for each school. Five private sector meetings have so far been held.

B. East Africa

28. Comoros. The third country programme for the Comoros (DP/CP/COI/3) was approved by the Governing Council at its thirty-fourth session (1987) with the following major objectives: (a) food self-sufficiency and increased food security, (b) improving living standards, (c) promotion of productive employment and training, and (d) strengthening of national structures for planning and economic management. Many of the projects which had commenced during this or the previous

cycle were either ended or reformulated in 1989, but no new projects were launched as all IPF resources were almost completely committed. To keep the programme going, assistance from other sources of financing was sought. The previous planning project was ended and a new master plan for strengthening planning capacities and economic management was formulated and was due for approval early in 1990. It was to be funded by MDP. A report was prepared by the Division of Information on the key role to be played by the United Nations Volunteers' IPF-funded project. Four private sector meetings have now been held in the Comoros. A new project for assistance to small and medium-scale entrepreneurs was formulated and was being considered for funding from the Special Measures Fund for the Least Developed Countries (SMF/LDC). The activities of the important rural development project were extended with joint financing from the Emergency Operations Trust Fund (EOTF) and SMF/LDC. Over 50 per cent of the programme activities in 1989 was devoted to assisting the Government in preparation and negotiations for a Structural Adjustment Programme which should be approved in the second quarter of 1990. The resources were almost completely committed and a mid-term review of the programme was to be held in April-May 1990.

29. Kenya. There were no major changes in the Government's National Development Plan or economic context in 1989. A meeting in preparation for the mid-term review of the fifth country programme (DP/CP/KEN/5 and Corr.1) was held from 13-16 September 1989, the main purposes of which were to sharpen the employment theme of the programme and to consider the possibilities for associated resources. Kenya has held two private sector meetings so far. A Mini-Consultative Group Meeting was held in Paris on 24 and 25 October. The purpose of the meeting was to seek donor support on the order of \$1 billion per annum over the period to 1992 to meet the current account deficit, debt obligations, balance-of-payments support requirements and programme financing. Extension of the country programme for a fourth year may be proposed to the Governing Council in June 1991 as it presents two major advantages: (a) it allows the synchronization of the fifth country programme with the forthcoming Seventh National Development Plan of Kenya, and (b) it allows more time for full commitment and delivery of the present cycle IPF.

30. Mauritius. The fourth country programme for Mauritius (DP/CP/MAR/4), approved by the Governing Council at its thirty-fourth session (1987), follows very closely the Government's objectives and priorities and is focused on the following major objectives: (a) improvement of national economic management, (b) promotion of industrial development and the adaptation of education and training needs to employment needs, (c) reinforcement of national institutions in the fields of infrastructure and communications, and (d) diversification of agricultural production. The mid-term review took place in February 1989 and both the Government of Mauritius and UNDP expressed satisfaction with the implementation of the programme as a whole. The projects which were identified at the time of the original formulation were still relevant and the additional UNDP allocation approved in July 1988 was to be used to assist the Government in achieving its objectives in the Development Plan 1988-1990 for industrial and vocational training, for the protection of the environment, and for development of Rodrigues Island. UNDP assisted the Government in organizing a donors' meeting on the Environmental Investment Programme in Paris in January 1989, and is co-ordinating the implementation of the outcome of the meeting. UNDP has also financed the

preparation and organization of the Donors' Meeting on the Human Resources Development Programme 1990-1993, to be held at Geneva in March 1990. As of 31 December 1989, almost all the IPF resources were committed with the implementation rate of the programme then estimated at 81 per cent.

31. Seychelles. The third country programme for Seychelles (DP/CP/SEY/3) was approved by the Governing Council during its thirty-third session (1986). The main objectives of the current programme are (a) improved development, planning and policy formulation; (b) increased agricultural production and standards; (c) creation of small-scale industries; (d) expanded transport support services; and (e) strengthened economic market control. The programme has been implemented smoothly and a mid-term review took place in February 1990. In view of the financial pressures on the programme, the Government and UNDP have been seeking associated funding. At the request of the Government of Seychelles, the responsibility for administration of UNDP programmes was shifted from the UNDP field office in Dar es Salaam to the UNDP office in Mauritius as of 1 January 1990.

C. Central Africa

32. Burundi. The continuing dependence of Burundi's economy on coffee exports makes its performance subject to the vicissitudes of the world coffee market. The fourth country programme for Burundi (1987-1991), approved in June 1987 (DP/CP/BDI/4 and Corr.1 and 2), particularly addresses this fundamental problem of Burundi's narrow-focused economic structure by promoting the expansion and diversification of its productive base in the medium term. The mid-term review, held in January 1989, confirmed the main thrust of UNDP in strengthening the productive base which is absorbing 47 per cent of IPF resources. Burundi has so far held three private sector meetings. UNDP assistance is also particularly dynamic in the economic planning and human resources development areas. In these fields co-ordination has been established between the implementation of the Structural Adjustment Programme, on the one hand, and the NATCAP exercise, on the other. Owing to the importance of external assistance to national planning, Burundi organized, with UNDP assistance, a round-table conference in April 1989 which resulted in financial indications amounting to \$312 million. As follow-up, specific meetings on rural development, technical assistance, private sector development, and Social Dimensions of Adjustment (SDA) are being organized.

33. Central African Republic. The Government is pursuing the implementation of its Structural Adjustment Programme with the aim of achieving by 1991 a real GDP growth rate of 4 per cent while at the same time improving the major macro-economic balances. The fourth country programme (DP/CP/CAF/4), approved in June 1987 for the period 1987-1991, assists the Central African Republic towards three main objectives: institution-building, human resources development, and production support. The main thrust of the programme is to assist in strengthening planning mechanisms, which is one of the priorities of the National Five-Year Plan 1986-1990. UNDP's assistance to this field has been recommended in the course of the NATCAP exercise and is co-ordinated with assistance provided by the World Bank as well as by bilateral donors. In the field of aid co-ordination, a round-table meeting was held at Geneva in June 1987, and four sectoral consultations, agreed

upon as follow-up, (Rural Development, Education, Transport and Small and Medium-scale Enterprises), will be held in 1990. The time frame and main objectives for consideration in the preparation of the fifth country programme will be presented and discussed at the mid-term review, which should take place in March-April 1990. The Central African Republic has so far held five private sector meetings.

34. Equatorial Guinea. In 1989, the Government continued its efforts to come to grips with the economic situation, without however changing its policies of structural reform, of increasing the agricultural base and of financial rehabilitation. A private sector workshop was held in 1989, and a follow-up meeting to the November 1988 Round-Table Conference was held at Malabo in November 1989. UNDP's central role in economic management assistance has been reaffirmed through increased inputs into planning, statistics, administrative reform and - as from 1990 - international aid co-ordination.

35. Gabon. The macro-economic balances of Gabon have increasingly deteriorated since 1986, owing to a sharp decrease in oil revenues. The main objective of the fourth country programme for Gabon (1988-1990), approved in February 1988 (DP/CP/GAB/4), is to assist in laying the foundations for promoting growth and competitiveness of the non-oil sectors. The mid-term review, held in May 1989, particularly addressed the question of strengthening UNDP's assistance to the implementation of the Structural Adjustment Programme, as well as the Government's continued co-financing of the country programme. The preparation of the Fifth Country Programme will start during the current year in order to be presented for approval in 1992.

36. Sao Tomé and Príncipe. During 1989, the Government continued its efforts to rehabilitate the economy and to strengthen the administration in order to comply with the conditions and bench-marks of its Structural Adjustment Programme. In March, UNDP assembled the principal multilateral and bilateral donors for a round-table conference in Geneva which resulted in indications for \$179 million. Sectoral consultations began in December and will lead to sectoral meetings before mid-1990. Progress has been gradual, and UNDP has been of critical importance in providing support in the management of the economy through assistance to the Ministry of Economy and Finance, including a blueprint for its reorganization into a more streamlined, effective body of public administration. The groundwork for a management development programme designed to address critical deficiencies in Government and public sector enterprises was laid; implementation will start in 1990, and NATCAP activities have also been scheduled to begin in 1990 during the second half of the year. The mid-term review held in November 1989 endorsed the stronger orientation towards economic management support that had been developed through joint Government/UNDP efforts during the year.

D. Southern Africa

37. Swaziland. The fourth country programme for Swaziland (1987-1991) (DP/CP/SWA/4) commenced during the last year of the Fourth National Development Plan (1983/84-1987/88), which outlined an economic strategy of (a) greater efficiency and control over the use of public funds; (b) stimulating private investment; and (c) creation of employment through vocational training programmes and the establishment of productive agricultural employment opportunities in the rural areas. The objectives were carried over to the current (1989/90-1991/92) rolling plan. A mid-term review in October 1989 confirmed the concurrence of its objectives with the Government's current rolling plan. Thus, the allocations of the bulk of IPF resources to agriculture, manpower development and public sector management retain their relevance and validity in support of the overall development objectives and strategies of the Government. A NATCAP mission undertook a review of Swaziland's technical co-operation requirements in 1986 and its report set out a number of measures to achieve improvement of the absorptive capacity of the public service and enhance the relevance and impact of technical co-operation. A follow-up NATCAP mission in March 1989 found most of the planned activities within the action plan completed. In a meeting organized by UNDP in August 1989, the Government and major aid donors reached agreement upon: (a) the creation of a new institutional focal point for aid management and co-ordination, the External Affairs Unit; (b) more effective monitoring of technical co-operation by the Department of Economic Planning and Statistics; (c) confirmation of medium-term technical co-operation programmes consistent with national development plans; and (d) the role of the Performance and Budget Committee, with greater coherence to be encouraged between capital and technical assistance. Also, the masterplan for the NATCAP was revised in 1989. A SAPAM project is assisting the Management Services Division of the Ministry of Labour. A United Nations Development Fund for Women (UNIFEM) project, Self-Help Scheme through the Provision of a Revolving Loan Fund for Women's Groups, is ongoing, and UNDP is finalizing the project document for a Phase III women-in-development project. A directory of NGOs in Swaziland is being prepared with UNDP assistance. UNDP is also funding two environmental consultancies to draft the terms of reference for the proposed National Environment Council and to identify technical assistance needs. The fifth country programme (1992-1996) is expected to be presented to the Governing Council in June 1992.

38. Zambia. When the fourth country programme (DP/CP/ZAM/4) was approved in June 1987, the Government of Zambia had just suspended implementation of the International Monetary Fund (IMF)/World Bank-supported restructuring programme and introduced its own new economic restructuring programme. The country programme was accordingly reviewed by UNDP, in consultation with the Government, as soon as the new restructuring programme took concrete shape in the Interim National Development Plan, July 1987-December 1988), and again in early 1989, with the introduction of the Fourth National Development Plan (1989-1992), in order to ensure that the programme objectives remained aligned to the priorities of the development plans. The mid-term review of June 1989 acknowledged that the UNDP programme as currently structured focused directly on the Fourth Plan's priority areas of agriculture, economic management, human resources development and export diversification. UNDP assistance in export diversification in Zambia is a new area, and is a direct

response to the objectives and priorities of the Fourth Plan. Some projects which do not fall strictly within the sectoral priorities of the fourth country programme were approved on condition that they (a) address common concerns shared by the Government and UNDP in areas related to the International Drinking Water Supply and Sanitation Decade, women in development and the acquired immunodeficiency syndrome (AIDS); (b) alleviate the hardships associated with the economic restructuring programme; (c) provide complementary technical assistance inputs to other donor assistance; or (d) encourage TCDC. The available IPF funds are fully committed and the Government has indicated its appreciation of UNDP assistance, especially at a time when other donor inputs have been scarce. The mid-term review also recommended future reviews to be held jointly with UNFPA and the United Nations Children's Fund (UNICEF) to ensure complementarity between programmes. UNDP initiatives in women-in-development and private sector development led the Government to request and receive technical assistance in drafting chapters on these two sectors for inclusion in the Fourth Plan: UNDP sponsored the visit of 10 local businessmen to Japan to continue the dialogue started in Zambia with a visit of Japanese business leaders. The mid-term review was reported on to the Governing Council at its special session in February 1990.

39. Zimbabwe. The mid-term review in late 1989 confirmed that the progress made in the implementation of the second country programme (DP/CP/ZIM/2) was highly satisfactory. When the country programme was presented to the UNDP Governing Council for approval in 1986, the Government had only marginally allocated its IPF resources. Therefore, the Council requested UNDP to conduct a special review to identify projects for inclusion in the country programme. Following the review, in July 1987, 27 projects were approved between 1987 and 1988 to arrive at a total of 77. Two major changes were then necessary to increase the effectiveness of the country programme. The first was to resolve the problem of project multiplicity by redefining project concentration areas, as the large number of relatively small project operations led to some management and monitoring difficulties. The second was to develop certain large-scale projects to increase management capacity, and greater self-sustainability in Government institutions. As a result, the Government and UNDP reduced the number of programme concentration areas from 6 to 3, reduced the number of projects in the country programme from 77 to 35, increased the number of large-scale projects from 0 to 4, and increased the level of commitment from 60 per cent to 102.5 per cent of the IPF. This process was assisted by the publication of the second volume of the National Development Plan, the Investment Register and Investment Code. The effect of narrowing the programme's focus is showing positive results. The mid-term review confirmed that the country programme continues to adhere to the original objectives, and that it is responding to priority developments in the economic and political fields. Its support for economic planning and management as well as reform programmes remains its greatest strength. It was also agreed that the programme has played an important role in providing technical co-operation to the Government in the formulation of development strategies and plans. While some planning and economic management projects may be small, they are important to the country's development process, and their impact goes beyond the investment of UNDP resources.

V. REGIONAL PROGRAMME PERFORMANCE

40. By 30 June 1989, the mid-point of the fourth cycle, the level of commitment of fourth cycle IPF funds had reached \$US 218.131 million from levels of \$18.213 million and \$94.571 million at the beginning of 1987 and 1988, respectively, and 97.9 per cent of the IPF commitment ceiling had been reached. A comparative analysis of the actual commitments at the half-way point of the cycle confirmed the continuing close adherence to the four main areas of concentration targeted in the fourth cycle regional programme document. The distribution was as follows: (a) research and development for food production, 14.0 per cent; (b) productivity and management for production of goods and services, 36.6 per cent; (c) natural resources, 13.0 per cent; (d) infrastructure (transport and communications), 22.6 per cent; and (e) other (including health, international trade, cultural and social dimensions), 13.8 per cent.

41. The findings of the mid-term review, described in a report of the Administrator (DP/1990/38/Add.9), indicated that the consultation process between UNDP and the African Governments, intergovernmental organizations, the Economic Commission for Africa (ECA) and the specialized agencies of the United Nations system that preceded the formulation of the programme had proved essential to ensure the relevance of the programme. None of the four areas of concentration was considered of reduced importance or secondary to the present needs of Africa.

42. Partners consulted in the course of the mid-term review reconfirmed the clear mandate of the Regional Programme for Africa to promote and strengthen regional integration and to set in motion permanent systems of interaction between institutions that perform specific economic and/or technical functions within a given region. During 1989, particular attention was devoted to working closely with intergovernmental organizations in order to enhance their credibility and viability as regional institutions supported by their member Governments. Following a series of three UNDP-sponsored seminars for senior intergovernmental organization staff in 1988-1989 on UNDP's philosophy and procedures, and following the approval of most of the pipeline projects of these organizations, totalling \$44.640 million, the relationship between UNDP and Africa has now entered a very constructive phase. Considering the importance of this relationship, a separate thematic evaluation of the intergovernmental organization regional programme component will be carried out in 1990, in the context of the overall programme evaluation, and reported on to the Governing Council.

43. In promoting economic integration, the Regional Programme has made a valuable contribution to the achievement of this objective in the transport and communications sector where a programme package of \$58.550 million has been approved, including \$11.314 million in 1989. The programme package includes management, utilization and maintenance of existing infrastructures, improved intra-African transport and communications links, developing and improving links for land-locked countries, and the development and upgrading of human resources capabilities in order better to plan, design, organize, implement, monitor, evaluate and maintain infrastructure capabilities.

44. Environmental management is a multi-sectoral issue which is addressed by many elements of the Regional Programme. In 1985, the first African Ministerial Conference on the Environment (AMCEN) decided upon the implementation of the Cairo Programme for African Co-operation, in line with Africa's Priority Programme for Economic Recovery 1986-1990, adopted by the Organization of African Unity (OAU) earlier that year. Regional priorities thus decided have been re-emphasized by the Kampala Commitment which resulted from the first regional conference convened on 16 June 1989 as a follow-up to the report of the World Commission on Environment and Development entitled Our Common Future. Regional priorities are reflected in UNDP-supported activities. Apart from the important programmes carried out with the United Nations Sudano-Sahelian Office (UNSO) and the United Nations Environment Programme (UNEP) to combat desertification, a large number of UNDP-supported regional projects involve assessment and monitoring of natural resources, in particular water resources such as rivers and lakes. The hydrological assessment project is now starting activities in central and west Africa subsequent to addressing the eastern and southern countries. Support to cartography and remote sensing has been given in the three existing regional centres, while an overall strategy is being developed in close co-operation with agencies providing support to countries in this field. Major projects have supported subregional meteorology and drought monitoring centres. Conservation of soil fertility is the subject of renewed efforts. Pest control and management, including locusts, and management of tropical forests continue to be strengthened. Assistance to water supply and sanitation should reach a new phase in 1990, with new approaches to rural water supply stressing community participation and self-reliance being disseminated, and workshops and a donor conference are programmed for the first half of 1990, to be organized in co-operation with the African Development Bank, the World Bank and other organizations involved in this sector.

45. Strengthening linkages between national and regional projects is a continuing UNDP objective in the Africa region. The concern to address the social dimensions of structural adjustment, for example, has provided an important example of this linkage. The major regional project, "Social Dimensions of Adjustment", has as its overall objective enhancement of the capacity of Governments to incorporate the social dimension explicitly into the design of national economic policy and development programmes. The overall project covers 29 requesting countries. At the regional level the project involves the development of a conceptual framework and the development of data bases. This framework was developed in 1989 at several workshops and seminars. At the national level, the project involves policy-oriented research, the development of social action programmes, and capacity building in the area of social policy and planning. Activities are already under way in some 16 countries.

46. The mitigation of short-term negative social consequences of economic restructuring is now a significant feature of a number of country programmes. The regional project, "Improving Strategies for Employment and Human Resources Utilization in Sub-Saharan Africa", is closely associated with various country programme initiatives. This project was instrumental, for example, in structuring a country programme in Kenya around the theme of employment.

47. The field of economic management is an area where regional and country initiatives have been linked through the Special Action Programme for Administration and Management (SAPAM). In 1989 a regional SAPAM project was approved to complement the country-level activities. In the related field of management development, a regional project was approved in 1989 to "Consolidate the Institution-Building Process at the Eastern and Southern African Management Institute (ESAMI)" in Arusha, United Republic of Tanzania, which has 10 member States and has as one of its main objectives to strengthen linkages and provide training to member national management training institutions. In approving this project, UNDP cited the example of ESAMI as an African intergovernmental organization which had "come of age" and had demonstrated capacity to be designated for national execution of this project.

48. Also in the same area of management, an innovative programme was approved in 1989, "African Training and Management Services Project". This \$12.2 million project, of which \$8.9 million is cost sharing, will provide training and on-site management services to African private and public sector enterprises. The project establishes an African Management Services Company (AMSCO), total equity to be jointly funded by the International Finance Corporation (IFC), the African Development Bank (AfDB), private sector corporations, and bilateral and multilateral finance institutions. AMSCO will second competent professional staff to companies considered to be commercially viable but lacking the management required to make them profitable. Together with the African Project Development Facility (APDF) sponsored by UNDP, IFC and AfDB, and a number of projects to promote small- and medium-scale enterprise development, a strong private sector support programme is in place.

49. Further innovative features of the Regional Programme include the configuration of a multi-disciplinary strategy to deal with women-in-development (WID) issues by pooling multi-agency institutional expertise for multi-sector development to promote production, beneficiary participation and networking. Also in place is an NGO programme package for building indigenous NGO grass-roots organizations and management capacities of regional and national umbrella organizations.

50. The fourth cycle Regional Programme for Africa will conclude in December 1991. The fifth cycle programme will accordingly be timed to take effect from January 1992, and the proposed programme will be submitted to the Governing Council for consideration and approval in February 1992. The fifth cycle programme will accordingly be formulated, for the most part, in the first half of 1991. During 1990 a timetable of activities will be developed, the parties to the present programme will be consulted, and the whole programme will be subjected to a programme evaluation. Specific projects and clusters of projects will be evaluated in depth, including the intergovernmental organization-executed component and the Social Dimensions of Adjustments (SDA) project referred to above, and reported on to the Governing Council.

VI. MODALITIES AND MANAGEMENT ACTIONS

A. Programme implementation modalities

51. Trends in implementation modalities will be systematically mapped out in 1990 as the overall assessment of the various mid-term reviews, evaluations of fourth cycle programmes, and surveys of modalities are completed. It is clear at present that, in the development and implementation of the fourth cycle programmes and projects, some strong trends are beginning to emerge. As first reported on last year, these include the following:

(a) A greater degree of analysis of development problems in their wider context, and of consultation between the immediate parties to the programmes and the projects; this was evident in the mid-term reviews in terms of the analysis applied and, in most cases, the many parties involved, and also evident in the NATCAP, round tables, sectoral meetings, and consultative group meetings.

(b) As an outcome of many of the mid-term reviews, a higher degree of concentration of the areas of focus for UNDP has emerged in many countries, resulting in fewer sectors and fewer but usually rather larger projects supported by UNDP. A trend towards multi-sectoral approaches, in support of agricultural and industrial production, in environmental resources management, and in grass-roots development and urban development, is becoming a major characteristic of the UNDP programmes in the region. More integrated single-sector approaches are also becoming a characteristic, for example in productive sectors where production, credit, training, research, and sectoral management are addressed as more of an entity.

(c) The trend towards policy support and economic management activities at the sectoral and overall national levels - now representing one quarter of all of UNDP's delivery in the region, approximately \$100 million in any one year - also continues. Initiatives at both the regional level, such as Structural Adjustment Advisory Teams for Africa (SAATA), SDA and various UNDP-supported studies, and the country level have been referred to in previous sections.

(d) There is a continuing trend towards greater association between technical assistance activities (essentially supported by UNDP) and financial assistance and capital assistance (as provided by the World Bank, the African Development Bank and the United Nations Capital Development Fund). For its part UNDP engaged in a number of exercises for the association of necessary capital with its capacity-building activities. The capital community for its part has moved towards a position of greater enhancement of capacity building in support of its capital investments. There remain, however, in most countries major problems of continued recurrent budget support necessary for payment of staff and procurement of materials and supplies.

(e) Sustained trends towards the modalities of national execution, of the use of intergovernmental organizations as executing agencies, of the employment of experts, consultants and contractors from the region, and of the use of training institutions within the region as fellowship destinations, in contradistinction to

the long-standing and previously fairly automatic use of training institutions outside the region.

(f) A trend towards the use of workshops, at the regional and country levels, for the purpose of exploring new opportunities and breaking down barriers - in the case of UNDP, pioneered in a major way for the facilitation of private sector development, environmental management, participation of women in development, enhancement of non-governmental organizations, and all aspects of economic planning, policy-making, and development management.

(g) Finally, a continuing increase in the use of technical co-operation between developing countries (within the region, and with several major countries in other regions), Transfer of Knowledge through Expatriate Nationals (TOKTEN), and short-term advisory services. Being developed further in 1989 were new modalities for the implementation of disaster management activities, which are expected to be widely shared within the region in future years.

B. Programme management actions

52. Actions taken for the efficient management of the individual programmes in Africa and for the overall management of the programmes as a whole fall into two categories:

(a) Those which were newly initiated in 1989;

(b) Those which were initiated in previous years and continue as part of an annual cycle, to fine-focus the programmes, to ensure high levels of commitments and delivery and to monitor efficiently and report on progress and results.

53. Those major new actions taken in 1989 which fall into the first category, referred to in paragraph 52 (a), are as follows:

(a) In follow-up to Governing Council decision 88/24 of 1 July 1988, and subsequent to the five cluster meetings of African Ministers of Planning which UNDP convened late in 1988, a joint meeting - the first of its kind for UNDP in Africa, and perhaps in any region - of African Ministers of Planning and UNDP resident representatives in the Africa region was jointly hosted in Addis Ababa in April 1989 by UNDP and ECA. The joint meeting covered issues of structural adjustment, poverty alleviation and management development, and endorsed the approximately 50 conclusions on these issues reached at the cluster meetings. The report was submitted to the Governing Council as an information document at its thirty-sixth session (1989).

(b) Immediately subsequent to the joint meeting, a five-day meeting of the resident representatives and specialized agencies was convened to discuss programme management issues and issues relating to macro-economic management, emergency management, private sector promotion, and UNDP/agency relationships.

(c) On 10 May 1989, the Administrator of UNDP and the Regional Director for Africa participated in an inter-agency consultation, hosted by the President of the World Bank, to arrive at a consensus on approaches to structural adjustment in the Africa region for the future (see DP/1990/30).

(d) As reported to the Governing Council at its special session in February 1990, UNDP, in its role as one of the major organizing parties under the overall co-ordination of the United Nations Conference on Trade and Development (UNCTAD), initiated and financed various preparatory actions for the Second United Nations Conference on the Least Developed Countries, to be held in Paris in September 1990.

(e) The Regional Bureau for Africa (RBA) organized a two-day senior management retreat late in 1989, for the purposes of arriving at management decisions on the closer alignment or complete integration - "mainstreaming" - of the various initiatives in Africa with the Government-led programming processes that result in the country programmes, and of setting priorities for the development of internal field office and headquarters systems. Outcomes were factored into the Bureau's management plan for 1990.

(f) RBA drafted a 50-page booklet presenting a clear narrative description of the main thrusts of UNDP's support activities in the Africa region, copies of which will be made available to the Governing Council. A video production on the round-table process was set in motion. Also, a survey of field office publicity intentions was carried out, the purpose being to provide headquarters support to these efforts in the fortieth anniversary context in 1990.

54. Ongoing actions falling into the second category, referred to in paragraph 52 (b), are as follows:

(a) Mid-term country programme reviews were carried out in 22 countries, as previously described, and the findings were acted on in terms of adjustment, as appropriate, to programme and project management;

(b) RBA received approval from the Action Committee for 134 new projects and major project extensions, the combined additional funding involved being \$218.621 million;

(c) Individual project evaluations (over 100 in 1989) were organized and carried out, and the findings were acted upon at the project level;

(d) The Delivery Task Force of RBA continued to meet on a monthly basis, having before it financial information and programme management information, and the country-by-country budget build-up pattern was monitored with appropriate actions taken when indicated;

(e) Interchanges between RBA and the field offices, on the one hand, and the organizations of the United Nations system, on the other, continued at a high level, and significant meetings were held with representatives of ECA, the Food and Agriculture Organization of the United Nations (FAO), ILO, UNCTAD, the United

Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Industrial Development Organization (UNIDO) and the World Bank;

(f) Training seminars were organized at UNDP headquarters and in various field offices, covering three main areas: programme and project management; computers and information systems; and financial management and accounting, which involved a number of UNDP staff and Government staff requiring an understanding of UNDP policies and procedures;

(g) RBA continued to act on Governing Council decisions permitting increases in staff, initially economists but subsequently also other categories, both at UNDP headquarters and particularly in the field; by the end of 1989, 27 senior economists were in post in the field offices, and arrangements for a workshop early in 1990 were being made;

(h) In accordance with the report of the Administrator on the response of UNDP to emergency, medium- and long-term development requirements in Africa (DP/1988/65, para. 67) further steps were taken to provide requesting field offices, upon government licensing, with ground satellite stations for immediate communication with other points, and the E-mail system was established by additional field offices;

(i) The development of computerization and computer systems continued and, by the end of 1989, the Regional Bureau computerization ratio was one-to-one for computers to staff members.

55. Finally, various other regional initiatives described earlier in the present report have affected individual programmes. This trend is expected to increase in 1990 as the various recommendations of the African Ministers of Planning endorsed at the joint meeting in April 1989 are put into effect by the Regional Bureau for Africa.
