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PROGRAMME PLANNING: COUNTRY AND INTERCOUNTRY PROGRAMMES  
AND PROJECTS

FIFTH COUNTRY PROGRAMME FOR SENEGAL

Note by the Administrator

I. THE PROGRAMMING PROCESS

1. The programming exercise began with the preparation of an advisory note, in which the United Nations Development Programme (UNDP) invited the Government of Senegal to cooperate in the formulation of a new country programme. The conclusions and recommendations of the mid-term review and the 1990 annual review of the fourth country programme provided valuable inputs in the preparation of the fifth country programme. Thematic studies concerning women in development, the environment and employment have been carried out and were taken into account. Programmes of associated funds and United Nations specialized agencies were also considered. A national technical cooperation assessment and programme (NATCAP) exercise has just started in Senegal and thus could not contribute to the programming process; its results will be helpful, however, at the programme implementation stage.

2. The preparation of the fifth country programme for Senegal involved both UNDP and the Ministry of Economy, Finance and Planning, which is the focal point for the coordination of technical cooperation. A Government-UNDP joint committee was established, which worked closely with United Nations agencies, including the World Bank.

3. The programming process included a series of meetings with the sectoral ministries, government agencies and United Nations agencies to discuss the new country programme objectives and strategies and the draft document prepared by the joint committee.

4. The present country programme is concerned with problems considered critical to the restructuring of the economy and is consonant with the Government's strategic objectives and programmes. It is complementary to the assistance of Senegal's other development partners and represents a framework for the coordination and mobilization of UNDP resources and a reference framework for United Nations agencies.

## II. ANALYTICAL COMMENTARY ON THE FIFTH COUNTRY PROGRAMME

5. In line with the programme approach defined in General Assembly resolution 44/211 of 22 December 1989, proposed UNDP assistance to Senegal is structured around four themes: human development; sustainable development; private sector development and employment; and strengthening of planning and management capacities. The four themes are in line with national strategic objectives and programmes.

6. As regards the first theme, human development, a key government objective is decentralization. The complex social and economic tasks involved in achieving such an objective imply: full participation of the population in development endeavours; the creation of better living conditions; and self-supporting income-generation. The Government espouses the concept of human development and aims to pursue it with the cooperation of UNDP. Currently the Human Development Index (HDI) ranks Senegal as 135 in a list of 160 countries. UNDP cooperation in developing an integrated programme aimed at supporting national decentralization will at the same time target improvement in human development indicators, notably literacy and health.

7. The second theme, sustainable development, emphasizes protection and preservation of the environment, along with popular participation, as top government priorities. Natural resources depletion, combined with soil degradation, severely affect agricultural output. Protection of the environment must be linked to productivity. The Government has requested UNDP cooperation in the development and implementation of a programme, including actions at the national and local level.

8. The third theme, private sector development and employment, regards reform and structural adjustment as critical to the Government's overall development strategy. Promotion of the private sector stands at the heart of this programme, which is expected to stimulate economic growth and create employment. In this programme area, the Government's major partners are the International Monetary Fund (IMF) and the World Bank. The Government has also requested UNDP cooperation because of its flexible and neutral nature. Both the Government and UNDP believe it useful to concentrate assistance on small private enterprises, in particular vocational training and national business management training. Given the diversity of the activities concerned, UNDP assistance has been conceived as a package of interrelated activities.

9. The fourth theme, planning and management, redefines the Government's role in the economy, promoting a shift from state to market regulation. It

proposes a more modest, more modern state apparatus to effect, through incentives and negotiation, a reorientation of the economy, working towards economic growth and reduction of social costs. Senegal has a remarkable pool of expertise in economic planning and macroeconomic management. However, the need to implement the economic reforms has necessitated reorientation and strengthening of the national planning and management capacity to adjust them to the new development thrusts.

10. Within this perspective, the Government and UNDP conceived a programme which includes four complementary components: a think tank at the highest level of economic decision-making; advanced economic monitoring methods and tools; local and regional programming methods and procedures; and training of senior officials in decision-making, economic policy formulation and business development.

11. The choice of the four areas of concentration for UNDP assistance is in line with Governing Council decision 90/34 of 23 June 1990, especially with reference to the recommended themes of poverty eradication and grass-roots participation in development, environment problems and natural resources management, management development and women in development. The promotion of human development is equally a concern of the country programme.

### III. MANAGEMENT OF COUNTRY PROGRAMME IMPLEMENTATION

12. The programme approach calls for strengthened management and monitoring of programme implementation. The formulation and monitoring of each programme area will be organized within a well-defined institutional framework with flexible but clear procedures. This will require more active involvement of both the Government and UNDP and heightened awareness of the need for better coordination and institutional arrangements among the Government, UNDP, executing agencies and non-governmental organizations (NGOs).

13. The identification and programming of activities will systematically include the means for their sustainability, both as regards recurrent costs and institution-building.

14. The programme will encourage the optimum use of national execution and existing national expertise, as well as the human and technical resources of NGOs.

15. An in-depth mid-term review and annual reviews of the programme will be conducted. In addition, each of the four programme areas will be evaluated periodically.

### IV. RECOMMENDATION OF THE ADMINISTRATOR

16. The areas of concentration of UNDP assistance fit within the Government's overall development strategy and correspond to the recommendations of Governing Council decision 90/34. Therefore, the Administrator recommends that the Governing Council approve the fifth country programme for Senegal.

