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**SUPPORT**

PROGRAMME PLANNING

COUNTRY AND REGIONAL PROGRAMMES

Reports on mid-term reviews

MID-TERM REVIEW OF THE INTERCOUNTRY PROGRAMME FOR  
ASIA AND THE PACIFIC

Report of the Administrator

SUMMARY

The present report is submitted in accordance with Governing Council decision 89/11 of 24 February 1989, requesting the Administrator to report on a representative selection of mid-term reviews of country and intercountry programmes.

This report describes briefly the preparations for, and the impact of, the mid-term review of the intercountry programme for Asia and the Pacific (1987-1991), which culminated in the Fourth Meeting of Aid Co-ordinators, convened at Jakarta in March 1989. The main document submitted to that meeting and containing the detailed findings of the region is available to participants in the Governing Council.

## I. SUMMARY OF THE INTERCOUNTRY PROGRAMME FOR ASIA AND THE PACIFIC

1. The intercountry programme for the fourth cycle (1987-1991) was drawn up in July 1986, endorsed by a regional intergovernmental meeting in October 1986, and approved by the Governing Council at its special session in February 1987 (DP/RAP/1).
2. As originally formulated, the total value of the intercountry programme was \$213 million, of which \$24 million was the residual from the previous cycle. Of this total, \$195 million was programmed, and a reserve of \$18 million held. The programmed projects comprised 127 for the region as a whole, 29 for the South Pacific island countries, and 27 for the six countries of the Association of South-East Asian Nations (ASEAN).
3. The two major themes of the intercountry programme were human resources development and technology transfer, in addition to which the programme emphasized certain special features: development management, private sector, women in development, youth in development and poverty alleviation.

## II. METHODOLOGY OF THE MID-TERM REVIEW

4. The mid-term review of the intercountry programme was not conducted in the form of a meeting alone but involved a major examination of the performance of the large majority of the projects in the programme over a period of more than 12 months. Detailed project data were supplied by agencies and these were aggregated and processed by computer-based methods at headquarters. In addition, the results of more than 20 project evaluations and 100 tripartite reviews held during 1987 and 1988 were analysed, and research studies undertaken on five operational themes of key importance: participatory approaches to development, public-private sector co-operation, networking, technical co-operation among developing countries (TCDC) and government execution.
5. In parallel with this work, Governments and agencies were solicited for additional project proposals to be financed out of unprogrammed funds arising from the original reserve plus \$28 million of additional funds approved by the Governing Council in 1988. There were more than 200 proposals received. These were carefully appraised and a shorter list circulated to all Governments of the region, which were then requested to assign priorities to them.
6. The results of the programme analysis and research on the current intercountry programme, together with the final list of new project proposals, were then put before an intergovernmental meeting in March 1989 for endorsement. This Meeting of Aid Co-ordinators was the fourth in a series which began in 1981 and brought together representatives of 28 Governments of the region, 18 donor countries, 25 United Nations executing agencies, as well as UNDP Resident Representatives and headquarters staff.

### III. MAJOR FINDINGS OF THE REVIEW

#### A. Operational findings

7. The results of the review were as follows:

(a) Programme delivery. The delivery rates in 1987 and 1988 were found to be 73 per cent and 70 per cent, respectively;

(b) Project size. The average size of projects during the fourth cycle (approximately \$US 600,000) was almost exactly the same as in the third cycle;

(c) Co-financing and cost-sharing. During 1987 and 1988, the intercountry programme generated \$US 53 million in co-financing and cost-sharing. Of this total, \$30 million was contributed by bilateral donors and the remainder by the participating countries;

(d) Sectoral distribution. In the fourth cycle, the largest shares of resources have gone to energy and environment, transportation and communications, and agriculture;

(e) Regional distribution. About a quarter of the fourth cycle resources were devoted to projects for the ASEAN and South Pacific subregions. For the South Pacific island countries the regional programme was equal in size to the sum of the individual country programmes;

(f) Trends in project components. During 1987 and 1988, there was a slight proportionate increase in resources devoted to personnel and a small decrease in the equipment component;

(g) Host country spread. There was a further widening in the spread of regional projects among countries in the region, and a rise in the number of projects with more than one host country. Network approaches were utilized in 19 per cent of projects compared with 14 per cent in the previous cycle;

(h) Government execution. Government execution accounted for 6 per cent of Fourth Cycle intercountry programme resources. Several additional projects were expected to become government-executed;

(i) Technical co-operation among developing countries (TCDC). Some 45 per cent of ongoing projects utilized elements of technical co-operation among developing countries.

#### B. Substantive programme findings

8. The findings pertaining more to the substance of the programme were:

(a) Major themes. The review found that virtually all ongoing projects responded to one or other of the two major themes, i.e. human resources development and technology transfer, and in many cases responded to both;

(b) Special features. The review provided many examples of individual projects which supported the special features of the programme;

(c) Linkages. The detailed project analysis indicated that at least one third of the ongoing intercountry projects had clear links to country projects.

(d) Programme concept and design. It was determined that insufficient attention was still being given to the eventual sustainability of intercountry programme projects; such considerations should be incorporated into projects that often needed to be preceded by a careful phase of preparation to prove their feasibility;

(e) Programme management. The review drew attention to the importance of improved information exchange for which the new Intercountry Programme Management Plan (ICPMP) had been designed. Enhanced involvement of national aid co-ordinating departments and of UNDP field offices was also recommended.

#### IV. ADJUSTMENT TO THE INTERCOUNTRY PROGRAMME

9. As a result of the Fourth Meeting of Aid Co-ordinators, 65 new projects were endorsed, along with a number of project extensions. The overall impact of these decisions is shown in summary form in the annex, where the allocations of resources to major economic areas are shown as reflected in the original intercountry programme document, both before and after the mid-term review. It can be noted that an increased proportion of funds is now being allocated to agriculture, forestry and fisheries, as well as to transport, communications, trade and economic co-operation. This is counterbalanced by a corresponding decrease in the proportion of funds allocated for social programmes, technology, industry, and planning and development administration. These adjustments reflect not only shifting priorities of Governments in regional collaboration, but also an increasing concern on the part of the Regional Bureau for Asia and the Pacific to earmark funds for areas which have a clear advantage of being tackled on a regional as opposed to a country-specific basis.

Annex

FINANCIAL SUMMARY

INTERCOUNTRY PROGRAMME FOR ASIA AND THE PACIFIC (1987-1991)

I. ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING

	\$	\$
A. <u>Total resources taken into account for programming at time of approval of country programme</u>		213 456 000
B. <u>Resources taken into account for programming at time of mid-term review</u>		
IPF allocations	227 820 000	
Programme cost-sharing	-	
Government project cost-sharing)		
Third-party cost-sharing            )	6 323 000	
Other sources (Special Programme Resources)	5 800 000	
Total		<u>239 943 000</u>
C. <u>Net change in resources</u>		26 487 000

II. USE OF RESOURCES

	Start of country <u>programme</u> (1987)	<u>Mid-term</u> (1989)
Committed resources	111 628 000	192 264 000
Project proposals	83 528 000	46 872 000
Unprogrammed reserve	<u>18 300 000</u>	<u>807 000</u>
TOTAL USE OF RESOURCES	<u>213 456 000</u>	<u>239 943 000</u>

## III. DISTRIBUTION OF RESOURCES BY SECTOR

<u>Sector</u>	<u>In accordance with intercountry programme</u>	<u>Actual at mid-term</u>	<u>Revised plan as result of mid-term review</u>
	(Percentage)		
1. Agriculture, forestry, fisheries	15.4	16.0	17.7
2. Energy, natural resources, environment	15.8	18.7	16.9
3. Planning and development administration	15	10.8	11.2
4. Social programmes	16.3	11.7	13.3
5. Technology, industry	13.2	10.0	11.1
6. Trade, economic co-operation	6.2	9.2	9.2
7. Transport, communications	<u>18.1</u>	<u>23.6</u>	<u>20.6</u>
	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>

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