

3. *CDB Press Releases* — timely information on loans approved by the Board. Available by free subscription through Information Office at main address.

4. *Development Business and Scan-a-Bid* — publish procurement notices. See page 11 for subscription information.

United Nations Development Program (UNDP)

The United Nations Development Program (UNDP) is the central funding and planning agency for technical assistance activities undertaken by UN agencies. These activities focus on fostering human and institutional development and enhancing managerial and planning capabilities through the transfer of technology, know-how, and training.

There is a fundamental difference between an IFI and the UNDP. The former provides money for a developing country to buy goods and consulting services needed to carry out a project; the borrowing country itself is usually the client of the consulting firm. The UNDP provides technical assistance in kind, not in cash: *it* contracts and pays for the services of experts and consultants. It also finances the costs of providing training for developing country nationals in their home countries or abroad. As a Canadian consultant, it is important to understand that, in this sector of the market, the client for your product is the UNDP itself, or one of its "executing agencies," not the country that is receiving the technical assistance.

This market may be of special interest to you since providing consulting services directly to one of the UN agencies does not depend on extensive marketing in developing countries. Thus, it can serve as your firm's introduction to the world of international consulting. Eventually, the experience and track record you develop this way might serve as a stepping stone to full-scale participation in IFI-financed projects.

Scope of UNDP Work

The UNDP provides financing and

technical support to many thousands of projects in agriculture, industry, education, power production, transport, communications, public administration, health, housing, trade, etc. Its project work covers five main fields:

- surveying and assessing natural resources; industrial, commercial, and export potentials; and other development assets;
- stimulating capital investments to help realize these possibilities;
- training in a wide range of professional and vocational skills;
- transferring appropriate technologies and stimulating the growth of local technological capabilities; and
- economic and social planning, with particular emphasis on meeting the needs of the poorest segments of the population.

Most UNDP projects are designed to be "self-continuing" with national personnel taking over all operations as UNDP support phases out. However, some projects go on to become IFI-financed projects.

Nature of Commercial Opportunities

Since UNDP technical assistance projects are much more expertise oriented than equipment intensive, the bulk of its money is spent on individual experts, consulting firms and training.

On average, a UNDP project's costs will be broken down into the following proportions:

- over 50 per cent project personnel;
- about 25 per cent consulting contracts, training services and fellowships;
- 25 per cent equipment and supplies.