

"So they started to build up their own technical co-operation programs, because they have their own governing bodies. Donors contributed to, say, FAO's program while also contributing to our program; and the agencies got money here and there, for instance from the Arab fund. More and more, all the agencies—and FAO has been the most successful—have gone out to get trust funds, appealing to the Saudi Arabian government, saying 'We'll do this activity with you. You just place your money in trust with us and we will execute projects. UNDP doesn't have to be involved at all.' So that's the problem: Is UNDP the centre of all technical assistance now? In some countries we manage fewer resources than some agencies—so who are we to boss them around? That's the attitude in some agencies. So the resident representative has to be very senior, has to be a good diplomat and has to have all sorts of qualities. That's not always been the case.

"As a senior area officer in the Caribbean unit, I handle the headquarters work for 20 English-speaking countries plus St. Helena, which we just acquired. With the process of 're-centralization' that has begun, it means an awful load of work! But not so many of these 20 countries will have projects above \$400 000, and the UNDP resident representative can approve projects below that figure without taking it to New York. That's not like the situation in Africa. The voluntary contributions to UNDP were projected to increase by eight per cent a year, but resources have been lagging. As well, the UNDP Governing Council decided some years ago that 80 per cent of resources should go to the poorer [states], leaving 20 per cent for the Caribbean, Latin America and most of the Arab states.

"In the Caribbean there has been adaptation. We use United Nations volunteers, who each cost \$15 000 a year. We use consultants from the region—again paying them less than international fees. We use national professionals. We use TCDC [Technical Co-operation among Developing Countries]. We still have long-term experts, who cost \$80 000 to \$100 000 a year, but to a much smaller degree than previously.

"As well, there is the Caribbean Group for Co-operation in Economic Development, which draws together 18 donor countries and the 20 Caribbean countries. Since 1977, [this group] has done really useful work in calling attention to the special problems of the region. It set up an Inter-Agency Resident Mission, backed by the UNDP and five other agencies as well as by Canada, Britain and the United States, and the mission has helped these countries [to] improve their public sector management and to prepare investment programs. One result is that they have avoided the enormous problems of indebtedness that plague Latin America.

"So really, there have been some positive results from the crisis period of 1975. We have learned to adapt, sometimes painfully but also with imagination."