

Executive Board of the
United Nations Development Programme
and of the
United Nations Population Fund

DP/1997/CPR.11
24 February 1997

ORIGINAL: ENGLISH

Second regular session 1997
10-14 March 1997, New York
Item 6 of the provisional agenda

UNDP: OTHER MATTERS

THE UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Response to the recommendations of the external evaluation

of the United Nations Development Fund for Women

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I. BACKGROUND

1. In its decision 95/10 dated 7 April 1995, the Executive Board of the United Nations Development Programme and the United Nations Population Fund decided to undertake an external evaluation of UNIFEM. At its third session, the Board considered the terms of reference and means of financing the evaluation and, in its decision 95/32, approved the terms of reference for the evaluation; and urged all members of the United Nations Development Programme to contribute to the cost of the evaluation. The evaluation was carried out by the consulting firm Management Systems International under the direction of the Office for Projects Services during the first half of 1996. The report of the evaluation highlighted a number of strengths that UNIFEM can build upon and also identified areas of work and operational issues that require consideration and action. Section five of the report contains conclusions and recommendations, to which UNIFEM provides its response in the present document, which was preceded by and builds upon the initial response of the Fund to the recommendations of the External Evaluation as reported in document DP/1996/CRP.17, which was submitted to the Board at third regular session 1996.

2. The responses in the present document have been formulated in a collective manner by UNIFEM staff. Task forces on programme criteria, programme procedures, structure, resource mobilization, and office technology and management information systems (MIS) were created in response to the findings of the evaluation. As a first step, these task forces, met through September and October 1996 to review the recommendations and formulate action plans. These plans were reviewed by the entire professional staff at the UNIFEM strategic planning workshop in November 1996.

3. The Strategic Planning Workshop provided a forum at which UNIFEM was able to reflect on the external evaluation and use it as a springboard to move ahead with clarity and commitment.

4. Consequently, UNIFEM has been able to respond to several recommendations, including those relating to programme focus and management. In addition, key elements of the recommendations from the external evaluation form the basis of the UNIFEM Strategy and Business Plan, which is currently being formulated.

5. Many of the recommendations of the external evaluation are interrelated. Therefore, to facilitate a cohesive response they have been clustered together in four categories (a) recommendations concerning the role of UNIFEM; (b) recommendations concerning programme implementation; (c) recommendations concerning efficiency and effectiveness; (d) recommendations concerning UNIFEM

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resources. A summary table, presenting the recommendations and action taken in a concise manner, is contained in the annex to the present document.

II. RECOMMENDATIONS CONCERNING THE ROLE OF UNIFEM

A. Recommendations contained in the evaluation

6. The evaluation contained the following recommendations concerning the role of UNIFEM:^{1/}

Recommendation 1 (page 170). UNIFEM should remain an autonomous and separate organization within the United Nations because it is a unique repository of knowledge and experience on how to identify and advocate for women's needs and rights, and how to work with established and emerging organizations to address them.

Recommendation 4 (page 171). UNIFEM should continue to work at the international and national levels to improve the conditions and minimize the discrimination faced by women, especially poor women.

Recommendation 9 (page 174). UNIFEM is encouraged to continue to bring its experience and technical capacity into international conferences and forums, since their efforts have significantly impacted on international and national results in favour of women's needs and concerns.

B. UNIFEM response

7. The future directions of UNIFEM must be charted in the larger context of the United Nations system and debates on sustainable human development. In this undertaking, UNIFEM is guided by two poles of reality. One pole is the realities of women's lives at the local level. The other pole is the emergence of a global consensus on social priorities that has emerged in the five major United Nations conferences of the present decade. UNIFEM will seek to facilitate the gender-sensitive implementation of the recommendations and strategies from these United Nations conferences based on the Fund's wealth of experience and expertise that it has accumulated in the field of gender and development, participatory development, institutional capacity-building and leadership.

8. UNIFEM has the role of a key institution within the United Nations system: it performs a number of much needed tasks in relation to gender and development. For example it provides advisory and technical services to the

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resident co-ordinator system to facilitate the gender-sensitive implementation of the recommendations of the United Nations conferences, and mediates between women, governments and the United Nations system. The continued participation of UNIFEM in various interagency task forces, collaboration with other United Nations partners, especially the Division for the Advancement of Women and the International Research and Training Institute for the Advancement of Women, and support to the resident coordinator system at the national level enables the Fund to bring its knowledge and experience about women's needs and rights into United Nations policy and programme discussions and decisions.

9. The role of UNIFEM in the world conferences convened thus far, including the Fourth World Conference on Women, has been twofold: (a) to bring attention to issues faced by women, including those requiring urgent attention, such as violence against women and (b) to facilitate the participation of women in order that their voices and visions directly inform the discussions and decisions. In its advocacy and advisory capacity, the Fund has also acted in partnership with key stakeholders to influence discussions at world forums with the latest analytical developments in areas such as the economic and political empowerment of women. As the United Nations system undertakes a consolidated and coordinated response to the implementation of recommendations from key world conferences, UNIFEM continues to ensure that operational experiences in working with women inform policy discussions, particularly at the international and national levels. This is also occurring through the substantive contributions of UNIFEM to the work of the Administrative Committee on Coordination taskforces and the Interagency Committee on Women and Gender Equality. In 1996, UNIFEM chaired the Working Group on Operational Activities to prepare for the Interagency Committee on Women and Gender Equality. UNIFEM has now become the focal point for the Interagency Committee to mainstream gender concerns into the work of the other three Administrative Committee on Coordination (ACC) Task Forces set up to follow up on the United Nations conferences.

10. UNIFEM also has an important catalytic role at regional, sub regional and country levels, in terms of its strategic input into gender-sensitive policy and legal change. At the national level, UNIFEM is working closely with interested donors and other United Nations agencies to establish a coordinated approach and funding base for the implementation of the partial funding system. These efforts have been especially successful at the field level, where UNIFEM is playing a facilitation role in post-Beijing activities as for example in South Asia and Western Asia.

11. What then is the strategic focus of UNIFEM in terms of its priorities and the limited resources currently available? The top priority is to bring about

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systemic change that will lead to women's economic and political empowerment. Any activity or project undertaken must contribute to this momentum for systemic change. What makes UNIFEM unique as a gender advisor is its strategic position as a mediator between women, governments and the United Nations system. UNIFEM is thus able to integrate multiple realities, from the local to the global, thereby cross-fertilizing the different realities, ranging from women's lives at the local level, to laws, policies and practices at the government level, to the global consensus forged within the United Nations framework. This is indeed the mandated work on which rests of UNIFEM legitimate position of authority within the United Nations system.

III. RECOMMENDATIONS CONCERNING PROGRAMME IMPLEMENTATION

A. Recommendations contained in the evaluation

12. The evaluation contained the following recommendations concerning programme implementation:^{1/}

Recommendation 3 (page 171). UNIFEM is encouraged to continue its current programme directions in light of the guidelines suggested by the Beijing Platform for Action, but to more sharply define priorities vis-a-vis anticipated activities in light of resources made available to it.

Recommendation 5 (page 172). UNIFEM should continue to play a strong brokering role between governments, the women's movement, organizations, and networks.

Recommendation 6 (page 172). UNIFEM should continue to work with women's organizations and networks, and should concentrate on building their organizational capacity and financial viability.

Recommendation 8 (page 173). UNIFEM should continue to document and disseminate both its own experiences as well as women's experiences, in order to make the link between micro and macro levels of development, and encourage the sharing of experiences across regions.

Recommendation 13 (page 175). UNIFEM should summarize, publish and widely disseminate its advocacy tools, approaches and methods.

13. The Platform for Action has effectively given UNIFEM a new energy and direction. Paragraph 335 of the Platform for Action mandated UNIFEM to "increase options and opportunities for women's economic and political empowerment". UNIFEM post-Beijing work is thus focus on two key areas:

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(a) women's economic empowerment, based on their entitlement and control over all forms of economic resources, including income, assets, opportunities and benefits;

(b) women's political empowerment, based on their power to control their own lives within and outside the home, and their power to influence the direction of social change.

14. Economic empowerment can be realized only in tandem with the political rights, opportunities and capacities of participation and decision-making. Similarly, political empowerment can be realized only in tandem with the economic rights, opportunities and capacities of resource entitlement and control.

15. Within the larger economic and political empowerment framework, UNIFEM, in order to bring greater focus will concentrate on three thematic areas:

(a) strengthening women's livelihoods, especially in the context of globalization and the new trade agenda;

(b) promoting a rights-based framework to recognize women's capabilities, to eliminate violence against women, and to bring about equality;

(c) engendering governance, leadership and decision-making so as to transform development making it more peaceful, equitable and sustainable;

(d) UNIFEM has chosen five strategies to meet the challenges of these sub-themes, based on its comparative advantage as identified by the recent report of the external evaluation report on UNIFEM. They are: (i) strengthening women's organizations and networks; (ii) undertaking advocacy and mainstreaming activities; (iii) facilitating relations to establish effective linkages between non-governmental organizations NGOs' Governments, United Nations and other international agencies, and the private sector, and to leverage political and financial support for women; (iv) undertaking pilot and demonstration projects; and (v) documenting and disseminating information.

16. While the empowerment agenda is the overall business of the organization, UNIFEM needs to be mindful of the balance that must be found between limited resources and activities to fulfil its mandate. To achieve this balance, UNIFEM will plan and evaluate all its activities in terms of their potential contribution to solving the most important structural problems adversely affecting women in the three areas identified. Precisely because UNIFEM can afford only relatively small investments, these small investments must be strategic, with the potential to leverage large changes in the status quo, either nationally or internationally.

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17. New proposals for UNIFEM funding will be scrutinized from a strategic perspective in terms of whether these proposed activities will add to the UNIFEM empowerment agenda and contribute to the overall momentum of change. The logic for undertaking a particular activity will be considered not only from the perspective of direct beneficiaries but also with respect to the ripple effects on the larger problems and needs that UNIFEM seeks to address.

18. New programmes must also satisfy specific criteria, which, as discussed in the Strategy and Business Plan, include the following: linkage of the micro to the macro, so that experiences gained from working with small organizations and limited numbers of women can be developed and disseminated for application to larger groups and fundamental problems; direct impact on major issues of policy and political will, so as to effect policy change and the gender-sensitization of political will; concrete, incremental outcomes and outputs, so as to maximize the strategic use of resources-for example, to develop and test new ideas for potential replication: to provide advice in innovative but tested solutions and approaches: to build the capacity of key institutions: and to draw attention to central problems. In addition, more detailed criteria developed by the Task Force on Criteria are being refined and will be in use by early February 1997. It is expected that project evaluations, external assessments of programmes and the management information system (MIS) will provide a strong base for analysis of the impact of the strategies UNIFEM pursues.

19. In the last twenty years, UNIFEM has been very successful in supporting a considerable number of women's organizations and networks. It now needs to address the issue of institutional and financial sustainability, which has yet to be successfully achieved. This is an urgent priority in the current context of resource scarcity. In keeping with its strength in innovation and experimentation, UNIFEM plans to pilot some very strategic projects to test how to increase the financial viability of local NGOs.

20. The Platform for Action enjoins UNIFEM to do its advocacy work by 'fostering a multilateral policy dialogue on women's empowerment'. It is in this multilateral context that UNIFEM will act as an advocate for the economic and political empowerment of women. At the national level, UNIFEM will continue its advocacy role in the implementation of the partial funding system and work on building coalitions between key decision-makers to bring about gender-sensitive programmes and policies. UNIFEM will seek the support of a critical mass of agencies both within and outside the United Nations system, and from policy-makers and practitioners at all levels, so as to ensure that the empowerment agenda belongs not just to UNIFEM but to all levels and sectors of human society.

21. UNIFEM seeks to disseminate the positive and negative lessons and, as a learning organization, share information about the methodologies for bringing about women's empowerment. A guiding principle for UNIFEM publications will be to demonstrate the linkages between empowerment, transformation and systemic change. To do this, UNIFEM will draw on the organization's own experiences in these areas. In addition, as provided for in the Strategy and Business Plan, which will be submitted to the Executive Board at its annual session 1997. UNIFEM is planning a comprehensive biennial publication to document trends in gender and development. This publication provides information on practices for mainstreaming gender and to review the progress of the world's women in the context of the implementation of recommendations stemming from world conferences, including the Fourth World Conference on Women.

22. UNIFEM plans to share this information, as well as its advocacy tools, approaches, and methods through publications and the electronic media. The UNIFEM website and gopher site are now operational. (Their addresses are: <http://www.unifem.undp.org>, and //gopher.und.org/1/unifem). UNIFEM will use the internet to promote women's empowerment and facilitate new partnerships with international organizations, including those of the United Nations system.

IV. RECOMMENDATIONS CONCERNING EFFICIENCY AND EFFECTIVENESS

A. Recommendation contained in the evaluation

23. The evaluation contained the following recommendations concerning efficiency and effectiveness:^{1/}

Recommendation 7 (page 172). UNIFEM's project design and management systems should be strengthened and organized into a Managing for Results approach, in order to ensure the monitoring of projects and the measurement of results, impact and sustainability of benefits.

Recommendation 20 (page 179). UNIFEM should institute a Management Information System (MIS) that tracks all activities, programmes and projects from design to completion.

Recommendation 14 (page 176). UNIFEM should maintain flexibility and accountability in its administrative procedures, in order to respond to the needs of women.

Recommendation 15 (page 176). UNIFEM should be significantly strengthened in terms of its staff and human resources.

Recommendation 16 (page 176). UNIFEM should increase its number of Regional Programme Advisors.

Recommendation 18 (page 177). UNIFEM's organizational structure should be aligned in such a way that it enhances inter and intra-regional collaboration and communication, and strengthens responsibility allocation and accountability.

Recommendation 19 (page 178). UNIFEM's work space and computer software and hardware should be significantly upgraded.

B. UNIFEM response

24. UNIFEM has begun organizing its programmatic work into a managing-for-results approach. One of the first steps in this process has been the specification of results desired and the complementary indicators of success in the UNIFEM Strategy and Business Plan, which is being prepared. With respect to project design and programme management, the MIS now being formulated will focus the project design process on the a priori specification of the results that are desired. The MIS will then guide UNIFEM staff in elaborating the activities around these desired results and require that objectively verifiable indicators are defined. The MIS will also provide the frame and formats for monitoring ongoing activities, projects and programmes. An impact analysis component will also be included in the MIS in order to provide a frame for the analysis of the effectiveness of UNIFEM work in achieving the desired results. This will provide a valuable source of information on project progress, as well as the data from which to draw lessons learned for internal use as well as for dissemination to others.

25. In addition to its components mentioned above with respect to project design, the UNIFEM MIS will include modules on resource mobilization (source of financing, data about each source, levels of parallel funding), resource allocation (administration, technical support, operational reserve, programme), business plan/annual work plans, programme implementation (objectives, activities envisaged, critical management actions, budgets and financial commitments and expenditures). This work will be closely coordinated with related work within UNDP to the maximum extent possible. UNIFEM will require resources for the MIS, for which a proposal is being developed. Upgrading computer software and hardware has already begun within available resources.

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More upgrading will be required, for which resources will be sought within the MIS development process.

26. With regard to administrative procedures, UNIFEM must, as a United Nations body operate within the rules and regulations of the United Nations and maintain an accurate account of resources, commitments and expenditures. During 1995-1996, a great deal of effort was devoted within UNIFEM to develop financial systems. This, combined with an intensified dialogue with UNIFEM programme country staff with regard to the nature of the activities UNIFEM should be undertaking and the necessity of clear substantive documentation regarding the objectives of UNIFEM support, resulted at times in a slowdown of project approvals. During 1997, UNIFEM intends to decentralize decision-making with respect to activities to be undertaken by programme country staff once the programme criteria have been developed and the necessary financial authorization and reporting procedures are put into place for these activities. UNIFEM is following the discussions within UNDP regarding the implementation of an accountability framework as a part of the change management process, which will provide guidance to UNIFEM during the coming year.

27. UNIFEM continues to be challenged by the volume of work that needs to be done within its programme focus and the staff and human resources available to undertake this work. Lack of adequate financial resources is constraining UNIFEM from playing a more effective role with adequate technical capacity. This applies to UNIFEM work at both the international and country levels. As stated in document DP/1996/CRP.17, the first priority of UNIFEM regarding staff increases is to strengthen the capacity of its regional programme advisors (RPAs) to operate effectively and, as resources permit, an expansion of their numbers. With its current resource level, UNIFEM has 11 RPAs in Africa, Asia-Pacific and Latin American and the Caribbean, theoretically covering over 20 countries each. As the number of RPAs increases, each can cover fewer countries and work more effectively in concentrated geographical areas. Increasing numbers of RPAs would provide better technical support and advice to the governments and the resident coordinator system in more countries.

28. UNIFEM underwent staff cuts in 1996. Given its objective of greater substantial focus, the fund structured its remaining programme personnel into political and economic empowerment sections, with responsibilities divided by theme. This was a sharp departure from its former geographical organization and, in response to the recommendation of the external evaluation, UNIFEM recently has instituted changes to reinstitute a geographical focus while maintaining thematic advisers to provide technical support and cross-regional perspectives in the substantive areas in which UNIFEM works. Particular

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attention has been given to the need for UNIFEM to work in a decentralized environment, characterized by shared decision-making, but maintaining a strong sense of accountability and clear lines of responsibility. As mentioned above, UNIFEM will work on systems that will clearly define responsibilities and consequent accountability.

29. UNIFEM recognizes that its work space is inadequate. The Fund has requested UNDP to identify more suitable space; however, this will take time as UNDP is not renting new space at this time, and there are no blocks of space available to accomodate a unit of the size of UNIFEM. It is hoped that this problem will be addressed in the coming year, within the overall efforts of UNDP for space management.

V. RECOMMENDATIONS CONCERNING RESOURCES

A. Recommendation contained in the evaluation

30. The evaluation contained the following recommendation concerning efficiency and effectiveness.^{1/}

Recommendation 2 (page 170). UNIFEM's resource base should be significantly increased, commensurate with the growing demand for its services in the implementation of the FWCW Platform for Action.

Recommendation 10 (page 174). UNIFEM should find mechanisms to leverage UNDP's financial resources to benefit women, including becoming an executing agency for UNDP.

Recommendation 11 (page 174). The United Nations agencies, including UNDP, should be encouraged to recognize the value of the experience and expertise accumulated in UNIFEM, and to consider devising mechanisms to pay for it when it is accessed.

Recommendation 12 (page 175). UNDP should prescribe specific levels of resources in each country for the implementation of the FWCW's Platform for Action, as well as UNIFEM's technical assistance and guidance in the process.

Recommendation 17 (page 176). UNIFEM should strengthen and increase the number of training programmes it offers on a yearly basis for WID Focal Point persons within UNDP and other UN development agencies.

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B. UNIFEM response

31. UNIFEM has already implemented a vigorous resource mobilization strategy that focuses on a diversification of funding sources as continued efforts to seek an increase in core funding. In 1996, core resources increased by \$0.640 million over the initial estimate of \$12.450 million. This resulted from increases in the annual contributions of 11 Governments along with first time contributions from five donor Governments. The 1997 Pledging Conference in November 1996 resulted in \$6.384 million in written and verbal pledges from 28 donor governments. This amount represents an increase of \$0.674 million over the 1995 total of \$5.710 million. These pledges, when combined with UNIFEM's informal contacts with donors who did not pledge, indicate that, in 1997, UNIFEM can expect to receive an estimated minimum of \$13.06 million from 56 donor Governments to general resources.

32. UNIFEM has embarked on specific initiatives to increase its income from private sources. Although income received in 1996 from these sources declined from the 1995 level of US\$.450 million to approximately \$.100 million, this source of funding is expected to increase significantly when UNIFEM's new initiatives are fully in place during 1997. The newly created UNIFEM Resource Mobilization Section is actively pursuing private sector donors, private, corporate and municipal foundations as well as developing campaigns and kits for targeted fund-raising initiatives.

33. UNIFEM, in partnership with UNDP, is seeking appropriate mechanism to leverage UNDP financial resources to benefit women. Within the scope of the work outlined in the Strategy and Business Plan, UNIFEM intends to collaborate closely with UNDP partial funding system particularly through the provision of technical cooperation assistance in the implementation of the PFA. Backstopping the resident coordinators in the field is an effective mechanism that allows both agencies to ensure a coordinated effort in the implementation of post-Beijing activities. Specific modalities are defined by which resident coordinators can make the advancement of women. These modalities, specified in Direct Line 11, which include specification of operating modalities under which UNIFEM can provide expertise to UNDP; support to the resident coordinator system for the implementation of the Platform for Action and gender-mainstreaming at the global, regional and national levels; and a special \$1 million facility which will enable the resident coordinators to organize joint gender-programming missions with the UNIFEM Regional Programme Advisor and the UNDP Gender-in-Development Programme.

34. UNIFEM itself will continue to seek new opportunities for collaboration, particularly at the field level gender-in development where the need is the greatest. While UNIFEM is in agreement that UNDP will train their focal points, UNIFEM will, upon request, provide technical cooperation for the training. For example, UNIFEM facilitated training in Harare for the focal points at the invitation of UNDP, which met all of the costs associated with the training. UNIFEM will also collaborate with UNDP in developing a common framework for gender training.

35. With regard to other agencies' recognition of the value of the Fund's work, UNIFEM will build on its comparative advantage and credibility accumulated over the years to: provide technical expertise on gender and development based on operational experiences the regions; disseminate effective methods for women's empowerment; and undertake synergistic partnering with counterparts in UNIFEM projects and programmes. The Strategy and Business Plan will present the essential elements of UNIFEM's workplan and activities.

Note

1/ Page references are to the full text of the evaluation (available in English only) entitled; "Women's Work: UNIFEM Programmes around the World, 1990-1995", submitted to the Executive Board at its third regular session 1996. A summary of the full text is contained in document DP/1996/34.

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Annex

RESPONSE BY UNIFEM TO THE RECOMMENDATIONS: SUMMARY TABLE

Recommendation	Response	Actions taken
1. UNIFEM should remain autonomous and separate	In agreement	Not applicable
2. Resource base should be increased	In agreement	Multi-target resource mobilization strategy formulated and under implementation
3. Maintain current programme directions, but sharply define priorities .	In agreement	Within UNIFEM's three sub-themes, criteria for the focusing of programme activities were developed and subsequently discussed during UNIFEM's strategic planning workshop in November 1996. Criteria to be finalized in February 1997 and disseminated at that time to regional programme advisers and headquarters staff for use in 1997 programming.
4. Continue work at national and international levels.	In agreement	Activities to be included in UNIFEM Strategy and Business Plan, to be presented to the Executive Board at its annual session 1997.
5. Continue to play to play a strong brokering role	In agreement	Activities to be included in UNIFEM Strategy and Business Plan, to be present to the Executive Board at its annual session 1997.
6. Continue to work with women's organizations and networks, and concentrate on building their organizational and financial capacity.	In agreement	UNIFEM will continue to work with women's organizations and networks. Regarding financial viability, it will initiate two or three pilot activities to test how best the Fund can assist in increasing national funding to local non-governmental organizations.
7. Project design and management systems should be strengthened	In agreement	The Strategy and Business Plan specify results sought, and indicators that will be used to identify progress in achieving the results. MIS (to be developed) will focus the project design process on the <u>a priori</u> specification of the results to be achieved and provide the frame for monitoring progress during implementation.
8. Continue to document and disseminate its own and women's experiences.	In agreement	The publications programme will be the responsibility of the thematic advisers in 1997. Publications by regional programme advisers, based on country and regional experiences will be encouraged. UNIFEM will also initiate a biennial publication to document trends in gender and development, to provide information on the best practices for mainstreaming gender, and to provide analysis on gender and development issues. UNIFEM will also have information available electronically in 1997, through its own website, as well as through a joint venture with DAW and INSTRAW.

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9. Continue to bring experience and technical capacity into international conferences and forums.	In agreement	UNIFEM will continue to support the participation of women from developing countries in international conferences and forums, so that they may influence the work of these groups according to the realities of women's lives in developing countries. As a follow-up to the recent series of global conferences, UNIFEM will work within the Interagency Committee on Women and Gender Equality. The Fund will also work with the ACC task forces on global conference follow-up on the Committee's behalf, to ensure that gender issues are appropriately reflected in the task force recommendations.
10. Find mechanisms to leverage UNDP's financial resources, including becoming an executing agency for UNDP.	In agreement	Existing mechanisms for UNIFEM/UNDP collaboration identified. Their use, and the proposed areas of activity under UNIFEM execution, will be described in the Business Plan. Consideration of UNIFEM becoming an executing agency for UNDP is proposed for the annual session of the Executive Board, in the context of the consideration of the Strategy and Business Plan.
11. UN agencies should recognize the value of the experience and expertise of UNIFEM.	In agreement	RPAs and headquarters staff are encouraged to seek opportunities to actively collaborate with United Nations partners. Guidelines on how UNIFEM may receive payment for its services from other agencies were developed in 1996, and will be recirculated in February 1997.
12. UNDP should prescribe specific levels of resources in each country for FWCW follow-up	In agreement	UNDP has provided instructions to its resident representatives and to the regional bureaux on how to allocate significantly higher levels of resources to issues of concern to women. As described in recommendation 10, UNDP has also informed its resident representatives as to how UNIFEM expertise can be used in the development and implementation of the UNDP programme.
13. Summarize, publish and widely disseminate its advocacy tools, approaches and methods.	In agreement	As stated above in recommendation 8, RPAs will be encouraged to develop publications on their advocacy tools, approaches and methods. This work will be co-ordinated and guided by the headquarters-based thematic advisers.
14. Maintain flexibility and accountability in its administrative procedures	In agreement	UNIFEM will decentralize programme implementation in 1997, once programme selection criteria are defined and monitoring systems established.
15. Staff and human resources should be significantly strengthened	In agreement	Posts previously frozen should be filled.
16. Increase number of Regional Programme Advisers	In agreement	UNIFEM is now strengthening the capacity of existing RPAs through providing national professional officers to work with them. With increased resources, UNIFEM will add to the number of RPAs.

17. Increase the number of training programmes for WID focal points within UNDP and other UN development agencies.	Partial agreement	UNIFEM has clarified with UNDP that training of the gender-in-development focal points in UNDP country offices is the primary responsibility of the Gender-in-Development Programme of UNDP. UNIFEM is pleased to play a supporting role in this training, which will also serve to strengthen UNIFEM-UNDP understanding and identify areas of collaboration
18. Organizational structure should be aligned in such a way to enhance inter and intra-regional collaboration and communication, and strengthen responsibility allocation and accountability.	In agreement	As of 6 January 1997, the UNIFEM structure includes both geographical sections for intra-regional programme implementation, and thematic advisers to ensure inter-regional collaboration and communication. Strengthening responsibility allocation and accountability is being pursued under recommendation 14.
19. Work space and computer software and hardware should be upgraded.	In agreement	Computer software and hardware are already being upgraded, as existing resources allow. Additional funds to complete the Fund's requirements will be sought as a part of the development of the management information system. Work space issues are being addressed within the overall space allocation study by UNDP.
20. Institute a management information system.	In agreement	Needs assessment for the MIS and conceptual design already completed. Actual development will be done in 1997, subject to available funds. As much as possible, the MIS will build on work already ongoing in UNDP. A proposal for resource mobilization will be finalized by end January 1997.