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S U P P O R T

PROGRAMME IMPLEMENTATION

WOMEN IN DEVELOPMENT: IMPLEMENTATION STRATEGY

Summary

This report has been prepared in response to paragraph 3 of Governing Council decision 85/7.

The strategy has been formulated as a plan of action designed to strengthen the capacity of the Programme to deal with issues of women in development. At the moment the most urgent issues are those summarized in the "Call for action" that emerged from the "Inter-organizational assessment of women's participation in development" (DP/1985/10), which was endorsed in paragraph 2 of the above-mentioned Council decision.

The implementation strategy identifies the interrelationships between four basic areas of action: (a) mechanisms for the integration of women's participation in development into the UNDP planning and implementation system; (b) support mechanisms; (c) areas of special concern; and (d) resources.

The report is submitted to the Council for its information.

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I. DEFINITIONS AND OBJECTIVES

1. The proposed strategy to strengthen the capacity of the Programme to deal with issues of women in development entails the creation within UNDP of an institutionalized process of dealing with all aspects of project identification, design, planning, implementation and evaluation in such a manner that women's interests are furthered and safeguarded. UNDP is firmly committing itself to the implementation of the strategy and is allocating responsibility, with accountability, for its execution.

2. The general objective of the strategy is to increase the efficiency and effectiveness of development programmes supported by UNDP through the active involvement of women as participants and/or beneficiaries. It is understood that the issues of women in development (WID) are not necessarily germane to all projects. The issues should, however, be considered as part of the appraisal of all project proposals. Where WID issues are judged irrelevant, this should be stated and explained.

3. Specific verifiable objectives will be established in all programming vehicles, that is, in country, regional, interregional and global programmes and project documents.

4. The attainment of objectives will be measured and reported on through continuous monitoring and review, and in-depth evaluations as appropriate.

5. Implementation of the strategy has commenced. The time required for its full implementation will ultimately depend on the facilities for substantive comprehensive staff training on WID. Such training urgently needs to be extended to UNDP officials at all levels of programming. The Administrator is exploring the possibility of obtaining bilateral support for the non-recurring costs of introducing WID training into the regular staff training programme of UNDP. Such costs refer mainly to the preparation of training material, the conduct of a few "try-out" seminars and detailed planning of the implementation of the programme as a whole. This work is estimated to require 18 months. The Administrator is not yet in a position to make a firm estimate of the time needed to implement the training programme fully. Various other features will also require time for their implementation but a comprehensive staff training programme is deemed to be the most demanding in terms of time and resources.

II. PLAN OF ACTION

A. Mechanisms for the integration of women's participation in development into the UNDP planning and implementation system

6. The issues of WID will be considered as part of the preparation of each country programme. The Resident Representative will make proposals on the subject in the note submitted to the Government as part of the planning procedure.^{1/} These proposals as well as proposals by the Government will subsequently be discussed in detail as the planning of the country programme proceeds. In the final country programme proposal, the nature of women's participation in each project or area of assistance will be identified. These issues will be translated into specific work plans at the time of preparation of the project document.

7. WID issues will be monitored and reviewed in the course of the implementation of country programmes and the results will be included in all implementation reports and assessments.

8. The same principles will be applied in the preparation of regional, interregional and global programmes, i.e., women's interests will be taken into account at all stages of preparation, implementation and evaluation of these programmes. The same applies to projects supported by the various operational funds and programmes under the authority of the Administrator. Such projects may or may not be part of the country programme. In either case women's issues will be fully taken into account.

B. Support mechanisms

9. The training programme referred to in paragraph 5 above would take the form of case-study seminars, in which the participants would be actively involved in analysing case studies. These will consist of carefully prepared factual descriptions of actual development problems, the analysis of which will lead to the formulation of technical co-operation proposals that address the development issues at hand in the most appropriate way.

10. More specifically, the case studies will be based on UNDP-supported projects that are of immediate interest to women. Two types of such projects will be identified: projects that provide for women's active participation and projects that fail to do so. The case studies will, for example, call for the analysis of the complementary roles of men, women and youth in small-holder agriculture or small business enterprises. The next step will be for the students to design development programmes that aim to optimize the productive contribution and benefits to be derived from the development effort by men, women and children. The recommendations arrived at will then be compared with the actual course of events. Seminar participants will be guided by a framework of analysis that was originally developed by the World Bank with the assistance of the Harvard Institute of International Development and has since been adopted and used by such other institutions as the Canadian

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International Development Agency and the United States Agency for International Development. In collaboration with the World Bank, UNDP itself has conducted one such seminar. The experience of these training programmes has been highly satisfactory in conveying the conceptual and analytical perspectives and skills needed in order to deal effectively and efficiently with women-related issues in development programming.

11. Guidelines for project identification, design, planning, implementation and evaluation are also needed. To this end a programme advisory note on WID is under preparation. It will update and replace existing guidelines.

12. In addition, a number of other areas of special concern to the strategy will require ad hoc and/or recurring special action. These activities are identified below.

C. Areas of special concern

1. Data base for planning: Action by the Bureau for Programme Policy and Evaluation, the regional bureaux and the Unit for Europe

13. Substantial improvements are required in the data base for planning. Sex-disaggregated data are needed both for the preparation of country programmes and for the planning of project activities. A profile on women is desirable for each country, based on available quantitative and qualitative information on the situation of women. As part of project preparation, the target population will be identified by sex, age and other basic social and economic indicators.

14. The implementation of this proposal requires special action. For the Nairobi World Conference to Review and Appraise the Achievements of the United Nations Decade for Women, the United Nations Statistical Office prepared a report on selected statistics and indicators on the status of women (A/CONF.116/10). It contains much useful information which in most instances can be augmented without undue difficulty. The report contains information on the situation of women for 172 countries or areas of the world. The United Nations Statistical Office is being consulted on the subject. For the qualitative part of the profile, there are in most instances suitable institutions available at the country level. On the basis of a model outline, these will, as appropriate, be asked to prepare the profiles.

2. Reporting: Action by the Bureau for Programme Policy and Evaluation in consultation with the regional bureaux and the Unit for Europe

15. The reporting system on project implementation needs to be adjusted to indicate women's participation in project activities clearly and on a systematic basis. At present the system provides no systematic information on WID.

16. On this subject the executing and participating agencies, which have the same problem, will be consulted with a view to ensuring a reasonable degree of comparability of information.

3. Fellowships and training programmes for women: Action by the regional bureaux and the Unit for Europe

17. Consultations will be initiated with Governments with a view to assessing women's training needs and increasing their participation in training and fellowship programmes. In so doing, women's special need for support services will be taken into account.

4. Terms of reference for consultants and subcontractors: Action by the regional bureaux, the Unit for Europe and operational funds and programmes under the authority of the Administrator

18. Terms of reference for consultants and subcontractors will specify in detail issues pertaining to women's participation in project and programme activities.

5. Recruitment of women consultants and experts: Action by the Office for Projects Execution, the regional bureaux and operational funds and programmes under the authority of the Administrator

19. Special efforts should be made to strengthen the presence of professional women in technical co-operation consultancies and projects executed by UNDP. Suitable targets should be determined for the recruitment of women consultants and experts.

6. Evaluation: Action by the regional bureaux, the Unit for Europe and operational funds and programmes under the authority of the Administrator

20. All evaluations (project, country and sector) will specifically address the issue of women's participation, or the lack thereof and the consequences.

7. Non-governmental organizations and grass-roots participation: Action by the regional bureaux and the Unit for Europe in consultation with the Senior Adviser on grass-roots and NGO matters

21. Women's special interest in non-governmental organizations and grass-roots participation in project activities will be taken into account in a systematic fashion.

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8. Round-table meetings: Action by the regional bureaux and the Unit for Europe

22. Women's role and needs will be taken into account in the preparation and conduct of round-table meetings of least developed countries. For this work the possibility of funding of consultant services by United Nations Development Fund for Women (UNIFEM) will be borne in mind.

9. Focal point for women in development in the Bureau for Programme Policy and Evaluation

23. To implement the plan of action, there is a need to strengthen the focal point for the promotion of women's participation in development, at least on a temporary basis. More staff is needed to establish the strategy and to monitor and assist in its implementation. The Administrator is exploring the possibilities of redeployment of staff and of finding extrabudgetary resources to meet this need.

10. Promoters of women's interests in the regional bureaux, the Unit for Europe and operational funds and programmes under the authority of the Administrator

24. In addition to the system of focal points on WID in the regional bureaux, including field offices and the Unit for Europe, there will be established focal points in the operational funds and programmes under the authority of the Administrator.

25. This provision should not obscure the fact that the main responsibility for the integration of women's concerns in UNDP-supported projects and programmes rests with all officers in charge of project programming, implementation and evaluation at headquarters and in the field. This is why a comprehensive staff training programme is indispensable to the implementation of the strategy. The "promoter" function is mainly one of advocacy, monitoring and special advice.

11. Information programme: Action by the Division of Information

26. The Division will provide a strengthened information support programme on women in development.

D. Resources

27. In its discussion of WID the Governing Council indicated that it was not willing to allocate additional resources for the implementation strategy. Nevertheless, it is clear that a strategy of the type requested cannot be implemented unless the issues of WID are accorded more staff time as well as other resources, as implied in the above proposals. Two possibilities for obtaining the necessary resources are being explored.

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28. One would involve reallocation of existing resources. The reason for doing so would be to increase the effectiveness of the Programme, which is the very raison d'être for the effort to promote women's participation in development. The plan of action anticipates that action is and will continue to be taken to accommodate part of the strategy on this basis.

29. It is nevertheless clear that part of the strategy cannot be implemented without the benefit of additional resources. To some extent it may be possible to obtain assistance from bilateral technical co-operation organizations that have expressed a special interest in strengthening the capacity of the Programme to deal with WID issues. The Administrator is exploring the possibility of obtaining such assistance to implement those aspects of the strategy that are of a non-recurring nature, in particular a comprehensive staff training programme, but also certain other activities listed under "Areas of special concern" of the plan of action (see section II. C. above).

30. As described in paragraphs 10 to 12 above, the Administrator is taking action to incorporate WID seminars into the UNDP staff training programme. The preparatory phase of such training, as described in paragraph 6 above, is estimated to cost between \$300,000 and \$400,000, for which contributions are being sought from donor Governments that have expressed special interest in WID issues.

31. The Administrator also intends to approach donor countries for possible assistance in implementing other non-recurring expenditure required to establish the implementation strategy. One example in this category would be the measures required to create an appropriate data base for planning for women's participation in development as outlined in paragraphs 15 and 16.

32. The existing possibility of obtaining funding from UNIFEM for the purpose of planning and programming for women's participation in UNDP-supported country, regional, interregional and global programmes and for the consideration of women's interests in round-table meetings for least developed countries is expected to continue.

Notes

1/ In those cases where the preparation of the fourth cycle country programme is past this stage, the issues of WID will be taken up at an appropriate later stage.
