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S U P P O R T

UNITED NATIONS FUND FOR POPULATION ACTIVITIES

AN IMPLEMENTATION STRATEGY TO STRENGTHEN THE CAPACITY
OF THE FUND TO DEAL WITH ISSUES CONCERNING WOMEN,
POPULATION AND DEVELOPMENT

Report of the Executive Director

Summary

This report of the Executive Director is prepared in response to decision 86/34 I, paragraph 3, of the Governing Council at its thirty-third session, requesting the Executive Director to develop for presentation to the Council an internal implementation strategy to strengthen the capacity of the Fund to deal with issues of women in development in the context of population activities supported by the Fund. The report briefly provides background information on the conceptual issues concerning the interrelationship between the efforts to improve the situation of women and those to achieve population and general development objectives. It provides examples of the types of activities undertaken by the Fund in the past. The report then describes the new strategy which covers the period 1987-1990. The strategy calls for revision of sectoral policies, programme guidelines and programming procedures. Training for all levels of staff, participation of all organizational units within the Fund and increased co-operation and joint activities with other United Nations agencies are identified as essential elements of the strategy. The document concludes with annual work plans including verifiable objectives, as well as resource requirements.

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INTRODUCTION

1. At its thirty-third session in June 1986, the Governing Council, in decision 86/34 I, paragraph 3, noted with appreciation the increased attention of the United Nations Fund for Population Activities to the role and status of women in the programmes and projects it funds and the establishment of the Special Unit for Women and Youth. In the same paragraph, the Council requested the Executive Director "to develop, for presentation to the Governing Council at its thirty-fourth session, an internal implementation strategy to strengthen the capacity of the Fund to deal with issues of women in development which would establish verifiable objectives and a time-frame for implementation with a view to promoting accountability and would also give special attention to improved staff training, monitoring of existing guidelines, instructions and procedures for inclusion of women-in-development criteria and to increasing the effectiveness of the Special Unit within the Fund's headquarters, paying due attention to the relevant experience of organizations engaged in operational activities within the United Nations system, including the possibility of instituting joint staff training programmes in this field".

2. The Council's interest in this subject follows up the continuing deep concern expressed by members about the role and status of women and is in line with its continuing request that the Fund further strengthen its activities directed both to projects specifically designed to benefit women and to the role of women in all population programmes and activities (e.g. decision 85/19 I, para. 10).

3. The interest of the Council in this matter also reflects the global consensus reached at the International Conference on Population held at Mexico City in 1984 and the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women: Equality, Development and Peace, held at Nairobi in 1985 regarding the close relationship between women's roles, on the one hand, and demographic and development objectives on the other hand as well as the urgent need for the international community to strengthen and expand activities in the field of women, population and development. Recommendations adopted at both conferences urged Governments to integrate women into all phases of the development process and stressed the fact that neither national economic nor demographic goals could be realized if the status and roles of women were not fully taken into account.

4. Subsequently, the General Assembly of the United Nations in its resolution 39/228 of 18 December 1984, endorsing the report of the 1984 Mexico City Conference, reaffirmed "the importance attached by the Conference to the formulation and implementation of concrete policies which will enhance the status and role of women in the area of population policies and programmes ..." (para. 8). Moreover, the General Assembly, in its resolution 40/108 of 13 December 1985, endorsing the report of the Nairobi Conference, invited all organizations and agencies within the United Nations system to give high priority to the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women and, in particular, to ensure that sectoral policies and programmes for development include strategies to promote the participation of women as agents and beneficiaries on an equal basis with men.

I. BACKGROUND

5. Since the Fund became operational in 1969, it has consistently emphasized the special role and importance of women in population programmes and projects. In various statements, the Executive Director has emphasized that women's aspirations and women's decisions are vital to an effective population policy and that more women must be involved at all levels in decision-making rather than being mere recipients of services.
6. To this end, the Fund has been a pioneer within the United Nations system in supporting programmes directly aimed at increasing opportunities for the greater participation of women in population and development at all levels - as policy-makers, programme planners and community workers.
7. It realizes that improvement of the status of women is an important issue per se. Moreover it has additional significance in the context of UNFPA's mandate because it influences and is influenced by a number of demographic variables such as fertility and maternal and infant mortality patterns. Also important for UNFPA's work is the fact that women, in view of their dual productive and reproductive roles, require special attention to their needs as mothers and the consequent nutritional, social and economic demands made upon them in this dual capacity.
8. Research sponsored by the Fund has indicated that the situation of women is a decisive factor in the demographic trends in developing countries. As a result, the Fund believes that the extent and nature of women's access to educational and training opportunities and to health services, including family planning, must be improved in order to solve some of the vexing population problems such as high levels of fertility and maternal and infant mortality existing in many developing countries. Various studies, including an analysis of World Fertility Survey data, have shown that the level of a woman's education is the most significant variable related to lowering infant mortality rates and that the gainful employment of women outside the home is another important factor in solving the problem of persistent poverty, high fertility rates and child survival.
9. Responding to the concerns expressed by participants at the World Population Conference, held at Bucharest in 1974, and at the World Conference of the International Women's Year, held at Mexico City in 1975, regarding the urgency of achieving the full integration of women in society on an equal basis with men and of providing women with the opportunity to participate fully in the life of society in order to achieve development goals, including those related to population policy, UNFPA has taken the lead in promoting women's interests in the context of population programmes and projects. In 1975, UNFPA became one of the first organizations within the United Nations system to issue guidelines on involving women and their concerns in development and population programme and project activities. These guidelines, distributed to all agencies and organizations executing UNFPA-funded programmes and projects, were reprinted in 1976 in UNFPA's Population Profiles pamphlet series for even wider distribution.

10. To implement the Fund's policies in regard to the integration of women's interests into all population activities, UNFPA has emphasized the following:

(a) Promotion and support of activities required to ensure the participation of women and the incorporation of their interests in all programmes and projects;

(b) Support of projects specifically developed to benefit women, as well as inclusion of specific components benefiting women in other projects where appropriate.

11. These two approaches complement each other and proceed simultaneously. In the context of UNFPA's work, specific projects are those which are designed explicitly to benefit women. The key features of these projects are activities recognized as having a direct bearing on improving the situation of women. They include education, training, skill development, economic activities, child care and community participation. Specific projects also include those activities aimed at increasing the awareness of policy-makers, political leaders, the media and the general public of the importance of women's issues. They also include the identification of constraints to the full participation of women in the development process, suggesting measures to overcome those constraints and institution-building activities designed to strengthen the capacity of national women's organizations to participate fully in development process activities and to assist them in expanding their roles beyond the traditional ones and to become advocates on behalf of women.

12. UNFPA has also taken a number of additional steps to ensure the integration of women into all UNFPA-funded population programmes and projects. To this end, the Fund has:

(a) Revised the 1976 guidelines on women, population and development to correspond more closely to the Fund's expanded activities in this sector and distributed them in 1980;

(b) Included paragraphs and/or chapters on women, population and development reiterating UNFPA's policy in this area in UNFPA-produced manuals on the conduct of needs assessments on the preparation of project documents, on monitoring and evaluation and on the overall UNFPA policy in such programme areas as family planning, data collection and analysis and population information education and communication;

(c) Sponsored meetings for women leaders around the world (Arab-Islamic Conference on Women, Family and Development, October 1983; Seminar for Women Leaders on Population and Development in the English-speaking Caribbean, November 1983; International Forum of African Women Leaders on Population and Development, May 1984; South Asia Regional Conference on Women in Population, Welfare and Development, October 1984; Asian Regional Conference on Women, Population and Development, April 1985; Arab Gulf States Seminar for Women on Population and the Family, May 1986; and Conference on Women, Population and Development in Latin America and the Caribbean, November 1986);

(d) Issued a variety of publications providing information on initiatives taken by the Fund and support given to projects in the women, population and development sector;

(e) Established, in 1984, an internal Committee on Women, Population and Development under the chairmanship of the Assistant Executive Director with membership from UNFPA divisions and operational branches to assist the Special Unit for Women and Youth in ensuring the translation of UNFPA's policy in this area into action;

(f) Established a 12-member advisory panel on women, population and development in late 1986, made up of women from developing and developed countries, to advise the Fund on policies, strategies and programmes which will enable it to incorporate women's interests in all aspects of its population assistance; the panel met for the first time in January 1987 to discuss the draft strategy paper;

(g) Included the subject of women in development on the agenda of the annual ad hoc Inter-Agency Consultative Meeting, convened by UNFPA and attended by representatives of its executing agencies;

(h) Included the subject in UNFPA training programmes, including training for national programme officers.

13. Despite the Fund's efforts and the progress that has been made in this area, certain problems remain. UNFPA-sponsored in-depth evaluations of projects supported by the Fund summarized some lessons learned by UNFPA in its efforts to encourage the participation of women in UNFPA-funded projects (see document DP/1986/37). According to that document, "the needs and concerns of women were not adequately taken into account and the participation of women in all phases of projects and their access to project benefits were not equal to those of men" (para. 60). Moreover, several factors appeared to be deterrents to the inclusion of issues related to women's roles and status in most projects. Among those cited were (a) the lack of adequate knowledge about women's issues and the factors likely to be detrimental to women; (b) the lack of technical skills needed for formulating, implementing, monitoring and evaluating projects that respond to women's needs; (c) the lack of consultation with women and their lack of participation as decision-makers in planning and implementing projects; and (d) the shortage of data broken down by gender which would permit accurate assessments of women's needs and of their contributions to the family and the community (para. 61).

14. Many of the above-cited problems have been verified independently through project reviews undertaken by UNFPA's Special Unit for Women and Youth and consultants. These reviews have also found that projects specifically designed to benefit women have high rates of return in terms of improving the situation of the family as a whole and the motivation of women to accept family planning services, even extending beyond the immediate target group.

II. A NEW STRATEGY FOR ENSURING THE INTEGRATION OF WOMEN, POPULATION AND DEVELOPMENT

A. Introduction

15. To correct the problems encountered in the execution and implementation of UNFPA-funded population programmes and projects in this area, as indicated by UNFPA-sponsored in-depth evaluations, special reviews by UNFPA's Special Unit for Women and Youth and independent consultants, UNFPA is proposing a new four-year, all-encompassing implementation strategy involving every aspect of the work of the Fund and its headquarters and field staff. The objective is the complete and total integration of women's concerns into all population activities and the increased participation of women in projects supported by the Fund.

16. Key words in regard to the strategy are flexibility and adaptability. Since decision-making in this area rests finally with Governments and such decisions will invariably take into account differing political and socio-economic conditions and commitment, cultural and traditional attitudes, availability of resources and national capability to implement such decisions, UNFPA believes that its proposed strategy should be considered only as a framework for action. Governments are invited to adapt the strategy to their local conditions and needs in a flexible manner. In the time-frame outlined, UNFPA will ensure that all measures that it can take and implement both at headquarters and in the field will in fact be taken and implemented.

17. At the same time, the Fund plans to initiate an active dialogue with Governments to enhance their understanding of the importance of women's involvement for the success of their population policies and programmes, of the effects of those policies on women and of the Fund's willingness to assist in the development of appropriate policies and the provision of means to implement them.

18. The Fund will also ensure closer collaboration between and among Governments, other United Nations agencies and UNFPA, as well as non-governmental organizations.

B. Activities to be undertaken

1. Revision of UNFPA project and programme procedures and guidelines

19. Needs assessment guidelines. Needs assessment reports will in the future include a situation analysis relating to women in all substantive chapters in addition to the specific chapter on women, population and development. Each needs assessment report will include, in relevant sections, information on the following:

(a) National policies as well as structures and organizations and their professional capacities and responsibilities with regard to women, population and development;

(b) National technical capacities to plan, co-ordinate and carry out programmes concerning women;

(c) National programmes and projects to enhance women's participation in population and other development-related programmes and the structural changes required to carry out such programmes;

(d) Activities that should be given priority in the context of country programmes;

(e) Training capacity and institution-building in urban and rural areas;

(f) Accuracy and reliability of the national data base needed for project formulation and evaluation.

20. Programme development. When a country programme is being formulated, those areas which are of special benefit to women such as health, education, training, economic activities, institutional support and strengthening the capacities of non-governmental organizations, including women's groups, and which require UNFPA support will be identified.

21. Project formulation. Most development assistance affects both men and women, either directly or indirectly. However, experience has shown that some development activities have a different impact on men and women and may even affect women adversely. Therefore, at the project design stage, special attention is needed to ensure that both men and women participate in, and derive benefits from, project activities.

22. Questions which must be dealt with at the project design stage include what will be the benefits of project results to women; how women can participate; what education and training will be necessary to enhance the participation of women; and how such participation will benefit women. Each project document should include information concerning women in the sections dealing with background, justification, project objectives and output, the relation of the output to national policies, project budget and project monitoring and evaluation.

23. Project appraisal and approval. It will be the responsibility of the UNFPA field office as part of its project appraisal task to ensure that all project documents reflect relevant UNFPA policy guidelines. In those cases where guidelines have not been followed, the reasons should be explained in the project document. Compliance with these requirements will constitute the first step in the appraisal process of every project in the field. Projects in which women's concerns have not been adequately covered or where there is a potential for adverse effects on women will not be approved without prior consultations and possible modification.

24. Project execution. Adequate attention to the needs of women in all stages of project development and appraisal should ensure that women are brought into the project whenever possible both as beneficiaries and as participants. In the past, the implementation of some projects has been held up because the necessary technical and managerial expertise was not available. Since the emphasis on women's concerns is a new element in development work, it will be necessary to provide training for those staff and experts involved in various aspects of project

work. Special training will also be necessary for women to enable them to participate at all levels. UNFPA's Special Unit for Women and Youth will develop, as a matter of priority, an inventory of individuals, institutions, United Nations agencies and non-governmental organizations, including women's groups, which are able to participate in training as well as the actual implementation of project activities. Whenever possible organizations with responsibility for the execution of projects should be closely involved in project design.

25. Project monitoring and evaluation. The recently revised UNFPA instructions for monitoring and evaluation include specific references to the areas in which issues concerning women should be examined and, if necessary, modifications made. In addition, specific guidelines for evaluating the women's dimension in regular projects have been developed. Therefore, in the task of monitoring and evaluation, all aspects of those guidelines will be taken into account and acted on accordingly. Irrespective of the nature of the population programmes or projects, the monitoring and evaluation guidelines require that all information be reported on a gender basis. However, some ongoing projects were originally designed without giving special attention to women's interests. To some extent these deficiencies and oversights can be corrected as part of the monitoring practices. For example, most UNFPA-supported projects include training components. If some project designs do not include women as trainees or trainers, appropriate changes should be introduced for the remaining phase of the project at the time of monitoring.

2. Training

26. It will be necessary to sensitize staff at all levels, both national and international, to the importance of women in population and development. Special emphasis will need to be given to education and training as a priority. This should include:

(a) Specific training courses for UNFPA staff to provide them with an analytical framework to ensure that UNFPA policy is taken into account in the basic planning of programme and project activities, to provide them with technical knowledge on how, in the context of their work, issues concerning women should be dealt with and to show how various guidelines and check-lists should be assessed and put into practice;

(b) Similar training courses will be conducted for staff members of other United Nations agencies and consultants who participate in UNFPA-sponsored programming missions. Regional advisers providing technical support in different substantive areas will also participate in such training;

(c) Special training for national programme officers, policy-makers and planners will also be supported.

27. Some of the training courses will be designed specifically for UNFPA, while others, particularly at the regional and national levels, will be organized in co-operation with, and drawing upon the experience of, other United Nations organizations. Efforts will be made to ensure that similar training is included in

all other training activities organized either by the Fund or jointly with other United Nations agencies.

3. Closer co-ordination with United Nations agencies

28. Strong co-ordination and collaboration in these efforts with other agencies within the United Nations system is considered essential for the success of the strategy. The reason for this emphasis is the fact that most UNFPA-supported programmes are designed, implemented and monitored with the participation of staff of United Nations agencies and/or regional advisers. The areas requiring closer co-ordination will include joint organization of, and participation in, training activities, consultative meetings and joint programme development and project formulation, implementation and monitoring.

4. Technical support

29. In the past, implementation of some projects has been delayed because of the lack of technical and managerial expertise. Therefore, one of the priority areas for UNFPA will be the identification of the expertise required as well as of individuals or institutions to assist in the work of project development, formulation and implementation. Recently, the Fund initiated a computerized roster of consultants in this field. However, additional efforts are needed to include in this list individuals with substantive and practical experience in women's concerns, theoretical knowledge, familiarity with the work of UNFPA and the capability of working in different cultural and political environments. In addition, increased involvement of UNFPA's Technical Branch in implementation of the strategy will be encouraged.

5. Strengthening the role of non-governmental organizations

30. Efforts will also be made to identify suitable non-governmental organizations, including women's organizations at the regional and local levels, which are involved or could become involved in activities concerning women in population and development. These groups could be helpful in identifying and advocating priority areas for action at the field level, in developing project designs, in facilitating the implementation and evaluation of projects promoting the participation of women, in providing information and training at the grass-roots level and in carrying on the work after the initial project stage is completed.

6. Information support system

31. Special efforts are needed to ensure that the new procedures and guidelines are brought to the attention of all individuals and executing agencies of UNFPA-funded programmes and projects. For wider dissemination of information, the following measures will be introduced:

(a) A computerized information retrieval system will be developed to provide easy access to information on the scope and nature of UNFPA's support to projects specifically designed to benefit women as well as on women's aspects in all other projects;

(b) More systematic and periodic information on activities will be produced in published form and disseminated widely, using the information support system of UNFPA. This will include activities to enlist the interest and active participation of the broadcast and print media;

(c) In the preparation of all reports, documents and statements concerning UNFPA's work, efforts will be made to ensure that women's aspects are dealt with satisfactorily;

(d) Similar efforts will be undertaken in the preparation of statements and briefings for top management in their contacts with Governments and organizations both within and outside the United Nations.

C. Monitoring the implementation of the strategy

32. As indicated above, a comprehensive monitoring system will be established. A mid-term review of the implementation of the strategy will be conducted during the first half of 1989. Another review will take place in late 1990 or early 1991. In addition, the impact of the strategy will be measured, that is, adherence to the guidelines and to their practical effectiveness in the context of project development, appraisal, implementation and evaluation. The outcome of all these exercises will be reported to the Governing Council.

III. VERIFIABLE OBJECTIVES AND ANNUAL WORK PLANS, 1987-1990

33. In order to ensure that by the end of year 1990 all activities and procedures described in the preceding paragraphs are in place and being systematically followed, an annual work plan for each year of the period 1987-1990 is proposed. The annual objectives relate to the programming process and support actions described above and include preparation and revision of check-lists, guidelines, training courses, monitoring and evaluation and not to the final outputs or results of UNFPA-funded projects. Separate verifiable objectives and targets will be established for each project.

34. Each annual work plan will be reviewed and revised annually.

A. Work plan for 1987

35. By the end of the year, the following will have been completed:

(a) Distribution of copies of the strategy to Governments, headquarters and field staff, executing agencies and other relevant bodies, with an accompanying

letter from the Executive Director to the effect that implementation of the strategy is a priority for all those involved in UNFPA-funded programmes and projects;

(b) Review and revision, as necessary, of technical check-lists, monitoring and evaluation guidelines, programme development guidelines, programme and project appraisal and approval procedures;

(c) Establishment of an inventory of institutions, including non-governmental organizations, and individual experts who can assist in various aspects of activities concerning women;

(d) Development of a computerized project information retrieval system for UNFPA projects concerning women;

(e) Review of all new country programme submissions;

(f) Preparation by each organizational unit within UNFPA of its strategy and annual work plan on women's concerns for 1988;

(g) Development of training instruments and models in collaboration with other United Nations agencies;

(h) Development of a strategy for training in the integration of women's issues, including effective use of various guidelines and check-lists;

(i) The holding of one regional (Africa) and one headquarters training course for UNFPA staff, to promote the technical know-how required for the implementation of the strategy and to identify appropriate monitoring mechanisms.

B. Work plan for 1988

36. By the end of the year, the following will have been completed:

(a) Participation in training programmes organized by other United Nations agencies, or in collaboration with them;

(b) Holding of two or more regional training workshops for the field staff to provide technical know-how required for the implementation of the strategy and to identify appropriate monitoring mechanisms;

(c) Initiation of a training course for national programme and project directors jointly with other United Nations agencies;

(d) Design of the monitoring instrument for the conduct of the mid-term review of the implementation of the strategy;

(e) Solicitation of reports from the field on specific actions undertaken in implementation of the strategy as well as training activities undertaken in this regard;

- (f) Review of all new country programme submissions;
- (g) In-depth review of two or three selected projects from the perspective of women's interests and participation as a learning process;
- (h) Application of the new computerized project information and retrieval system;
- (i) Development of an annual strategy and work plan on women's concerns by each organizational unit for 1989;
- (j) Holding of a meeting of the UNFPA Advisory Panel on Women, Population and Development.

C. Work plan for 1989

37. By the end of the year, the following will have been completed:

- (a) The mid-term review to ensure that all major components of the strategy are integrated into all UNFPA-funded programmes and projects and preparation of the report for submission to the Governing Council;
- (b) The holding of a training course for national programme and project directors jointly with other United Nations agencies;
- (c) The holding of further regional training workshops;
- (d) Participation in training programmes organized by other United Nations agencies or in collaboration with them;
- (e) Review of all new country programme submissions;
- (f) Review of selected country reports on the experience and achievements of the implementation strategy;
- (g) In-depth review of two or three selected major projects on women and population in development;
- (h) The development of an annual strategy and work plan on women's concerns by each organizational unit for 1990;
- (i) The holding of an international seminar for representatives of the media on follow-up of the strategy.

D. Work plan for 1990

38. By the end of the year, the following will have been completed:

- (a) Continuation of national and regional training programmes as needed;

(b) Major review to examine organizational achievements, the findings of which will be reported to the Council (this may possibly take place in 1991);

(c) Detailed reports from the field on implementation of the strategy, problems encountered and suggestions for future action;

(d) Intensive review of one country in each geographical region to determine the success of and/or constraints to the strategy and its effects on the country's programme, the results of which will be utilized in determining future programming;

(e) Review to ensure that all programmes and projects have been systematically designed and monitored according to instructions, clearly showing the integration of women and their interests into all aspects of the work involved. The findings will be reported to the Council.

IV. REQUIRED INPUTS

39. In order to ensure that the proposed strategy is fully implemented by the end of the year 1990, at which time it is expected that women's interests will be reflected in all aspects of UNFPA's population programmes and projects, the following inputs will be essential.

A. Management support

40. Commitment to and support of women's issues by UNFPA management at all levels is essential for achieving the strategy's objectives. Therefore an announcement will be made by the Executive Director that the implementation of the strategy is an essential part of the professional responsibility of all the staff and that the organization as a whole will be held accountable for following the instructions of the Council. This fact will also be included in statements and reports as well as contacts of senior UNFPA officials with high-level national authorities and other organizations within the United Nations system.

B. Strengthening the role of the Special Unit for Women and Youth

41. The effective implementation of the proposed strategy by all the organizational units will depend to a great extent on the guidance and technical support provided by the Special Unit for Women and Youth. The Special Unit, working under the overall guidance of the Assistant Executive Director and reporting directly to her, will be responsible for the following responsibilities:

- (a) Policy-making, promotional advocacy and technical support;
- (b) Co-ordination and monitoring of the work of the Fund;
- (c) Identification and development of new approaches;

(d) Guiding of the preparation of the training methodologies, organization of training courses for the Fund and co-ordinating joint training activities with other United Nations agencies;

(e) Direction of the design and of the revision of guidelines and other operational instruments concerning women, population and development;

(f) Assistance and guidance to UNFPA's Programme Division branches in developing and implementing country strategies, as well as their annual work plans on women's concerns;

(g) Co-operation with UNFPA's Technical Branch in developing and/or revising technical check-lists;

(h) Monitoring of the progress of the strategy and advice to the Executive Director on the policies and priority programme areas to be supported by the Fund;

(i) Development and maintenance of close working relationships with other agencies and organizations within the United Nations system and other development assistance organizations, co-ordination of joint activities such as training and programme development;

(j) Field visits for consultations with Governments and monitoring the application of the strategy.

42. In the conduct of its tasks, the Special Unit will be assisted by:

(a) UNFPA's internal Committee on Women, Population and Development, composed of staff members from various organizational units and chaired by the Assistant Executive Director. It will advise the Special Unit on matters related to the strategy. Individual members will also assist in ensuring the application of guidelines and procedures, particularly those related to programme and project aspects falling within their organizational units;

(b) UNFPA's Advisory Panel on Women, Population and Development, composed of women from developing and developed countries, selected in their individual capacities. The Panel will advise the Unit and the Fund on policies concerning women and on the implementation of the strategy. Individual panel members may also be asked to provide advice and guidance in regard to components of the annual work plans and monitoring aspects of the programme;

(c) In addition, the Special Unit will use the services of short-term consultants for special tasks initiated by the Unit or identified by Programme Division branches within the context of their annual work plans on women's concerns.

C. Resource requirements

43. Implementation of the strategy will require resources in order to permit the conduct of the activities described above.

44. The activities identified in this paper are required to ensure the full integration of women's interests in all UNFPA-funded programmes and projects. All proposed activities will be financed as specific projects benefiting women. These activities will be initiated mainly by the Special Unit, but also by other organizational units within the Fund, or by other organizations within the United Nations system and conducted jointly with the Fund.

45. These activities will also complement other activities benefiting women, which are regularly supported by the Fund.

46. Considering the work plan proposed for 1987, a total amount of \$250,000 is required for this year. It will be utilized mainly for the development of training courses, activities required to operationalize various guidelines, implementation and monitoring of the strategies and additional inputs such as initiating or supporting special demonstration or awareness creating activities for the benefit of women. Most of these activities are to be undertaken, organized or directed by the Special Unit.

47. The resource requirements for the period 1988-1990 are estimated at:

	<u>\$</u>
1988	500 000
1989	500 000
1990	500 000

