Thirty-fifth session
6 June-1 July 1988, Geneva
Item 4 (e) and (f) of the provisional agenda

PROGRAMME IMPLEMENTATION

United Nations Development Programme co-operation with non-governmental organizations and grass-roots organizations

Women in development

Report of the Administrator

Summary

This report deals with two thematic programmes brought before the Council under subitems (e) and (f) of item 4 of the provisional agenda:

(a) United Nations Development Programme (UNDP) co-operation with non-governmental organizations (NGOs) and grass-roots organizations (decision 87/10, para. 5 of 18 June 1987);

(b) Women in development (decision 87/15 of 18 June 1987).

The chapter on grass-roots activities and NGO collaboration sets forth a rationale for new UNDP initiatives; describes the activities being carried out by UNDP to promote the adoption of grass-roots approaches to development and increased co-operation with NGOs; identifies steps being taken to develop information and data bases on NGOs and to increase communication with NGOs at headquarters and at country levels; outlines various new grass-roots/NGO projects; describes several major new activities, including the Partners in Development Programme and the Africa 2000 Network; summarizes relevant activities by four UNDP associated funds and programmes, and reports on external activities carried out by UNDP to strengthen its ties with the NGO community.

The Women in Development Report contains the UNDP implementation strategy regarding Women in Development and describes the programme's interaction with the United Nations system on this issue.
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I. UNDP CO-OPERATION WITH NGOs AND GRASS-ROOTS ORGANIZATIONS

INTRODUCTION

1. This will describe the actions taken by UNDP in 1987 to involve grass-roots and NGOs in activities supported by UNDP and to strengthen co-operation with NGOs through small-scale development activities, in accordance with the resolution adopted by the Governing Council at its thirty-fourth session.

A. Rationale

2. These new initiatives reflect growing awareness in development thinking:

(a) Development efforts must increasingly focus on people, especially the poorest segments of the population, in order to reduce or eliminate critical poverty;

(b) People must participate actively in the development process – in assessing their own needs and in planning and carrying out community-based activities to meet those needs, in ways which the community regards as appropriate;

(c) Meaningful community involvement builds self-reliance, leading to sustained development; and

(d) Grass-roots initiatives should be linked to government policy and planning so that the different levels of activity will be mutually reinforced.

3. UNDP has also become increasingly aware of the role that NGOs can play in furthering participatory community-based approaches to development. Many Governments are recognizing that development-oriented NGOs can bring great strengths to partnership arrangements. They are often: (a) motivated and able to work effectively at the grass-roots level with urban and rural poor; (b) familiar with local conditions, cultures and traditions; (c) trusted or able to gain the trust of the community, enabling them to serve as intermediaries between the community, on the one hand, and Government and external aid agencies, on the other; (d) responsive to and supportive of community initiatives; (e) experienced in carrying out small-scale projects, and (f) flexible, willing to attempt innovative pilot activities and ready to adapt these as needed during project implementation.

4. In pursuing a new approach toward grass-roots development and collaboration with NGOs, UNDP has intentionally focused on operations, especially at the field level, in countries where the Government is interested in pursuing such initiatives. In these countries, the principal objectives of UNDP have been: (a) to initiate new community-based development activities and/or introduce a grass-roots approach into current UNDP-sponsored projects and (b) to increase the involvement of NGOs in project planning, implementation and evaluation as well as in policy consultations, always keeping in mind the need to adapt to the needs and environment of a particular country. To achieve this objective, a system-wide effort has been mounted, involving the establishment of a new NGO Division at...
headquarters, increased emphasis on grass-roots approaches and NGO collaboration within the Regional Bureaux and field offices, and the promotion of new attitudes and initiatives among UNDP staff, executing agencies and Governments.

B. In-house promotional activities

5. On 18 November 1986, the Administrator announced the establishment of the Division for Non-Governmental Organizations to build and expand on work undertaken since 1984 by the Senior Adviser on NGOs and grass-roots matters. The Division was given responsibility within UNDP for promoting programmes and projects utilizing a community-based participatory approach; for developing policies and modalities for involving NGOs in programme/project implementation; for achieving co-operation between UNDP and NGOs; and for UNDP co-operation with the informal sector. The new Division began operation in January 1987. In addition to the Director, the staff includes a Senior Adviser and a Junior Professional Officer. In the 12 months since its establishment, the Division has: (a) developed strategies for its own activities; (b) promoted awareness within UNDP of the new policy emphasis on grass-roots approaches to development and increased collaboration with NGOs; and (c) provided information and advice to implement these new approaches.

6. Each Regional Bureau has designated a staff member to serve as the focal point for NGO/grass-roots matters, and similar focal points have been named by the Division for Global and Interregional Projects, the United Nations Capital Development Fund (UNCDF) and the United Nations Sudano-Sahelian Office (UNSO). Regular meetings of NGO Division staff and these focal points have been initiated. Responding to the Administrator's request that field offices designate similar focal points to act as country-level contact points for NGOs, 46 offices had done so by the end of 1987. In some countries the Resident Representative or Deputy Resident Representative is assuming this responsibility. Several field offices have also brought in United Nations volunteers (UNVs) to help strengthen their capacities in this area.

7. Steps taken by the Division to promote awareness within UNDP have included the issuance of a memorandum on grass-roots approaches to development and collaboration with NGOs, dated 14 September 1987. This set forth a rationale for the new policy thrust, suggested modalities for carrying out the policy and identified procedures for NGO collaboration. It was distributed to UNDP staff, UNDP principal executing agencies, NGOs and major NGO associations. The new policy thrust has also been promoted through (a) the participation of the Division Director in meetings of the Administrator's Senior Policy Group, Action Committee, Executive Management Committee and other internal UNDP meetings; (b) addresses by the Administrator, the Director of the Bureau for Programme Policy and Evaluation (BPPE) and other senior officials; and (c) a new section on grass-roots and NGO matters for the Policies and Procedures Manual (PPM).

8. Case studies and other training materials on grass-roots and NGO matters have been prepared for use in UNDP regular training courses for Assistant Resident Representatives, Programme Officers and JPOs. In addition, the annual Senior Policy Seminar for Resident Representatives this year devoted a full day to the topic. The Regional Bureau for Asia and the Pacific and the Division for...
Non-Governmental Organizations have also joined in planning a training seminar on NGO and grass-roots matters involving UNDP/UNFPA staff, government representatives and NGO personnel from eight countries of the Asia and Pacific region, which will be held in Dhaka, Bangladesh, in the spring of 1988. It is intended to serve as a model for subsequent training activities in other regions.

C. Database and information

9. These initiatives have generated a large demand for information on NGOs and examples of successful approaches to grass-roots activities. The Division is compiling a computerized database on UNDP grass-roots activities. It has familiarized itself with major development NGOs and NGO associations and has prepared a loose leaf directory of approximately 300 donor-country NGOs providing development assistance abroad. At the field level, many Resident Representatives have increased their knowledge of development NGOs operating locally. The field offices in Benin, Egypt, Ethiopia, Guinea, Indonesia, Lebanon, Malaysia, Panama, Senegal and Zaire have gathered data on NGOs, and in Colombia, Ghana and Lesotho, field offices have compiled directories of NGOs. UNDP is also supporting efforts of such bodies as the United Nations Non-Governmental Liaison Services to compile comprehensive computerized directories of NGOs. A new series of Newsnotes by the Division, to be distributed throughout the UNDP system and among NGOs, will report periodically on significant developments relating to grass-roots and NGO matters.

D. Consultations with NGOs

10. UNDP has been organizing consultations as a means of bringing NGO views and experience into the policy dialogue, of gaining their collaboration in priority areas, and of facilitating financial support for their activities from Government and/or external donors. Several field offices, e.g., the UNDP offices in Botswana, Ethiopia, Mozambique and Nepal, have initiated regular informal consultations with NGOs, which may also involve government representatives and other donors. The NGO association in Mali, le Comité de co-ordination des actions des ONU au Mali (CCA), participated in a country round-table meeting. Special NGO round-table meetings have been held in Cape Verde, Guinea Bissau, Lao People's Democratic Republic, Rwanda, Sao Tomé and Principe, Togo, and Zaire. The Field Office in Beijing, Regional Bureau for Asia and the Pacific, and Division for NGOs have joined in a special effort to inform donor country NGOs about development needs in the remote, poor areas of China.

E. Project initiatives

11. As with any new policy initiative, regional and interregional programmes can lead the way in supporting innovative projects which can serve as demonstrations and help disseminate successful approaches. Several special regional initiatives were pursued or begun by the Regional Bureau for Africa in 1987, including contacts with selected NGOs concerning project proposals for the regional programme, several of which are now in the process of approval or implementation. In addition, a
specific mission to 10 African countries by a team representing UNDP and PACT, a United States-based NGO association, made concrete recommendations on ways of increasing collaboration among UNDP, Governments and NGOs. In the Asia and Pacific region, a regional programme with the Asia and Pacific Development Centre will include support to a consultation with leading Asian NGOs. The interregional programme includes the Promotion of the Role of Women in Water and Environmental Sanitation Services (PROMWESS) project, which has played a leading role in introducing participatory approaches into water supply and sanitation projects, collaborating with NGOs for this purpose. The Netherlands Government joined UNDP in an expanded phase of support to the interregional Trickle Up Programme, which provides $100 grants to grass-roots groups for productive activities.

12. At the country level, two Governments have recently decided to allocate a significant portion of their IPFs for grass-roots activities. The Government of Sudan will undertake a major area development programme supporting community-based initiatives in four of the country's poorest provinces and the Government of Colombia has established a national plan for combating extreme poverty, featuring highly decentralized community-based actions. A national NGO workshop held in August 1987 in Medellín, Colombia, under Government and UNDP auspices, attended by 480 NGOs, reviewed ways in which NGOs can be associated with the plan. This has been followed by the establishment of a UNDP-supported secretariat and co-ordinating committee to facilitate the NGO/Government partnership.

13. The past year has seen an important increase in the number of projects which have been designed, implemented and/or evaluated in collaboration with NGOs or which specifically provide in other ways for participation by the project beneficiaries in project decision-making and implementation. For example, the Government of Rwanda has mounted a major initiative to train young people for microenterprise activities. This programme, sponsored by the Ministry of Youth, is being executed by the International Labour Organisation (ILO) with assistance from a local NGO, ADRI; an international NGO, ACORD; and UNV. In Peru, UNDP is assisting a community organization, Villa El Salvador, to establish an industrial park for microenterprises, as well as a national NGO, IDESI, to expand its informal sector credit scheme to 12 regions nation-wide. Other countries with significant UNDP-sponsored development projects involving NGOs include Bangladesh, Benin, Botswana, Burkina Faso, Cameroon, Chad, Comoros, El Salvador, Guinea, Guinea-Bissau, Honduras, Kenya, Tunisia, Uganda, Zaire and Zambia.

14. In several West African countries, including Benin, Gambia, Guinea-Bissau, Mauritania, Senegal and Togo, indicative planning figure (IPF) funding is being provided for grass-roots initiatives support funds established to provide small loans or grants for self-help microprojects proposed by community groups.

15. Efforts to establish or strengthen indigenous NGOs or NGO associations have been expanded. UNDP has supported national NGO associations (or other co-ordinating mechanisms involving NGOs) in Colombia, Ghana, Haiti, Mali, Nepal, Senegal, Sierra Leone and Zaire. Assistance has ranged from providing consultancy or expert advice in organization, management, training and information to the organization of national NGO consultations. In Indonesia, it has helped to establish the NGO Forum, a body bringing together representatives from NGOs, the
Government and UNDP. UNDP has provided assistance to strengthen numerous individual indigenous NGOs, e.g., KWAHO in Kenya, and Shawairvar in Bangladesh. In the Sahel, the Africa Bureau is supporting a networking and training project initiated by the Industry Council for Development involving the national NGO associations of Burkina Faso, Mali, Niger and Senegal.

16. For these and in a broad range of other cases, the NGO Division regularly provides detailed substantive assessments of project documents and mission terms of reference, in addition to recommending consultants for preparatory and evaluation missions and other UNDP activities.

F. Special collaborative initiatives

17. In order to provide still further stimulus to this NGO/grass-roots policy thrust and to encourage field offices to expand their contacts with the local NGO community, the Administrator has established a special Partners in Development Programme. Under this programme, which was announced in November 1987 and will initially operate in 40 countries, each participating Resident Representative will have $25,000 at his/her disposal for awards to selected NGO activities. These may include innovative activities to further grass-roots development, activities to strengthen the capacities of indigenous NGOs, and activities that promote dialogue and co-operation among the Government, UNDP and the NGO community. The field offices invited to participate were chosen jointly by the Regional Bureaux and the Division for Non-Governmental Organizations. Almost all decisions and actions to implement the programme will be taken at the field level. In each participating country, the Resident Representative will announce the programme; determine the criteria for awards (within a general framework); select activities to receive awards, taking into account recommendations from a national screening committee; and oversee all other aspects of programme implementation and follow-up. Despite the additional workload involved, the Resident Representatives invited to participate in the programme have responded very positively. The Division for Non-Governmental Organizations will be responsible for providing the materials and support services needed by participating field offices and for monitoring programme implementation.

18. With funding assured from Canada, Denmark and Italy, UNDP is proceeding to launch the Africa 2000 Network, an initiative to provide support to a regional network of African NGOs engaged in community forestry that was first proposed by the Government of Canada at the 1986 Special Session of the General Assembly. The preparatory phase of the Network programme will begin with a small consultation among African NGO representatives and forestry experts to be held in Nairobi in March 1988. This meeting will discuss the experience of relevant organizations and activities under way in the region and provide guidance on subsequent steps for establishing the most useful role, operational modalities and mechanisms for participation in the network.
G. Associated funds and programmes

19. The initiatives outlined above relate to grass-roots/NGO matters in UNDP mainstream activities. In addition to these, at least four of the seven UNDP-associated funds and programmes either initiated or continued important activities in these areas in 1987.

United Nations Capital Development Fund

20. UNCDF has continued to promote grass-roots approaches and collaboration with NGOs in pursuance of its mandate to bring early and direct benefits to low-income and other vulnerable groups in least developed countries (LDCs). In consultation with recipient Governments, it has developed projects with NGO co-financing, implemented a number of projects with NGO execution and designed projects with various kinds of participatory mechanisms to stimulate participatory development and involve grass-roots community groups.

21. Projects developed with NGO co-financing included a water supply scheme co-funded by Misereor, for $1.2 million, to which village groups have responded enthusiastically. Projects carried out with NGO execution have included, in Burundi, a programme to construct warehouses for consumer co-operatives; and in Bangladesh, projects in agriculture, industry and health. Participatory projects include 12 in Africa, mainly in rural development and environmental health. Villagers and farmers identify their basic needs and manage activities to meet these needs, with local committees empowered to distribute loans and manage revolving funds. The extension of credit has proved to be an effective incentive for the establishment of village committees since it enables groups to channel capital to income-generating activities.

United Nations Fund for Women

22. In carrying out its mandate to promote the involvement of women in mainstream development programmes and to support innovative activities benefiting women in accordance with national and regional priorities, the United Nations Development Fund for Women (UNIFEM) is frequently concerned with grass-roots approaches to development and collaboration with NGOs.

23. In 1987, UNIFEM missions to five African countries focused on women and food technologies and on credit support systems. UNIFEM also launched its Participatory Action Programme for Latin America and the Caribbean. NGO activities supported by UNIFEM included: (a) six training centres for women in Bangladesh; (b) a project in Kenya to train community women in health and sanitation and in the use and maintenance of hand pumps, carried out in collaboration with the UNDP PROWNESS programme; and (c) assistance to female workers in the electronics industry in Peru.

United Nations Sudano-Sahelian Office

24. The United Nations Sudano-Sahelian Office (UNSO) has recently moved to involve NGOs in implementing its activities to combat drought and desertification in 22 African countries. In 1987, it negotiated an agreement with CARE International to
carry out two five-year projects, with a combined budget of over $15 million, in Niger and the Sudan. The projects, which are being funded by a contribution to UNSO from the Danish International Development Agency (DANIDA), focus on semi-arid land management. CARE has had extensive technical experience in agro-forestry in these countries, acquired through its ongoing grass-roots activities involving local populations.

United Nations Volunteers

25. A direct involvement of the UNV programme in NGO activities stems from a 1976 General Assembly resolution mandating UNV to expand its activities in support of indigenous groups and organizations promoting self-reliance at the grass-roots level. Activities were initiated in 1979 under a UNDP-financed regional project for Asia and the Pacific. This programme is currently operational in 37 countries of Africa, Asia and the Pacific. It involves more than 200 partners, ranging from large indigenous NGOs with nation-wide programmes to informal, village-based self-help groups. The programme seeks: (a) to strengthen the capacity of indigenous grass-roots organizations at all levels to promote community-level self-reliance, improve managerial capabilities, enhance resource mobilization, and encourage the transfer of appropriate and affordable village-level skills and (b) to encourage co-operation among indigenous NGOs and to link their efforts with Government and bilateral/multilateral assistance programmes, on the basis of priorities identified by the people themselves, in a trickle-up process. The services offered by UNV to participating organizations include advisory services, short-term study tours, on-the-job training, workshops and an exchange programme of grass-roots field workers drawn from indigenous NGOs, government grass-roots programmes and community groups. Field workers, or animators, must have specific technical skills relevant to village-level development as well as skills in organization, community participation and leadership development. They live with the villagers and develop work programmes according to priorities established by the local people.

26. The UNV grass-roots programme has had several kinds of impact:

(a) Indigenous grass-roots organizations have been strengthened through the upgrading of staff skills: approximately 20,000 workers have served alongside, or been trained by, animators; approximately 150 officials of participating organizations have received on-the-job training abroad, and eight appropriate technology centres have been established;

(b) indigenous NGOs have gained authority and legitimacy in their relationships with Governments and the donor community, and a more favourable climate has been fostered for village-based development programmes;

(c) many indigenous NGOs with outreach to rural areas have been encouraged to introduce self-help programmes into their strategies; and

(d) the programme has demonstrated how resources can be mobilized in local communities with minimal external inputs in the form of animators and small amounts of seed money.
H. External activities to promote the new policy

27. The Division for Non-Governmental Organizations has actively pursued contacts and opportunities for collaboration with other United Nations units and programmes concerned with NGOs, including, notably Freedom from Hunger Campaign/Action for Development programme of the Food and Agriculture Organization of the United Nations (FAO), the Rural Employment Policies Branch of ILO, the International Fund for Agricultural Development (IFAD), the Non-Governmental Liaison Services in New York and Geneva, the United Nations Fund for Population Activities (UNFPA), the United Nations Children's Fund (UNICEF) and the World Bank. We have encouraged our agency partners to pursue these approaches further in projects. They are executing on our behalf and are planning several joint pilot activities, including country sectoral reviews and participatory evaluations. The Division has also participated in relevant activities of the Consultative Committee on Substantive Questions (Operational Activities) (CCSQ (OPS)) and the United Nations Inter-Departmental Working Group on Collaboration with NGOs, and has contributed to the Organisation for Economic Co-operation and Development (OECD) in its research and planning on grass-roots approaches to development and collaboration with NGOs in the provision of development assistance.

28. The Administrator, the Regional Bureaux, the Division for Non-Governmental Organizations and field offices have all increased their contacts and communication with NGOs and NGO associations in order to achieve better mutual understanding as a basis for increased operational collaboration at headquarters and field levels. The Division and other UNDP units have been represented at a number of major NGO association meetings in 1987, maintained contact and communication with donor country and indigenous NGO leaders, and supported NGO efforts to raise funds for development assistance activities from non-UNDP sources, e.g., USA for Africa. A new brochure for NGOs describes the areas in which NGOs can collaborate with UNDP and outlines procedures for such collaboration. The newsletters which the Division is preparing (see para. 9 above) will also go to NGOs.

29. The data bases on NGOs which are being developed at headquarters and particularly at the field levels should lead to greater future communication and contact between UNDP and NGOs and serve as an important resource for both donor and recipient NGOs and Governments. Steps are also being taken to include information on NGO development assistance activities in UNDP annual country Development Assistance Reports, a measure which should significantly increase understanding and appreciation among governments and bilateral and multilateral aid agencies of NGO contributions to development.

30. In conclusion, UNDP has moved rapidly during 1987 to take concrete steps to implement this new policy thrust, and will build on the momentum established in the year ahead.
II. WOMEN IN DEVELOPMENT

INTRODUCTION

31. In April 1987, UNDP established the Division for Women in Development within its Bureau for Programme Policy and Evaluation. Acknowledging the establishment of this Division, the Governing Council, in its decision 87/15, adopted at its thirty-fourth session (1987), stressed the importance of the application of appropriate women in development perspectives in the earliest stages of programme and project design and their inclusion in systematic follow-up at all successive stages. The Council requested the Administrator to report at its thirty-fifth session on how women in development perspectives are reflected in the content of work of UNDP.

32. This report responds to the above request and in addition addresses other issues highlighted by decision 87/15, namely: staff training, including the participation of agencies and government representatives; complementarity with UNIFEM, including provision to the Council of the respective workplans of the Fund and the Division; and co-operation between the Division for Women in Development with relevant units of United Nations organizations, agencies, Governments and non-governmental organizations.

A. Women in Development: UNDP policy, goals and implementation strategy

33. Global concerns and strategies for women are incorporated in a detailed statement, the Nairobi Forward-Looking Strategies for the Advancement of Women, adopted by consensus at the Nairobi Conference and without a vote by the General Assembly at its fortieth session, in December 1985. These strategies address the three goals of the United Nations Decade for the Advancement of Women, equality, development and peace, and the sub-themes of employment, health and education, with a view to proposing measures for implementation and areas for specific action.

34. The focus of the UNDP Women in Development policy is to assist Governments, in line with national priorities and global concerns, in integrating and promoting women in their development activities. It also reflects the growing need for technical assistance agencies to deal more directly with the question of beneficiaries and target groups.

35. The basic policy goals are:

   (a) To encourage concrete action through the inclusion of women's concerns in appropriate stages of UNDP programme and project formulation, implementation and evaluation processes, thereby ensuring a larger role for women as participants and beneficiaries;

   (b) To do the above in a country specific fashion, taking into account the existing situation, past experiences and future policy options;

   (c) To share experiences with a view to evolving the most workable strategies.
36. In order to achieve these initial goals, it is necessary to consistently and systematically examine programmes and projects of UNDP and its special funds, with a view to analysing women's roles and activities, assessing their real and potential participation rates, and proposing reorientations, as necessary, to more comprehensively and adequately address women's concerns. This is essentially the responsibility of the Resident Representative.

37. Field office focal points currently being nominated will assist in the process of putting into operation and supporting Women in Development policies. These staff members will also act as resource persons in this area, and collect and provide relevant information and reference material. At headquarters, the Division for Women in Development and focal points in the Regional Bureaux perform similar functions.

38. The Division for Women in Development will assist the Regional Bureaux in a programme-wide implementation of Women in Development policies by:

   (a) Developing a framework for the integration of Women in Development issues into project design and implementation, as well as for country programming;

   (b) Conducting staff training.

   Altogether, this provides UNDP with an interactive network in support of Women in Development initiatives.

B. Workplan 1987-1988

1. Country programming

39. In general, macro-economic planning does not directly address the actual actors and beneficiaries of the development process. Consequently, there is little or no explicit reference to the female half of the population as productive and reproductive individuals, relevant for development planning. This invisibility or misrepresentation of women and their labour leads to fictitious estimates and inadequate mobilization of resources, both physical and human.

40. UNDP country programming will attempt to address women's actual and potential contributions to sectoral and overall development in a more concrete manner. Some progress has been made during recent country programming exercises to reduce the gender blindness that marked previous programmes. This endeavour will continue, especially during the forthcoming mid-term reviews of country programmes. In the future individual projects of the respective country programmes will more explicitly describe target populations, incorporate women as participants and beneficiaries and seek to involve them in the decision-making process.

41. The Division for Women in Development has, to date, been only marginally involved in country programming as most fourth cycle country programmes had already been approved when the Division was formed. The Division is, however, stimulating a Women in Development study of a small sample of existing country programmes in
order to determine the degree to which they provide opportunities or constraints for Women in Development policy implementation. The study will also develop a framework of analysis conducive to Women in Development initiatives in future country programming.

42. UNDP now proposes to introduce Women in Development issues in all stages of country programming:

(a) In the initial stages, for example during informal consultations between the Resident Representative and Government officials, national policies in regard to women should be discussed with a view to determining government priorities in this area as well as any existing constraints on future policy options, keeping in mind the advocacy role of UNDP;

(b) In any event, the input of the Resident Representative into the UNDP position paper should indicate in which ways women's issues form part of the overall national development planning, in particular their roles and participation rates in the country's priority sectors. The position paper itself should include this material, linking it explicitly to past and proposed UNDP assistance in these sectors. To assist in this process, the Division for Women in Development will make available supportive data and information, either directly or through the Women in Development focal points/resource persons throughout the organization. In cases where such material is not easily available locally or through the Division for Women in Development, it is advised that a country-level study on the economic and social roles of women be elicited through a local institution, a governmental organization or an NGO, utilizing Special Programme Resources;

(c) Furthermore, in the conduct of national technical co-operation assessments and programmes (NATCAPs), round-table meetings and similar activities, issues related to women should be discussed in order to elaborate this dimension in the country programme and to direct the corresponding co-ordination process;

(d) When the country programme has been finalised, the Programme Review Committee should assess whether women's issues have been satisfactorily dealt with. The Administrator's note accompanying the country programme should also comment upon this aspect;

(e) In cases where country programmes have been approved, the considerations noted above should be included in the country programming monitoring and evaluation activities. At this time, modifications to the programme should be proposed to focus attention on women's issues as necessary.

2. Projects

43. Project reviews have been undertaken on a selection of draft project documents to increase the integration of women as participants and beneficiaries in these projects. In addition, all project briefs presented to the Action Committee for final approval have been studied and usually commented upon. In some cases, approval was made subject to the appropriate reorientation of activities or outputs to include and/or benefit women.
44. By way of its comments, the Division seeks to extend knowledge of the range and relevance to development of activities where women are engaged, and the resources and role expectations that may regulate their behaviour, as a point of departure for all UNDP programmes and projects. It aims to promote understanding of gender and generational interdependence, household economies, and the need to balance reproductive and productive labour wherever projects intervene. While maintaining an advocacy role in support of women, UNDP will be particularly sensitive to socio-cultural values.

45. The Division has encouraged initiatives that could help identify effective approaches to:

(a) Expand women's access to resources for traditional and non-traditional activities that can increase their productivity as well as their control over the results of their labour;

(b) Alleviate household labour;

(c) Assist women to build organizations for socio-economic improvement, and for increased productivity;

(d) Bring Women-in-Development issues into macro-economic planning exercises.

46. The objective is not necessarily to propose intervention or changes in all projects. However, all projects will now be subjected to at least a minimum review in order to encourage and register the incorporation of women's concerns into as many projects in the mainstream of development as possible. Where projects are women specific, the task is to ensure that these projects are practicable and linked to the country programme.

47. The Division will maintain its efforts to make more projects gender-responsive. For this effort to be effective, it must, however, be decentralized, start as early as possible, and be systemically applied throughout the project cycle, preferably involving those directly responsible.

48. Field offices and executing agencies have been informed that UNDP now expects the following steps to be taken:

(a) During the project identification/formulation stage, a review of the pertinence of women's issues in the context of the sector/subsector of the project should be carried out, in order to identify and make proposals that specify how the project will integrate women. In order to assist in performing a focused and systematic review, the use of the Women in Development project review form is now requested. It is essential that this form be used for all projects. If the initial analysis indicates that the project is not relevant for women, this should be stated and briefly explained;

(b) During project appraisal, the members of the Project Appraisal Committee should assess the validity of the project approach to Women in Development and propose modifications if necessary. The Division for Women in Development is also
represented at the Action Committee, which recommends final approval for certain projects;

(c) Projects which have particular relevance to women should use the identifier WID on the project fact sheets and in the remarks column of the country programme management plan (CPMP). Such projects can then be readily accessed for further analysis and action;

(d) Once the project has been approved, it is contingent upon the implementing agency to ensure that attention to women's issues is maintained. Most agencies share the common objective of encouraging the integration of women in their development activities. Nevertheless, it is essential for UNDP officers to include this item in the terms of reference and in the briefing and debriefing of project personnel, consultants, advisers and others involved in all UNDP-supported projects. The recruitment of women for any of these positions is encouraged, especially in situations where it is more acceptable for women rather than men to communicate with women.

3. Monitoring, review and evaluation

49. The following points should be noted in this area:

(a) Reports prepared for annual/tripartite reviews should also assess the success or lack thereof of the project in reaching women. During the reviews, revisions to reorient the project should be proposed, as necessary. If the project has not been previously subject to an analysis of women's participation in the sector/subsector of the project, this should also be carried out at this time;

(b) In-depth evaluations should also assess the success of the project in reaching women, and based on findings, propose strategies for future projects in the respective sectors. To ensure the quality of this analysis, the evaluation missions should, to the extent possible, include at least one person with expertise on Women in Development issues;

(c) During the monitoring, review and evaluation processes and especially at the time of preparation of the terminal report, break-down by gender of project-related staff and trainees should be provided for all projects under question 4 of the project review form, irrespective of the supposed relevance of the project for women.

4. Staff training

50. All staff training is organized in co-operation with the Training Section of the Division of Personnel. The training method used is based on a gender-analysis of projects, which demonstrates the actual and potential distribution of activities and access to resources between women and men, and which illustrates gender and generational interdependence in the tasks performed, the resources required, and the results achieved. Registered or expected effects of projects for men, women and households are discussed.
51. Participants in this type of training consider that their understanding of women as a factor in development is improved by means of the analyses and discussions they engage in during these courses.

52. Increasingly, staff training will be conducted in the field, in co-operation with field offices and local institutions in order to facilitate participation by UNDP and other staff directly involved in project formulation and implementation. Government and agency participants will also be included in these training sessions.

53. To involve all staff in training on an individual and direct basis is, however, hardly possible in the short run, considering the number of staff, its location and the resources available. With this in mind, a self-administered training package is being developed, in order to increase the number of staff members trained and to encourage those trained to engage in the training of others.

54. Staff training has been organized at headquarters and the field as follows:

(a) Pilot training Workshop on Women in Development, July 1987, for focal points at headquarters. Participants included middle management representatives from UNDP, UNICEF, UNFPA and UNIFEM;

(b) Women in development orientation seminars in UNDP field offices in Malawi, and Tanzania and Zimbabwe for international and national field office staff at these locations, October 1987;

(c) Women in Development sessions in two training courses for senior economists, and for junior economists, UNDP headquarters, Autumn 1987;

(d) Women in Development session in the Seminar for Senior Staff, held at the Institute of Social Studies in The Hague, November 1987;

(e) Two headquarters staff training workshops on Women in Development in December 1987 for middle-level and senior management;

(f) Seminars on putting into operation Women in Development policies at field offices in Bangladesh, Côte d'Ivoire, Dominican Republic, Egypt, India and Sri Lanka in January/February 1988;

(g) The Joint Consultative Group on Policy Women in Development Seminar for UNDP, UNICEF, UNFPA and World Food Programmes (WFP) senior staff and UNIFEM and government representatives, held at the East and Southern Africa Management Institute, Arusha, Tanzania, February 1988;

(h) Regional seminar on Women in Development in planning and project implementation for UNDP and agency staff and government counterparts at the Asian and the Pacific Development Centre, Kuala Lumpur, Malaysia, February 1988.

55. Two further headquarters staff training workshops on Women in Development for middle and senior management are planned for April 1988. In addition, regional seminars and training courses are planned in the Arab region, Latin America and the
Caribbean. Co-operation has been established with the International Research and Training Institute for the Advancement of Women (INSTRAW) in the field of staff training.

5. Co-operation with the United Nations Fund for Women

56. The Division for Women in Development and UNIFEM maintain regular contact in order to achieve mutual support, complementarity of activities, and avoidance of duplication. The work plans of the two units also reflect this. UNIFEM initiatives in the respective regions and countries provide experiences relevant for UNDP mainstream activities. UNDP field offices facilitate UNIFEM project and programme activities. This mode of co-operation is further clarified in the agreed Guidelines on the Operational Relationship between UNIFEM and UNDP.

6. Co-operation with United Nations organizations and agencies

57. Co-operation takes place primarily in three areas:

(a) Collaboration on the preparation and utilization of guidelines, general and sectoral, for the integration of women's concerns into planning, programming, designing and implementing technical assistance and development co-operation;

(b) The inclusion of staff from other United Nations organizations and agencies in UNDP staff training courses in the field and at headquarters; and

(c) The sharing of policy, statistical, institutional and other relevant data on women and on development issues and activities. Multilateral organizations as well as national organizations and NGOs also contribute such information.

58. UNDP works closely with other relevant United Nations agencies. Discussions have been held with responsible units in ILO, FAO, the United Nations Industrial Development Organization (UNIDO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) to facilitate harmonization between UNDP overall Women in Development policies and the sector-specific measures and procedures developed by agencies.

59. Through the Joint Consultative Group on Policy, particularly close collaboration is established with UNFPA, UNICEF, WFP and IFAD. Frequent contact is maintained with INSTRAW, the United Nations Statistical Office and the Branch for the Advancement of Women, Centre for Social Development and Humanitarian Affairs of the United Nations Office in Vienna.

C. Future perspectives

60. In 1989, it will be necessary to examine the extent to which the required Women in Development reviews of projects are performed and to analyse the result of this exercise in terms of the number of women who are constituents of UNDP assisted projects and the activities thereby promoted.
61. The Division will analyse a sample of projects in order to exemplify modalities for the integration of women in mainstream projects.

62. In co-operation with executing agencies, technical advisers and field offices, sector specific guidelines will be proposed.

63. The Division for Women in Development will closely follow research on the economic roles of women, their survival strategies and involvement in the informal and formal economies, and study the ways in which macro-economic planning, national development strategies and adjustment policies approach these issues. In this connection, communication with other United Nations organizations and agencies will be particularly useful. These activities are also intended to influence UNDP policy, programmes and projects in support of national economic planning.