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# Evaluation Report



**UNITED NATIONS  
INTERNATIONAL  
RESEARCH AND  
TRAINING INSTITUTE  
FOR THE  
ADVANCEMENT OF  
WOMEN  
(INSTRAW)**

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**EVALUATION OF INTERNATIONAL RESEARCH AND TRAINING  
INSTITUTE FOR THE ADVANCEMENT OF WOMEN (INSTRAW)**

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**Commissioned by the Ministries of Foreign Affairs of  
Norway, the Netherlands and Finland**

The views and interpretations expressed in this report are those of the authors and should not be attributed to the Ministries of Foreign Affairs of Finland, The Netherlands and Norway.

**February, 1991**

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DEPARTMENT COOPERATION. B. QUESTONNAIRE FOR  
KENYA, KAMBIA, INDIA STUDY

List of abbreviations

AAWORD	The Association of African Women for Research and Development
AIDOS	Italian Association for Women in Development
CCAQ	Committee on Administrative Questions
UNCDF	United Nations Capital Development Fund
CENWOR	Centre for Women's Research
CIDA	Canadian International Development Agency
DANIDA	Danish International Development Agency
DAWN	Development Alternatives with Women for a New Era
DIESA	Department of International Economic and Social Affairs
DPI	Department of Public Information
ECA	see UNECA
ECE	see UNECE
ECLAC	see UNECLAC
ECOSOC	Economic and Social Council of the United Nations
EDI	Economic Development Institute of the World Bank
ESCAP	see UNESCAP
ESCWA	see UNESCWA
FAO	Food and Agricultural Organization
FINNIDA	Finnish International Development Agency
FP	Focal Point
GA	United Nations General Assembly
GDP	Gross Domestic Product
GS	General Staff
ICPE	International Centre for Public Enterprises in Developing Countries
IDC	Information, Documentation and Communication

IDS	Institute for Development Studies
IDWSSD	International Decade on Water Supply and Sanitation in Development
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INSTRAW	International Research and Training Institute for Advancement of Women
IRC	International Reference Centre for Community Water Supply and Sanitation
ISS	Institute for Social Studies
JCDP	Joint Conference of Development Planners
JPO	Junior Professional Officer
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for International Development
NPC	National Population Council
NRSE	New Renewable Sources of Energy
PAHO	Pan-American Health Organization
PROWESS	Promotion of the Role of Women in Water and Environmental Sanitation Services
SIDA	Swedish International Development Agency
SNA	System of National Accounts
TOR	Terms Of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDTCD	Technical Cooperation between Developing Countries
(UN)ECA	United Nations Economic Commission for Africa
(UN)ECE	United Nations Commission for Europe
(UN)ECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic Commission for Asia and

the Pacific

UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	United Nations Economic and Social Commission for Western Asia
UNFPA	United Nations Family Planning Association
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNRISD	United Nations Research Institute for Social Development
UNSO	United Nations Statistical Office
WID	Women in Development
WB	World Bank
WHO	World Health Organization
WSS	Water Supply and Sanitation
WWSS	Women and Water Supply and Sanitation



## EXECUTIVE SUMMARY

INSTRAW has the legal status of an autonomous institute within the framework of the United Nations and under the Secretary General. The Board of Trustees is a subsidiary of ECOSOC and has authority with regard to financial and funding goals as well as with regard to substantive objectives. It reviews and approves the budget and reports directly to ECOSOC. The Director of the Institute reports to the Secretary General.

INSTRAW's funding is based on voluntary contributions by different countries which may be either general contributions or can be earmarked to specific programmes and activities. Contributions to INSTRAW are kept in a Trust Fund and are invested and through allotment advice the UN controller gives clearance for spending money.

Although the total amount of contributions has more than tripled over the last five years, it remains a very small budget that places on personnel and programme decisions.

INSTRAW's mandate of 1976 states that the Institute shall stimulate and assist in the integration of women in development through research, training and dissemination of WID-relevant information. This mandate, however, as well as the Medium-Term Plan for 1990-1995 are broad and have not provided specific programme guidelines. Thus, it has been often difficult to clearly delineate where INSTRAW's mandated initiator and catalytic role ends or should end (and the three important considerations: the degree of expertise of INSTRAW staff supplemented by consultants; the cost-effectiveness of continuous involvement; and the degree of involvement and expertise of other UN agencies.)

INSTRAW has been granted implementing status with UNDP, a status that makes it possible for INSTRAW to be called upon by UNDP to participate in TCDC projects and can collaborate with other UN agencies (such as ECA) which have executing status.

The period from the inception of INSTRAW up to the middle 80's was the first phase of the Institute, the institutional consolidation phase, during which INSTRAW became firmly institutionalized within the UN system. During this period, INSTRAW made a strategic decision when it chose to collaborate with the United Nations Statistical Office and later with the Statistical Division of ILO in developing research and training programme on statistics and indicators on women and statistics on women in the informal sector. Through these programmes INSTRAW has made a significant contribution to the advancement of women in developing countries by helping decrease the invisibility of women's economic contributions.

The evaluation team having examined INSTRAW's major programmes and having interviewed WID specialists and regional directors in most UN agencies concluded that it is an extremely important institute in the field of Women in Development with a lot of potential that may be more fully realized in the future. The options and recommendations, therefore, offered in this evaluation report are made in the spirit of suggesting some improvements in organization and programmes.

The most fundamental recommendation is that INSTRAW needs to move quickly and carefully to the second phase of strategic planning and implementation. It is necessary to formulate a concise strategy that specifies a catalytic role in limited number of objectives and programme areas that build upon past accomplishments; that defines target groups; that aims at maximum impact regard to the improvement of the status of women; that provides programme continuity; that builds in programmes impact evaluation; and that is backed up by competent staff with the needed experience and experience.

There is also the need for INSTRAW to develop a strategy within the context of a changing development scene for women in the 90's. It is an era in which most UN agencies, research and development institutes and universities in developed and developing countries are beginning to deal with WID, have WID focal points or divisions and undertake or are planning to undertake some type of gender relevant research, training and policy activities. It is, therefore, an era in which INSTRAW must carve a new niche for itself and develop new approaches. INSTRAW needs to develop a strategy that implements its mandate with a gender approach. Future programme areas and activities need to use gender as an analytical concept in undertaking WID research, in preparing WID training material, and in defining target groups for training, research and dissemination. This implies that men as policy makers, researchers, trainers, practitioners, and members of grassroots groups with which women need to interact and negotiate have to be included in the target groups of INSTRAW's programmes and activities.

With regard to the quality of INSTRAW's major research and training programmes, the programme on statistics on women and the programme on the measurement of women's contributions to the informal sector undertaken in collaboration with the United Nations Statistical Office are very good. The publications and the training workshops have been very useful to both producers and users of statistics on women. Women's organizations were assisted to learn about the different sources of statistics on women as well as how to use them as tools for advocacy; and demographers and statisticians were provided with specific guidelines and conceptual and methodological discussions on how to obtain better data on women and how to better present data on important issues.

INSTRAW's programme aiming to design methodologies that can be used to measure women's economic contributions in the informal sector and to make national accounts more sensitive to women's contributions is quite innovative and pathbreaking. Papers produced by INSTRAW consultants address the important conceptual and methodological issues that constrain data gathering, compilation and analysis in this area and provide useful, specific methodologies. Also the produced draft of a Handbook on Compilation of Statistics on Women in the Informal Sector in Industry, Trade and Services in Africa based on cases studies of four African countries is a very important contribution to this field. Already there are good indications that this handbook is highly valued by the professionals in the field and that it will become even a more influential document after it has been revised by the ad hoc expert group of African Planners, Statisticians and



Demographers chaired by an outstanding senior African demographer.

INSTRAW also played an important catalytic role through its support of the Task Force on Women and the International Drinking Water Supply and Sanitation Decade (IDWSSD) chaired by UNDP's Programme for the Promotion of the Role of Women in Water and Environmental Sanitation Services (PROWESS), of which it was a member. The task Force achieved a changed orientation towards women's involvement from a one component approach to an overall approach permeating all project components.

The training programme in Water Supply and Sanitation (WSS), however, a major training INSTRAW programme, has not been as successful as the statistics training programme at least partly because it is not based on an INSTRAW research programme and research findings have not been consistently and adequately applied in its development. Also the existence of training packages prepared by other specialized UN agencies, such as PROWESS and UNICEF suggest an unnecessary duplication of effort.

#### OPTIONS/RECOMMENDATIONS

It must be underlined that the following options and recommendations are elements to be considered by INSTRAW in the process of preparing a well defined and concise strategy.

##### A. With regard to training:

1. The development of training material is best undertaken by INSTRAW when the topic of training is closely linked with research undertaken by INSTRAW and corresponds to the expertise of its professional staff. Hence, INSTRAW should continue the initiated important work on women's economic roles in the informal sector and extend it to the measurement of women's economic roles in the informal sector of agriculture.

2. In view of the fact that the production and distribution of the WSS global training modules and multi-media package has been problematic and in view of the fact that other UN executing agencies have WSS specialists and training packages, it is recommended that INSTRAW hands over the existing material to one of the UN specialized agencies.

3. The initiated training package on Women and New and Renewable Sources of Energy should be pursued in collaboration with specialized organizations and institutes and should be carefully evaluated at the end of its present funding period with regard to quality and impact.

4. Impact analysis needs to be undertaken of the effects of different statistics training seminars on statisticians, policies, and data collected by Censuses and other national surveys undertaken in 1990 and 1991.

5. INSTRAW can play a catalytic role in the development of gender-sensitive training material by: (i) stimulating and assisting different types of regional and national training institutions to develop gender-sensitive training material for different key sectors and to integrate them in their regular curricula; and (ii) by providing in collaboration with UNSO, appropriate training and consultants to assist national statistical offices to collect gender-disaggregated and gender-sensitive data in key sectors.

B. With regard to research:

INSTRAW needs to strengthen and expand its mandated catalytic role in research on Women and Development by:

1. In collaboration with UNSO and national statistical offices, stimulating research to be undertaken by national statisticians and researchers in the area of women's contributions to the informal smallholder agriculture in order to develop methodology that allows to measure women's economic contributions to agricultural production and to National Systems of Accounting.

2. In collaboration with UN agencies such as UNIFEM, UNICEF, UNFPA; WID focal points of UN agencies and regional commissions; and WID specialists in research units of governmental and nongovernmental institutes and universities in developed and developing countries, to undertake a critical review and a synthesis of existing basic and operational research in sectors important to women, such as agriculture, technology, micro-enterprises, environment and energy; draw the policy implications of the research findings and disseminate them widely; and identify existing crucial research gaps that constitute research priorities.

3. To stimulate and support the undertaking of research in the identified priority topics by competent research organizations and institutes and the dissemination of the research findings.

C. With regard to documentation and dissemination:

1. The three components, Information, Documentation and Communications, need to be consolidated to form a unit under a chief with skills in all three areas.

2. The continuity of programmes and activities needs to be enhanced through long term and full-time contracts (within the limitations of INSTRAW) offered to satisfactory general service staff members who are essential to the functioning of the unit.

3. To continue with the already initiated implementation of the recommendations of the in-house evaluation of the unit;

D. Regarding Networking:

INSTRAW needs to improve its networking activities through better selection and utilization of focal points; through collaboration with regional commissions on women; through collaboration with regional and national research and training institutes; and through a suggested advisory group of high level consultants.

It is, therefore, recommended that INSTRAW:

(i) draws specific guidelines for the selection of new Focal Points which emphasize research and training capabilities in order to be able to fulfil their mandate of serving as an outreach for INSTRAW;

(ii) formulates a strategy about Focal Points;

(iii) carefully screens the passive and inactive FP's by asking them to develop a concrete action proposal of action;

(iv) develops a concrete programme of cooperation with the regional commissions on women that leads to close collaboration;

(v) includes in user/target groups for dissemination of information and publications not only women researchers and

women's organizations but all types of academic, training and research institutions as well as and men researchers and policy makers;

(vi) undertakes a study aiming to assess the information needs of different user/target groups, particularly in developing countries, and the extent to which these needs are met by other existing publications and newsletters.

E. Regarding the Board of Trustees:

Board members and observers at Board meetings report that the Board has not consistently played an important role in advising and guiding INSTRAW and has sometimes only approved propositions presented by the management of INSTRAW. A few Board members have raised important issues and criticisms but they have not always been influential in bringing about needed changes probably at least partly because of the administrative and reporting requirements and restrictions.

In order to provide the INSTRAW management with a group with needed substantive guidance and considerable flexibility that is free of the requirement of official reporting of recommendations, the team recommends the establishment of an informal advisory group of 4-5 high level consultants with considerable international experience and expertise in the gender related research and training activities of INSTRAW's strategic concentration.

F. Regarding personnel issues:

Options and recommendations in this area aim to strengthen INSTRAW's professional/research capacity by:

1. The fostering of an open, participatory management style (which already has been initiated) in which professional staff are actively involved in the planning and implementation of programmes and objectives.

2. Whenever feasible, the hiring of a professional staff member for six months or a year located in INSTRAW instead of a long-term consultant for the implementation of a programme.

3. By adding a position for a senior researcher and/or by trying to attract well qualified senior professionals on sabbatical or who are willing to spend 6 months or a year working on a particular project.

4. The establishment of a consultant policy and a well-organized and scrutinized roster of consultants with substantive, sectoral competence and WID expertise.

6. By adding a well qualified and experienced monitoring and evaluation officer.

G. Regarding the geographic location of INSTRAW:

The mandated location of INSTRAW in Santo Domingo is in several ways problematic and it may constitute a negative factor in the Institute's ability to realize its potential and to fulfil its catalytic mandate that requires close and continuous contacts with mainstream institutions.

There are a number of options available to INSTRAW with several advantages and disadvantages attached to each option.

**Option I: INSTRAW stays in Santo Domingo.**

**Option II: INSTRAW moves to New York and joins UNIFEM.**

**Option III: INSTRAW Moves to New York and stays autonomous**

The final decision about the most appropriate option regarding the location of INSTRAW as well as about many of the other options and recommendations is related to and dependent upon the type of strategy and specific objectives that will be adopted by INSTRAW.

In order to provide the INSTRAW management with a group which needed substantive guidance and considerable flexibility in the face of the rapid changes in the environment of the organization, the team recommends the establishment of an informal advisory group of 4-5 high level consultants with considerable international experience and expertise in the areas of research and training activities of INSTRAW's association.

- Regarding personnel issues:**
1. Options and recommendations in this area aim to strengthen INSTRAW's professional research capacity by:
    - a. The recruiting of an open, part-time research manager, who will already be in the field in which professional staff are actively involved in the planning and implementation of programmes and objectives.
    - b. Whenever possible, the hiring of a professional staff member for six months or a year, based on INSTRAW's needs of a long-term commitment for the implementation of a programme.
    - c. By adding a position for a senior research officer by trying to attract well qualified senior professionals on a part-time basis who are willing to spend 6 months or a year working on a particular project.
    - d. The establishment of a consultant group, led by a well trained and motivated, user of consultants with a relevant technical competence and with expertise.
    - e. By adding a well qualified and experienced monitoring and evaluation officer.

**Regarding the geographic location of INSTRAW:**

The matter of location of INSTRAW in Santo Domingo is a complex one, involving many factors and it may be difficult to realize the full potential of the organization's activities. The organization's activities are currently being carried out in Santo Domingo with several advantages and disadvantages related to its location.

## INTRODUCTION

The evaluation of INSTRAW was undertaken at the request of the Norwegian, Dutch and Finnish Ministries of Foreign Affairs. It is an independent team evaluation that began on July 22 and was completed on November 19, 1990.

The team consisted of:

Constantina Safilios-Rothschild (team leader), Professor and Chair, Department of Gender Studies in Agriculture, Wageningen Agricultural University, The Netherlands;

Kirsten Jorgensen, social anthropologist, independent consultant, Copenhagen, Denmark;

and Simeen Mahmud, research fellow, Bangladesh Institute for Development Studies, Dhaka, Bangladesh.

The evaluation was constrained by the relatively short time available that made it difficult to deal in-depth with all details included in the Terms of Reference and to examine with greater detail the work of INSTRAW. Also time constraints made it impossible to spend adequate time at INSTRAW headquarters and to understand better the organizational positive and negative aspects of the Institute. Time limitations also restricted the number of programme areas with which we could deal.

The methodology followed by the team has been a combination of techniques including:

(i) interviews with WID officers as well as other officials of UN organizations such as UNSO, UNIFEM, UNDP,

UNICEF, UNFPA, ILO, UNIDO, United Nations Division for the Advancement of Women, UNCDF, UNRISD and The World Bank (See list in Annex VI);

(ii) interviews with all INSTRAW professional staff members and most programme-related general service staff (List in Annex VI);

(iii) reports and programme descriptions submitted to Board of Trustees sessions; Board Reports to ECOSOC; Director's reports to the General Assembly; INSTRAW policies; and other INSTRAW documents;

(iv) funding and budget information provided by INSTRAW;

(v) selected INSTRAW publications (Annex IV); and

(vi) questionnaires to field WID specialists of DANIDA, FINNIDA, NORAD and Royal Embassies of the Netherlands and to men and women in women's organizations and machineries as well as in different Ministries in Kenya (due to time restrictions questionnaires from India and Zambia did not reach the team-Annex XI).

Because the mandate of INSTRAW as well as the INSTRAW Medium-Term Plan are quite broad and because up to now INSTRAW has not had a specific strategy and objectives according to which to evaluate achievements, the team has attempted to develop as much as possible ad hoc objectives for the purpose of the evaluation. Furthermore, in judging the relevance of INSTRAW outputs, the team used the experience and expertise of its members as well as the opinions expressed by those interviewed.

The specialized training and expertise of the different

team members was effectively utilized in differentiating tasks assignments. Thus, Kirsten Jorgensen concentrated on the Water Supply and Sanitation training modules and the Information, Documentation and Communications component of INSTRAW's programme. Simeen Mahmud concentrated on the statistics research and training component, the new and renewable sources of energy training module, and the organizational structure of INSTRAW. Constantina Safilios-Rothschild, concentrated on the mandate, the funding, the status of INSTRAW within the UN system, the evaluation of all programmes, and the formulation of issues/problems, options and recommendations.

Because INSTRAW has included a wide range of programmes, we selected the programmes that we considered to constitute the major research and training programmes, namely the programme on women and statistics; women and water supply and sanitation; and women and new and renewable sources of energy; and WID monitoring and evaluation methodology.

The philosophy of the evaluation was an open, participatory evaluation in which issues and problems as well as options and recommendations were openly discussed with the management of INSTRAW. The team would like to praise the INSTRAW management and staff for the excellent cooperation with all aspects of the work of the team by making all documents and information readily available and by their willingness to discuss all issues and to entertain suggestions for changes. The team's work was made both easier and more rewarding by the management's attitude that the evaluation

constituted a valuable planning tool for the Institute.

The team also wishes to express their thanks to Bjorn Lunoe, evaluation coordinator, who in all phases of the team's work assisted and advised it and made constructive proposals regarding work organization that helped overcome encountered difficulties.

Finally, the team would like to thank all persons interviewed by the team and in particular all representatives of the Norwegian, Dutch and Finnish Ministries of Foreign Affairs who initiated and facilitated this important and timely study.

The views presented in this report are the views of the evaluation team and do not necessarily represent the opinions of Ministries of Foreign Affairs of Norway, the Netherlands and Finland. All proposals are subject to approval by the three Governments.



## PART ONE: INSTRAW'S MANDATE

### 1. Formation of INSTRAW

United Nations International Research and Training Institute for the Advancement of Women (INSTRAW) was established by ECOSOC res. 1998 (LV) of 1976 after a recommendation made by the World Conference on the International Women's Year in Mexico in 1975. ECOSOC's decision was endorsed by the United Nations General Assembly (GA) in res. 31/135 of 1976. INSTRAW's statute was approved by ECOSOC in its decision 1984/124 and endorsed by GA in resolution 39/249 in 1985. Since 1983 the Institute has been located in the Dominican Republic in accordance with ECOSOC res. 1977/11.

INSTRAW is a UN subsidiary body funded by voluntary contributions, primarily from member countries.

### 2. INSTRAW'S Mandate: Main Objectives

INSTRAW's mandate of 1976 states that the Institute shall stimulate and assist in the integration of women in development through research, training and dissemination of WID-relevant information (See Annex I). This mandate and the included objectives are very broad and the same holds true for the objectives of the Medium-Term Plan for 1990-1995 (See Annex II). Neither the mandate, therefore, nor the Medium-Term Plan are useful in helping focus and delimit INSTRAW's programme areas and activities. Within this wide scope, it has been possible for INSTRAW to accept a wide range of different opportunities for WID programmes since they all

could be interpreted as being in line with the mandate or the INSTRAW Medium-Term Plan. This broad and non well-defined range of programme areas and activities (See Range of INSTRAW's Activities in Part Two, Section I) has in turn created a negative image for INSTRAW. The impression conveyed by many WID people in the UN system has been that INSTRAW has tried to get involved in all important WID issues and to claim expertise in many different fields in which in fact it had no expertise. This broad mandate has also occasionally created problems with regard to overlapping with the WID programme areas of other UN organizations.

The period from the inception of INSTRAW up to the middle 80's can be considered the first phase of the Institute, the institutional consolidation phase. During this period, it was important for INSTRAW to become firmly institutionalized within the UN system, a major, complicated and time-consuming task. During that period reporting procedures as well as recruitment procedures and salary regulations had to be normalized. Also during these first years of INSTRAW's existence, it is understandable that as a struggling institution with very limited financial and manpower resources that tries to carve out an important niche for itself, it was necessary to explore different programme avenues and orientations. This first institutionalization and exploration phase is now over. INSTRAW has to move quickly and carefully to the second phase of strategic planning and implementation, as is discussed in more detail in the following section.

### 3. Changes in INSTRAW'S Role as Initiator and Catalyst Versus as an Implementing WID Agency

It is often difficult to clearly delineate where INSTRAW's mandated initiator and catalytic role ends or should end. There are three important considerations in determining where the end of the catalytic role lies: the degree of expertise of INSTRAW staff supplemented by consultants; the cost-effectiveness of continuous involvement; and the degree of involvement and expertise of other UN agencies. The basic principle could be that INSTRAW needs to consider its catalytic role ended when other institutions inside or outside the UN undertake the research or training initiated by INSTRAW. Also when the tasks exceed the level of expertise available at the Institute (and supplemented with short-term consultants) or when the involvement of the Institute is no longer cost effective within the context of limited funds and human resources, INSTRAW should discontinue its involvement. The crucial question to be asked is: Does a particular programme or activity represent the optimum use of available limited funds and human resources in terms of impact? In the case, for example, of the multimedia training packages, an important question to be asked is: Is the cost involved in their creation justified in terms of the very limited use made of these training material?

INSTRAW's initiator and catalyst role in training can be conceived in several alternate manners. Does INSTRAW have to prepare the final versions of training materials? Or is it its function to create interest in the preparation of such

materials in training institutions by providing some funds and ideas from experts in order to stimulate the process and then to encourage and follow up the process without having to undertake the final preparation of the materials? The second option can better utilize the limited resources of the Institute and can have maximum impact. The catalytic model followed in the programmatic area of statistics on women represents a good model for INSTRAW to follow (See Part Two, Section II, 1a and 1b).

Strategic planning can help examine alternative scenarios for the initiator and catalyst roles that allow INSTRAW to use their limited financial and human resources in a more cost-effective manner and with more potential impact through collaboration with specialized training organizations and institutes, international and national.

In 1988, INSTRAW sought to extend its mandate by obtaining executing status with UNDP. Although this quest is in some ways understandable in terms of the opportunities it offers for additional funding and access to operational activities, it is not a suitable role for the Institute. The Institute is not in the position and does not have the needed infrastructure to become an executing agency. It was more appropriate the implementing status with UNDP that was granted instead, a status that also extends in some ways its mandate. This status makes it possible for INSTRAW to be called upon by UNDP to participate in TCDC projects but not to receive funds directly from UNDP in order to execute projects. The implementing status is quite appropriate since it allows

INSTRAW through association with other UN agencies with executing status to participate and contribute with training or research activities in regional or country specific projects. Through this new status, INSTRAW has already constructively cooperated with regional commissions (ECA) and other UN agencies.

#### 4. Relevance of the Mandate in Relation to WID Issues and Policies in the 80's

In the early 80's when very few UN, regional and national institutions had major WID research and training programmes, INSTRAW's mandate was of critical importance to women because it gave the Institute the possibility to play a critical catalytic and reinforcing role.

The decade of the 80's was a decade during which it was crucial to make women's economic roles and contributions visible, if women's "advancement" was to take place. The lack of valid statistics about women's economic roles and contributions as well as the lack of appropriate concepts and methodologies was an important barrier to women's economic roles becoming visible, to their incorporation in mainstream policies and programmes and to their gaining access to needed services and resources. INSTRAW, therefore, correctly identified statistics and indicators of the status of women as a significant area of concentration and played a very important catalytic role in this area through collaboration with the United Nations Statistical Office (UNSO) and the Statistical Office of the International Labour Office (ILO).

Also in the 80's, it became clear that WID training of all kinds of target groups, men and women at the policy, research, training, project and grassroots level was necessary in order to make them aware of the roles and contributions of women and of the need to involve them in development programmes and to provide them with all types of services and resources, if development interventions had to be effective and sustainable. Here, again there was an opportunity for INSTRAW to play a very important role. During the International Drinking Water Supply and Sanitation Decade (IDWSSD), INSTRAW took the challenge by selecting Women and Water Supply and Sanitation (WWSS) as a training focus and, through its initial involvement and support, played an important catalytic role in helping change the orientation towards women's involvement in WSS planning and projects. Its continuing involvement, however, for many years in the preparation of training material beyond the catalytic phase could be questioned. It is difficult to understand why a great deal of human and financial resources were invested in the development of training material on WWSS, when other UN agencies were also developing such training materials and there were other training areas crucial for women. One such crucial area, for which good training material are still lacking, is agriculture. In the 80's agriculture was and still is the most important sector for women's self-employment and autonomy in most developing countries, especially in Africa and Asia and it is a sector that has been undergoing a significant trend toward "feminization", a trend with

tremendous policy, programme and project implications. It was, therefore, and still is an area that needs the development of gender-sensitive training material (see Part Two, Section II, 1b and 5A).

#### 5. Issues and Recommendations for the 90's

INSTRAW as the only UN agency that specializes in research and training on women is an important institution for women and has a great potential for stimulating needed research and training activities to be undertaken by other UN agencies and other regional and national institutes. Most people interviewed in the UN system recognize the importance and potential of INSTRAW but also point out that this potential has not been always fully or appropriately realized.

The evaluation team having examined INSTRAW's major programmes and having interviewed WID specialists and regional directors in most UN agencies concluded that it is an extremely important institute in the field of Women in Development with a lot of potential that can be even more fully realized in the future. Despite limitations in professional staff and financial resources, INSTRAW has been able to make significant contributions to the advancement of women and to their mainstreaming in development. Most of the critical research and training in the field of Women in Development still has to be undertaken. There is no question, therefore, that INSTRAW should continue to exist because its initiator and catalytic roles are greatly needed in the ongoing mainstreaming efforts. The crucial questions are how

it can best realize its potential and how it can have maximum impact: Where it should be located; what strategies it should adopt; on what areas it should focus; and with what institutions it should work closely. The options and recommendations, therefore, offered in this evaluation report are made in the spirit of suggesting some improvements in organization and programmes.

The problems discussed earlier arising from the broadness of INSTRAW's mandate do not imply that it is necessary to change the mandate. What is needed instead is a well focused interpretation of the mandate and the development of a concise strategy delimiting the programmes, highlighting the priorities of the Institute and formulating specific objectives. Such a strategy would assist INSTRAW to concentrate on fewer areas, to treat them more in-depth and to follow them up in terms of policy, advocacy and training and/or research; to not compete and/or overlap with other UN agencies; and to change its image into a more positive one that may also help improve its funding.

There is also a need for the INSTRAW strategy to be placed within the context of a changing development scene for women in the 90's. At present, the importance of women's roles and contributions is more widely recognized and, therefore, sectoral specificity and sound methodology in dealing with WID at the policy and operational levels are more needed than WID sensitization. It is an era in which most UN agencies, research and development institutes and universities in developed and developing countries are beginning to deal



with WID, have WID focal points or divisions and undertake some type of gender relevant research, training and policy activities. It is an era in which INSTRAW must carve a new niche for itself (See Part Two, Sections I1A and I1B).

Also in the 90's, the advancement of women cannot be achieved by pursuing women's issues as separate issues. Instead, they can be better achieved as a part of gender-differentiated policies and programmes that take both men's and women's needs, constraints, interests and potential. The accumulating evidence shows that poor women in the Third World benefit more from mainstream poverty alleviation policies and programmes with the necessary safeguards that ensure women's equal access to all types of services and resources than from small women-specific projects.

As most of the WID specialists in bilateral development assistance programmes recognize, a gender approach in training is more effective than an approach that focuses only on women. A gender approach that compares men's and women's constraints, needs, and potential, examines the men-women dynamics and focuses on solutions that can benefit both men and women is more acceptable by both. Such gender training of men as well as of women is needed at all levels: policy makers, professionals, and practitioners in developed and developing countries. Furthermore, gender training needs to be institutionalized in the educational institutions of developed and developing countries that train agricultural policy makers, professionals, researchers, educators and practitioners; agricultural and development economists;

irrigation specialists; bankers and credit specialists; business managers; technologists; and environment specialists. Such institutionalization cannot take place with WID curricula, WID checklists, guidelines, modules and slides. Institutionalization of gender issues in the educational system so that it can influence development thinking requires the reconceptualization of theories and principles that have shaped development and have created grave problems by omitting women as a major economic force, especially in rural areas and among the poor. It requires close collaboration of men and women and a creative dialogue that can reshape science and policy.

INSTRAW needs to free itself not only from the relative geographic isolation but also from a relative intellectual isolation from the current thinking about women and gender issues prevalent among women researchers, trainers and educators. The longterm operational strategies for the promotion of WID in the 90's necessitate the establishment of a creative dialogue between men and women at all levels, from the grassroots level to policy to research to programmes and projects. Women's isolation in social, economic and intellectual ghetto-like structures is being (and needs to be) phased out in this decade. INSTRAW needs to develop a strategy that implements its mandate based on a gender rather than a WID approach.

It is important to note that the management of INSTRAW is aware that a coherent strategy is needed and that INSTRAW's Medium-Term Plan is a list of objectives that cannot serve as

a guide for planning. It has, therefore, began in collaboration with professional staff members to work on developing a planning framework to be used in formulating the programme for 1992-93 as well as a draft of a methodology for impact evaluation.

It is, therefore, recommended that:

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1. INSTRAW formulates a concise strategy that specifies a catalytic role in limited number of objectives and programme areas that build upon past accomplishments; that defines target groups; that aims at maximum impact regard to the improvement of the status of women; that provides programme continuity; that builds in programmes impact evaluation; and that is backed up by competent staff with the needed experience and experience.
  2. Future programme areas and activities use gender as an analytical concept in undertaking WID research, in preparing WID training material, and in defining target groups for training, research and dissemination. This implies that men as policy makers, researchers, trainers, practitioners, and members of grassroots groups with which women need to interact and negotiate have to be included in the target groups of INSTRAW's programmes and activities.
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## PART TWO: INSTRAW PROGRAMMES AND ACTIVITIES

### I. The Range of INSTRAW's Programmes and Activities

#### CLUSTER ONE: STATISTICS, INDICATORS AND DATA ON WOMEN

##### Programme 1<sup>1</sup>: Improving Statistics, Indicators and Data on Women

For details see: PART TWO, Section II, 1a and 1b.

##### Statistics on mid-life and older women

INSTRAW statistical data base on selected variables on mid-life and older women in Latin America and the Caribbean (prepared in 1987) was used by ECLAC in preparation of the documentation of the Fourth Regional Conference on the Integration of Women in Economic and Social Development held in Guatemala from 27 to 30 September 1988.

#### CLUSTER TWO: ISSUES RELEVANT FOR POLICY DESIGN

##### Programme 2: Monitoring and Evaluation Methodology for Programmes and Projects on Women and Development

Under this programme three publications have been produced. The survey on the evaluation methodologies and guidelines from several UN bodies and agencies carried out during 1988-89 was presented at the Consultative Expert Group Meeting held from 8 to 10 November 1989 in New York. A report of the Meeting appeared in document INSTRAW/BT/1990/CRP.1. As a result of discussion on the paper at the Meeting, it was decided that more information would be sought this time using direct interviews instead of a desk survey.

Currently, an INSTRAW consultant is conducting the interviews and the resulting paper containing a survey on the methodologies and guidelines of United Nations agencies and bodies will be prepared by June 1991.

##### Programme 3: Informal sector and macro-economic policy analysis

A comprehensive annotated bibliography related to the Latin American experience was compiled.

As reported to the Board of Trustees at its Ninth Session (20-24 February 1989), the Expert Group Meeting on policy analysis and planning/programming related to women's work in the informal sector of the economy is scheduled to take place in March 1991 in Rome, Italy.

Proceedings of the Meeting will be prepared and disseminated.

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<sup>1</sup>/ The material for the range of activities was provided by INSTRAW and the numbering of the programmes has been maintained as it was.

Programme 4: Alternative approaches to women and development

INSTRAW provided its co-operation to launch a programme on women in development issues in the current curricula of the University of Puerto Rico at the Cayey Campus.

INSTRAW co-sponsored, along with the Mount St. Vincent University, the International Training Seminar on Women and Economy with focus on women managers and entrepreneurs held in Halifax from 25 to 28 July 1988. The objective of the seminar was to promote awareness of the manner in which the status of women is linked to the national economy and therefore the world economy.

INSTRAW participated in the Conference on Poverty, Development and Collective Survival, Public and Private Responsibilities organized by SID and held in March 1988 in New Delhi. At a pre-conference on gender and equity, INSTRAW participated and chaired a panel on: Domestic services in Latin America: A Case Study on Colombia, which subsequently due to participants' interest, was broadened to include the comprehensive economic activity of women in Latin America.

A training seminar on women, population and development was organized by INSTRAW and UNFPA at the Institute's headquarters in Santo Domingo from 22 to 26 May 1989 for government officials from the Caribbean region. A report (INSTRAW/SER.A/20) was published and disseminated by INSTRAW.

With the support of funds from the Finnish United Nations Association, INSTRAW organized a seminar on Women in Development: Post Nairobi Alternative Approaches from 11-14 July 1989, at the Institute's headquarters in Santo Domingo. The seminar was targeted at government representatives, leaders of women's organizations and United Nations staff representatives from the Caribbean region. Participants exchanged information on the progress and the obstacles to the implementation of the Nairobi Forward-looking Strategies. A report (INSTRAW/SER.A/15) was published and disseminated by INSTRAW.

In co-operation with the Centre for Economic Research in Greece, INSTRAW co-sponsored a workshop on "Alternative economic analysis for women" held in Athens, from 24 to 26 August 1989. During the workshop, the work of INSTRAW statistics and indicators on women was presented.

Programme 5: Planning and programming for women and development (training)

This programme has not been implemented due to lack of funding.

Programme 9: National and international trade policies and the economic contribution of women

This programme, approved by the Board in principle with minimum financial resources, was continued on the basis of co-operation with the United Nations International Trade Centre and the Finnish Programme for Development Co-operation (PRODEC). INSTRAW co-sponsored and participated in the training course "Effective business management for expert marketing" held in Tempere, Finland, from 4 to 7 September

1989. The Institute's participation concerned the constraints faced by women managers.

A survey of available literature on women and trade was initiated. A bibliography on women in trade was compiled by an INSTRAW intern in New York.

Programme 10: International seminar on women and the co-operative movement

The Interregional Consultative Meeting on Women in Co-operatives: Implications for Development was held at Plovdiv, Bulgaria from 20 to 24 June 1988, with the co-operation of the Bulgarian Academy of Science. The proceedings of the meeting (INSTRAW/SER.A/17 - 374 p. available in English, Spanish and French) which includes a report of the meeting was prepared and disseminated by INSTRAW.

The production of guidelines to enhance women's participation in co-operative movements did not materialize due to the fact that additional funding was not secured.

In the 1990/1991 budget, there is a proposal for follow up to the Meeting subject to additional funding.

Programme 12: Women and New and Renewable Sources of Energy

For details see: PART TWO, Section 3.

Programme 13: Women in entrepreneurial activities in industry

Curricula Modular Training for Women Managers and Cadres in Public Enterprises (INSTRAW/SER.B/41) has been published and disseminated by INSTRAW.

Modular Approach to Development of Managerial and Entrepreneurial skill for Women Managers in Developing Countries is being finalized for publication.

The 1990/1991 budget contains two proposals subject to outside funding:

1) Women in industrial development perspectives through enterprises - current facts and trends. An analysis of current position of women in public enterprises in both developed and developing countries in order to establish a framework for data bases and indicators on the position of women, in co-operation with UNIDO and ICPE.

11) Joint programme with UNIDO on strengthening national capabilities of developing countries in industrial management and training women entrepreneurs.

Programme 14: Agricultural and food strategies and economic contribution of women

As a follow-up to the INSTRAW/CIRDAP/FAO Regional Training Session on the Development and Use of Women in Development Guidelines and Checklists at National Level, a proposal for national workshops was prepared by CIRDAP and presented to UNDP for possible funding. Additional funding has been sought from Norway.

INSTRAW co-operates with the United Nations lead agencies dealing with agriculture and food strategies including active

contributions to the ACC Task Force on Rural Development and collaboration with IFAD and UNDP in drawing up guidelines for the monitoring and evaluation of women's participation in rural development projects.

### CLUSTER THREE: SECTORAL ISSUES

#### Programme 11: Role of women in the International Drinking Water Supply and Sanitation Decade (IDWSSD)

For details see: PART TWO, Section 2.

### CLUSTER FOUR: TRAINING METHODOLOGIES FOR WOMEN IN DEVELOPMENT

#### Programme 15: Production of prototype multi-media training packages and/or modules on women and development for wide dissemination

WID training package for United Nations field staff was finalized in 1988. The package was presented to a joint training seminar with UNDP and UNFPA held at INSTRAW headquarters in Santo Domingo from 28 November to 2 December 1988 (see report INSTRAW/SER.A/14).

INSTRAW took an active part in the training course for senior diplomats accredited to the UN organized by UNITAR at the World Bank Headquarters in Washington, in June 1989.

#### Programme 16: Development of prototype curricula on women and development studies

In 1988, INSTRAW engaged a consultant to prepare a publication (Women's Studies and Development: Bridging the Gap -INSTRAW/SER.B/39) which examines and analyzes the development content of women's studies curricula currently being used in formal and informal training programmes on women and development.

In 1989, the INSTRAW FP in the U. S. prepared a Handbook on Teaching Women in Development Studies. This Handbook analyzed courses on WID being taught in universities from the United States and Canada and included elements toward the elaboration of a prototype curriculum. As a follow-up, INSTRAW modified the questionnaire used in this study and sent it to universities in all other regions in order to produce a similar handbook(s) covering the other regions of the world. This information is currently being received at the Institute and the publication(s) is expected to be ready in 1991.

#### Programme 17: Fellowships

In 1989 fellowships were awarded to two FP's in Bulgaria and Ecuador. Scholarships were also granted to FP's from Costa Rica, Mexico and the Dominican Republic to attend meetings in the Dominican Republic and Guatemala. Funds for fellowships to the League of Arab States and the Organization of the Islamic Conference were ensured in order to familiarize a person with the INSTRAW work programme and mode of

operation.

Plans for 1990-91 include five fellowships, one from each region. All FP's will be nominating candidates out of which five will be chosen. In addition, the travel of three participants to a regional meeting to be held at INSTRAW headquarters in Santo Domingo will be covered from this programme.

#### Programme 18: Internships

The Institute received approximately 50 applications for internships during the summer of 1988. However, owing to the heavy workload of the professional staff and the supervisory tasks involved in internships, the Institute only accepted two interns at INSTRAW headquarters in Santa Domingo for a duration of three months each and three at the INSTRAW liaison office in New York.

During 1989, five interns were accepted at the Institute's headquarters and its office in New York and in 1990, five at headquarters and four in New York. Of these, four were from the United States and the rest from Nepal, Spain, Germany, France and Pakistan.

#### CLUSTER FIVE: NETWORK-BUILDING

#### Programme 19: Meeting on programme co-ordination with regional commissions

At the time of the Board Meeting in February 1990, a meeting was held between INSTRAW and the Regional Commissions in order to co-ordinate action within the regions. It was decided that joint planning would take place on the subject of the Informal Sector. Under such planning, each Regional Commission would plan parallel programming to INSTRAW's informal sector activities within that particular region. As a follow-up to this, each of the Commissions has been invited to the Expert Group Meeting on Policy Analysis and Planning/Programming Related to Women's Work in the Informal Sector to be held in Rome in March 1991.

Additionally, the Executive Secretaries of the Commissions will be meeting among themselves and will include the parallel programming on their agenda. So far ESCWA and ECLAC have submitted proposals to INSTRAW, and INSTRAW has agreed to undertake the first phase.

#### Programme 4: Portable Libraries

In 1988, the production of a portable Library on women in development on floppy disk began and continued in 1989. The production of a compact disk at no cost to INSTRAW will be done by Decade Media.

#### Programme 5: Use of communications for women in development

The International Consultative Meeting on Communications for Women in Development was convened in Rome from 24 to 28



October 1988. Information about this meeting was contained in INSTRAW/BT/1989/R.3 and the proceedings (INSTRAW/SER.A.21, 380.p) were subsequently published by INSTRAW in 1990.

In 1991, INSTRAW will undertake a project on communications for women in Latin America and the Caribbean which will involve three country profiles in Colombia, Dominican Republic and Venezuela. This project will entail: 1) a survey or research project of a country profile on women and communications in these three countries; and 2) the design and implementation of a communications media project for each country on the basis of findings from the country profile.

#### Women's role in choice and assessment of technology

In 1990, INSTRAW published the book Women's Access to Technology: Myths and Realities (INSTRAW/SER.B/42) which was based on research commissioned by the Institute in the previous biennium.

Future activities in this programme (1990-91) will result from a working co-operation agreement with ICPE in Yugoslavia, on a research project. The project will have two phases. The first will focus on the state-of-the-art and a critical assessment of the existing literature on the socio-environmental parameters of investment and transfer of technology in developing countries and the position of women. The second part will have: a) a review and assessment of project planning evaluation methodologies and procedures of selected international and regional development agencies; and b) a methodology for social impact analysis for policy action, with guidelines and checklists for indicators on investment and transfer of technology impact in order to address further research and the design of training material on the issue.

#### Women and access to credit

During the biennia of 1986-87 and 1988-89, research was conducted on financial policies for improving women's access to financial and credit facilities in developing countries. As a result, studies from the regions of America, Asia and the Pacific and Latin America and the Caribbean were prepared and subsequently published by INSTRAW in 1990 (INSTRAW/SER.B/43).

During 1990-91 activities will include: Interregional Training Seminar on How to Improve Banking for Rural Women organized jointly by INSTRAW, IFAD and the Mediterranean Institute of Management to be held in Cyprus from 19-30 November 1990. The report of the meeting will be edited and published by INSTRAW.

INSTRAW will recommend to the Board the organization of another regional seminar to follow-up on the analysis of credit schemes for rural women in the Latin American and Caribbean region.

## II. Training and Research Programmes

The above presentation of the range of INSTRAW's programmes and activities shows the broad scope of the work undertaken by the Institute and the need to select a few major programmes to examine within the restricted time framework of this evaluation. The major programmes included are: Cluster One: Statistics, Indicators and Data on Women; the programme on Women and New and Renewable Sources of Energy out of Cluster Two on Issues Relevant to Policy Design; and the programme on the Role of women in the International Drinking Water Supply and Sanitation Decade (IDWSSD) from Cluster Three on Sectoral Issues. A small programme on Statistics on mid-life and older women has not been examined because there is no finished product.

### 1a. Improving Statistics, Indicators and Data on Women

#### A. Activities

##### A.1. Publications

12 publications (see Annex V)

##### A.2. Expert Group meetings

Expert Group Meeting on Improving Statistics and Indicators on the Situation of Women held in New York (1983).

##### A.3. Workshops and Seminars

11 national training workshops for users and producers of statistics in Asia, Africa and Latin America: Nigeria (1986); Pakistan (1986); Indonesia (1987); Sri Lanka (1987); China (1988); Senegal (1989); India (1989); Ecuador (1989); Puerto Rico (1990); Malaysia (1990); and Sudan (1990). And one scheduled in Venezuela in 1991.

5 subregional training seminars for

users and producers of statistics in: Zimbabwe (1985); Barbados (1986); Costa Rica (1989); Mali (1991); South Pacific Region (1991). And one scheduled in South Pacific in 1991.

A.4. Other Meetings

ECE/INSTRAW Conference of European Statisticians on Statistics and Indicators of the Role and Situation of Women, Geneva (1985).

Regional meeting with ECE on Statistics and Indicators of the Measurement of Women's Work, in Greece (1988).

Intergovernmental ECE/INSTRAW meeting on Statistics on Women, in Geneva (1989).

B. Relevance of Training for Users' Groups

In the early 80's, the need to improve statistics and indicators of the status of women as well as the lack of dialogue between producers and users of statistics on women came into a sharp focus. Women's roles and contributions remained invisible because they were not reflected in official statistics. INSTRAW responded to this critical issue by initiating a successful and mutually satisfactory collaboration with the United Nations Statistical Office (UNSO) and by thus strengthening UNSO activities in this area.

The relevance of this training programme for user groups can be judged by the fact that the Governments of many developing countries have been asking INSTRAW to organize statistics workshops that stimulate and enhance the dialogue between producers of statistics and users of WID statistics. These workshops, have been usually supported by the inviting Governments or by ESCAP in Asia and have been often co-

sponsored by other UN organizations. The workshops have been attended by women's organizations, women researchers, staff members of statistical offices and representatives of donor and UN organizations and have usually led to the development of a plan for action regarding statistics on women on the part of governments.

The developed training material have been very useful for both producers and users of statistics, as readers or as workshop participants. The producers were usually demographers and statisticians in central statistical offices and users were members of Women's Bureaus or ministries, some local researchers, academics and NGO's.

Most of the training workshops on statistics and indicators of women have focused on sensitization and training on compilation and utilization of statistics. These workshops are very useful for women's organizations for learning about the different sources of statistics on women as well as how to use them as tools for advocacy. They are also useful to demographers and statisticians who learn about the nature of statistics women users need. Statistical workshop participants, users and producers of statistics, also learn about the organizational setup, needs and constraints on both sides and begin to establish an interactive basis with each other. Some training workshops, however, went well beyond sensitization and compilation of statistics. The ones held in Sri Lanka and India, for example, also included discussions of conceptual and methodological problems involved in the enumeration of women's economic contributions as well as

alternative solutions.

The publications are also very useful to producers of statistics who find specific guidelines as to how to obtain better quality of data about women and better coverage and presentation of important issues. Users of statistics, on the other hand, find basic principles for calculating and presenting indicators using existing data sources which are useful for planning, monitoring and evaluating of projects.

#### C. Application of Research Results in Training

In the area of statistics and indicators, research has been consistently and coherently applied in the training materials and in the organization of training workshops. The training material, for example, used in the Harare workshop was the publication Compiling Social Indicators on the Situation of Women which was based on relevant research, including in-depth household studies from developing countries. For the other workshops, the papers presented on each substantive topic were written by national consultants and were based on national data collection experience and in-depth studies.

#### D. Collaboration with UN Agencies and other Training Organizations and Institutes.

All the work on statistics on women has been undertaken in collaboration with UNSO, a collaboration that has been productive and mutually beneficial and satisfactory. INSTRAW played a very important catalytic role by contributing

financial support for the preparation of two very important statistical reports, on Compiling Social Indicators on the Situation of Women and on Improving Concepts and Methods for Statistics and Indicators on the Situation of Women (United Nations, 1984a; 1984b in Annex IV). These two publications have set the scene for the implementation of changes in the area of statistics on women. In this way INSTRAW reinforced the work that UNSO wanted to undertake, emphasized the point of view and the needs of women's organizations and machineries as users of statistics and helped increase the legitimacy and visibility of this important work.

A number of other important publications have ensued from the continuous collaboration between INSTRAW and UNSO, such as the Training Users and Producers in Compiling Statistics and Indicators on Women in Development (United Nations, 1987); and the publication on Improving Statistics and Indicators on Women Using Household Surveys, (United Nations, 1988) (See ANNEX IV).

An important factor in rendering the collaboration successful has been the fact that a staff member of the Statistical Office became later a staff member of INSTRAW. In this way, this staff member ensured good collaboration through her technical competence and the understanding of both institutions.

In collaboration with the Statistical Office of ILO, INSTRAW undertook in 1985 the publication of Women in Economic Activity: A global Statistical Survey, 1950-2000 (See Annex IV).

Advisory services were provided by the UN Statistical Office and the national statistical offices played an important role in all statistics workshops. The preparation of training material and the organization of the workshops was undertaken in collaboration with a number of national and international organizations. For the Harare sub-regional workshop, for example, training material were prepared in collaboration with UNSO and the workshop was organised in cooperation with ECA and UNSO and hosted by the government of Zimbabwe through the central statistical office and the Ministry of Community Development and Women's Affairs. Additional support was provided by UNFPA and UNIFEM. The other national workshops in Asia were organised in collaboration with ESCAP and UNSO and the respective national statistical bureaus and/or women's divisions or Ministries. In the case of Sri Lanka and China, women's research organisations were also involved. Similarly, the four training workshops organized in Sudan, Somalia, Kenya, and Nigeria and the regional workshop in Ethiopia were undertaken in collaboration with UNICEF, or/and ILO, ECA, UNDP and Ministries of Social Development or Interior. All workshops were attended by representatives of relevant ministries, agencies and organizations as well as by members of donor and international organizations as observers.

#### E. Use of Internal and External Training Staff

In training workshops on statistics, both internal and external training staff was utilized. In the Harare workshop,

for example, resource persons included staff from the statistics division and the African training and Resource Centre for Women of ECA, and INSTRAW staff, including one consultant. At the other training workshops on statistics, all papers presented were prepared by local government officials from the statistical offices on the part of producers, and by statisticians, researchers, members of women's organizations, and staff of international organizations as users. At all the meetings INSTRAW was represented by senior staff as well as by a consultant.

#### F. Quality of Training Material

In the area of statistics and indicators, the quality of publications and of the training material produced by INSTRAW in collaboration with UNSO is very good with regard to its scientific merit as well as for its relevance for users and producers of statistics. With regard to producers, there are specific guidelines and discussions on how to obtain better data on women by paying more attention to concepts and methods of measurement, to special studies to supplement conventional sources, and to dialogue with users. There are also practical guidelines for the organisation of statistical services in terms of developing mechanisms to ensure user inputs, and suggested mechanisms for overcoming difficulties encountered in the process of identifying user groups, especially in rural areas and the informal sector.

For users of statistics, there are basic principles of calculating and presenting indicators in specific selected



development fields. There are also practical exercises in computing and presenting indicators to give users first-hand experience. The focus is very clear and basics are dealt with step by step.

Training material used in different training workshops and prepared by different consultants vary in content and quality. They usually include information concerning sources of data and their characteristics; availability of statistics for compilation of indicators; practical constraints faced by producers in producing reliable statistics such as the use of male interviewers; and problems faced by users of statistics on women. In addition, in some workshops as the ones held in India and Sri Lanka, as was stated earlier, discussions on important conceptual and methodological difficulties encountered were presented as well as concrete alternative solutions to these problems. Producers were, thus, provided with important methodological tools that could improve the collection of data on women, particularly regarding unpaid work.

#### G. Use of Training Material

It seems that INSTRAW's work on women statistics is the best known and the most universally appreciated work. Most of the statistics publications and workshop reports are used both by users and producers of statistics. Only one is too technical and relevant to a small number of statisticians (Sicherl, 1989-see Annex IV). Publications and workshop reports prepared jointly by INSTRAW and the UNSO have been

widely disseminated by the UNSO to national statistics offices and by INSTRAW to other relevant user groups such as women's organisations, women researchers, WID specialists and WID research centres.

**1b. Statistics on Women in the Informal Sector**

**A. Activities**

**A.1. Publications**

8 publications, 2 draft handbooks and 8 papers (see Annex IV)

**A.2. Expert Group meetings**

Expert Meeting on Measurement of Women's Income and Participation and Production in the Informal Sector in Santo Domingo (1986).

**A.3. Workshops and Seminars**

Regional training seminar for Anglophone countries in Zambia (1990).

Regional training seminar for Francophone countries in Burkina Faso (1990).

National training workshop on methods of compiling statistics on women in the informal sector scheduled for 1991 in Burkina Faso, Congo, Gambia and Zambia.

**B. Relevance of Training for Users' Groups**

The examination of the validity of existing statistics on women's economic contributions showed that these contributions are grossly under-enumerated because in many developing countries a large percentage of urban and rural women are involved in the informal sector. INSTRAW's focusing on statistics on women in the informal sector was, therefore, a natural sequence to the earlier work undertaken on statistics on women. Again in collaboration with the United Nations Statistical Office as well as the Statistical Division of ILO, INSTRAW undertook research to identify the problems

encountered in methods of valuing women's work and of quantifying their participation and production in the informal sector. The objective of the research was to design methodologies that can be used in order to quantify women's participation and contributions to the informal sector and to make national accounts more sensitive to women's contributions.

INSTRAW in collaboration with the UNSO prepared studies and reports to review the ongoing work on the revision of the UN System of National Accounts (SNA) and related international statistical classifications. Case studies were undertaken in Indonesia, Malaysia, Mexico and Venezuela. On the basis of this work, INSTRAW prepared five important papers that were presented to the relevant expert meetings on the revision of the System of National Accounts held in New York and in Moscow (See Annex IV).

INSTRAW's implementing status made it possible to collaborate with ECA, as an executing agency, the Organization for African Unity, ILO and UNIFEM on a project on "Improving African Women's Role in Informal Sector: Production and Management" funded by UNDP. INSTRAW is responsible for the component on statistics and the preparation of two technical handbooks. The project includes four case studies in Zambia, Burkina Faso, Gambia and Congo in which methods for quantifying women's contributions in the informal sector are tested.

The project has produced two draft monographs. The one on the "Synthesis of Pilot Studies on Compilation of

Statistical Methods for Women in the Informal Sector" produced in collaboration with UNSO will serve as a guide at the national level for statistical compilation on women's production and contributions in the informal sector in industry, trade and services. The other, a handbook on "Compilation of Statistics on Women in the Informal Sector in Industry, Trade and Services in Africa," (will be referred as the Handbook) focuses on the quantification of women's remunerated and unremunerated work in the informal sector covering activities in industry, trade and services.

The team finds, and this opinion has been reinforced by the comments of the persons interviewed in the UN system, that the research on women's contributions to the informal sector and the preparation of technical handbooks on the subject are very relevant to users' needs. And they are timely as new concepts are being applied in order to define the informal sector and women's economic contributions; and the need is being felt for revisions of international classifications and for expanding the production boundary of the SNA.

In terms of relevance to user groups, all INSTRAW papers on the measurement of women's economic contributions in the informal sector are quite useful to both producers and users of statistics in that they provide them with the needed methods and tools (See Annex IV). They address the majority of conceptual and methodological issues that constrain data gathering, compilation and analysis regarding women's economic participation in the informal sector, and they provide a number of very useful, specific methodologies.

Also the Handbook includes discussions of basic statistical concepts and operational definitions, descriptions of data sources, and illustrations that are extremely useful for users of statistics interested in compiling indicators and in estimating women's contribution to the informal sector and to GDP. It serves as a practical guide on how to produce statistics on women's contributions to development in the non-agricultural informal sector and it includes step-by-step explanations for arriving at estimates of women's contributions. The team is of the opinion that the Handbook can serve the interests of women as well as of the whole community and that it will guide government decisions concerning economic and social policy about employment, income and production.

C. Application of Research Results in Training

The research on women in the informal sector applied in training includes: a) methodological experiences in the ECLAC region; b) measurement issues of women's participation in the informal sector (Malaysia and Indonesia); c) the synthesis of pilot studies in four African countries (Zambia, Mali, Burkina Faso and Congo); and the compilation of the statistics and the methods used in a draft handbook (See Annex IV).

The Handbook is based primarily on the four country case studies in Africa, in Burkina Faso, Zambia, Mali and Congo, for which existing statistics were collected through missions undertaken in 1988 and 1989. Most of the material in the case studies originate from special surveys undertaken by the

national statistical offices, or from on-going tabulations of census and survey data. In addition, the handbook used publications of the UN statistical office, the ILO and research studies from developing countries.

#### D. Collaboration with UN Agencies

Most of the research undertaken on women in the informal sector has been in cooperation with the UNSO, the Statistical Division of ILO and the regional commissions (ECLAC and ECA). The implementation of the UNDP project on "Improving African women's role in informal sector production and management" that is, the organization of the regional workshops and the review of the draft technical handbook have been carried out in close consultation with UNSO through a number of meetings in 1988 and 1989.

INSTRAW's collaboration in this area with the Statistical Division of ILO has also been reported as successful and mutually satisfactory. It has been reported that INSTRAW, through participation in meetings and through competent consultants and high quality papers, has played a very important catalytic role by stimulating interest in important conceptual and methodological issues regarding women's occupational classification and women's economic contributions in the informal sector. It has also been reported that INSTRAW plays the role of an effective pressure group within the UN system whose impact has led to redefinitions in the occupational classification system undertaken by ILO and UNSO and in ILO's developing

international standards for data collection on the informal sector.

E. Use of Internal and External Training Staff

The research on statistics on women in the informal sector has been carried out by external consultants, demographers and/or statisticians and coordinated by the INSTRAW desk officer on women in the informal sector. Papers have been produced by consultants, who were nationals and staff members of Central Statistical offices as in the case of the country case studies for Africa, or international as in the country reports for Malaysia and Indonesia. The methodological papers also rely heavily on experience acquired by WID researchers in the ECLAC region.

In the 1990 Zambia training seminar on women's role in the informal sector at which the draft Handbook was presented and reviewed, resource people included INSTRAW consultants, the representative of ECA, the ILO chief technical advisor and INSTRAW personnel. Participants from 36 Anglophone African countries included representatives from statistical offices, Women's Bureaus, Ministries, women's organisations, women scholars as well as observers from UN agencies. The seminar was successful as the mixture of representatives from women's organizations and women scholars who had carried out research on women's participation in the informal sector interacted fruitfully with statisticians and made important suggestions for revisions of the document.

#### F. Quality of Research and of Training Material

Probably the most outstanding work undertaken by INSTRAW is the work focusing on the design of methodologies for collecting and analyzing statistics on women in the informal sector and on their contributions to Gross Domestic Product (GDP). This is innovative and pathbreaking work with crucial policy and programme implications that will help increase significantly women's visibility as economic actors and their access to crucial services and resources.

The objective of the Handbook was to serve as a practical guide on how to produce statistics on women's contribution to development in the non-agricultural informal sector. It serves this purpose very well and the overall quality of the contents is quite good. It uses step by step explanations for arriving at estimates of women's contribution to Gross Domestic Product (GDP) and basic statistical concepts and operational definitions used in data collection exercises are discussed in sufficient detail. Relationships between aggregates of national income, national product and national expenditure, and women's contribution in each, are explained very well. Finally, the list of dummy tables (with notes and explanations) and illustrative examples are very instructive. However, questions about the appropriateness of GDP as a measure of development are not raised, neither is the problematic issue of the exclusion of many women (and men, too) from labour force surveys and censuses because of conceptual and methodological problems. Such issues are, however, relevant for many countries like Burkina Faso or



Mauritania.

The participants from 36 African countries of the regional workshop on this theme expressed their favourable opinion regarding the quality and importance of this handbook by making the following recommendations that can enhance not only the dissemination but also the mainstreaming of the content of the handbook in training, research, planning and policies in Africa:

- (i) The handbook should be used for training, as a guide and reference;
- (ii) the ECA Statistics Division should include informal sector statistics in its work programme;
- (iii) the Joint Conference of African Planners, Statisticians and Demographers should set up an ad hoc expert group to study the handbook and make recommendations to the national statistical offices for its use at the national level;
- (iv) African research institutes should consider experimentation of the expanded GDP, advise on the use of the handbook, and provide feedback to producers of statistics;
- (v) a comparable handbook on the compilation of statistics on women in the informal sector in agriculture in Africa should be prepared as a complement to the existing one; and
- (vi) all African governments should be sensitized to the need for integrated statistics and this should be brought to the attention of the Conference of African Ministers

of Economic Development and Planning.

Already the ad hoc expert group of African Planners, Statisticians and Demographers has been set up and is being chaired by an outstanding senior African demographer and the revision of the Handbook is under way. More valuable input for the ongoing revisions is expected to be made by the participants of the workshop in Francophone Africa.

#### G. Use of Training Material

There is little doubt that there is significant demand in developing countries for training material on methodologies for the collection and analysis of statistics on women's contributions in the informal sector. The team is of the opinion that these training material will be of great use to researchers interested in analyzing the relative position of women working in the informal sector, including statisticians and demographers working in statistical offices, research institutions, universities, and women's organisations. How widely they will be used will mostly depend upon the effectiveness of dissemination of the methodological handbooks and other relevant publications. The draft handbook has been already widely disseminated especially through participants at training workshops.

## 2. Water Supply and Sanitation

### A. Activities

#### A.1. Publications

11 publications (see Annex IV)

A.2. Workshops and Seminars

4 testing seminars for Water Supply and Sanitation training packages held in: Kenya (1987); Ethiopia (1987); Sudan (1988); and Somalia (1988).

Training seminar on Women, Water Supply and Sanitation held in Nigeria (1989).

Interregional seminar on women and IDWSSD in Egypt (1984).

Regional meeting with ECA/UNESCO on Socio-Economic and Policy Aspects of Water Resources Management in Africa held in Ethiopia (1986).

Regional meeting with ESCAP on the Role of Women in IDWSSD in Thailand (1989).

Bi. Introduction

In recognition of the important role of women in water supply and sanitation, a Task Force on Women and IDWSSD was established in 1982 by the organizations of the United Nations system through the Steering Committee for Co-operative Action for IDWSSD. The work of the Task Force, chaired by UNDP's Programme for the Promotion of the Role of Women in Water and Environmental Sanitation Services (PROWESS) and supported by INSTRAW, resulted in a changed orientation towards women's involvement from an one component approach to an overall approach permeating all project components. This included the development of a planning and evaluation framework built on existing evaluation procedures and focusing on increased sustainability and reliability. In this way, INSTRAW played a very important catalytic role and put women on the development agenda in this International Decade.

The training programme in Women and Water Supply and Sanitation (WWSS) is one of the two major training INSTRAW

programmes. There is a basic difference between the training programme on statistics on women and the WWSS training programme. The statistics on women training is based on a collaborative research programme with UNSO and has had the benefit of specialist INSTRAW staff. The WWSS training, on the other hand, is a graft from outside without connection to an INSTRAW research programme and without the benefit of staff specialists. Also INSTRAW in collaboration with UNSO produced a number of important publications that established the Institute's reputation in this area while there has been no publication in the field of WWSS aside for the WWSS training modules. Another important difference was that the statistical workshops were not based on global training modules but on research and training guidelines produced by local and international consultants adapted to the national level and, therefore, quite relevant to the needs of local users and producers of statistics.

#### Bii. Description of the Multimedia Training Package

In 1986, INSTRAW produced a multimedia training package on Women, Water Supply and Sanitation (WWSS) that includes 700 pages of training text, pedagogical scheme, lesson plan, trainers guide, evaluation forms, key-issue checklists for group work, additional reading and bibliography; and a set of audiovisual materials comprised of 120 overhead sheets (transparencies), four slide sound packages and two videos in both modules. The modules focus on Africa, Asia, The Caribbean and Latin America and are available in English. A

French and a Spanish version is planned, but due to lack of funds the translation has been postponed.

The package includes two sets:

1. A five day training seminar, consisting of five sub-modules, for senior officials from Ministries of Education, Health, Planning, Public Affairs, and Social Welfare; development planners and local authorities; and representatives of non-governmental organisations. The major aim of the seminar is to create an awareness of the necessity to enhance women's involvement and at the same time to ensure their effective participation at all levels of planning and implementation of water supply and sanitation programmes.

2. A ten-day training seminar, consisting of seven sub-modules, for leaders and senior officials of women's organisations at national, regional and international level aiming to inform women leaders about WSS issues so that they can advocate women's more effective involvement, as active contributors at all levels of planning and implementation of WSS projects and programmes.

The modules need a qualified instructor. The training modules include an Instructor's guide, key-issue checklist, additional reading, study visit guidelines, and evaluation questionnaire.

In addition to the above mentioned modules, INSTRAW prepared in 1989 in co-operation with the Fondation de l'Eau (France) a training module on Women, Water Supply and Sanitation to be used at the community level aiming at grassroots women's groups, the members of which are often

illiterate. This training module, planned to be available in English and French and using a participatory approach, consists of a trainer's manual and a set of 80 large drawings with simple captions in colour. Due to lack of funds the final version of the material has not been produced yet. This is unfortunate because this training module would be very relevant to user needs of women's groups at the grassroots level and of women community development workers.

Biii. Relevance of Training Programme for User's Groups

The WSS training package is relevant to existing user needs but there are questions as to whether it meets better the training needs of user groups than other available training packages adapted to the national level and developed by agencies with WSS expertise and operational experience, such as PROWESS and UNICEF. The team does not think that the INSTRAW WSS training material are better than those developed by the other agencies. There is, therefore, duplication of effort.

The evaluations carried out during training workshops concerning methodology, content, and curriculum design indicate that some participants found the modules too massive to be able to digest them; others asked for more practical experiences and case studies; and yet others felt that it was necessary for the modules to have more in-built flexibility so that they can be adjusted according to the needs and interests of different target groups. Also, participants stressed that there was too much emphasis on the INSTRAW and IDWSSD

mandates.

Furthermore, the slides in the training package show only examples from the Sahel in West Africa where water supply problems are very specific to the region and it will be difficult to adjust them to other countries and regions.

Finally, the cost of \$1,000/module raises serious questions about the degree to which they can be accessible to women's organizations, universities and training institutes in developing countries.

#### C. Application of Research Results in Training

Research findings have not been consistently and adequately applied in the development of the WSS training materials. It is evident that there was no specialist in-house and that there has not been sufficient input from researchers and operational specialists. The training material would have greatly benefited from inputs from a network of researchers and operational specialists in WSS. This could have been achieved by working closer with the PROWESS Global Project.

#### D. Collaboration with UN Agencies and other Training Organizations and Institutes.

During the preparation of the WSS modules, INSTRAW cooperated with the ILO/Turin Centre. Certain difficulties were faced due to the fact that the ILO/Turin Centre staff had limited experience in WSS. It was, therefore, necessary for INSTRAW to provide the information and documentation on the

subject despite the fact that there was no specialist staff member. Thus, the production has been based primarily on available literature on WWSS. Another training institute with considerable expertise and operational experience in WWSS would have been a better choice for the production of the modules.

The modules have been tested in six regional and national seminars. All seminars were held collaboratively with UN organizations, and/or national ministries and were financed by the Italian Government, except for the regional seminar in Thailand. This seminar undertaken in cooperation with ESCAP was funded by INSTRAW because the Italian Government put as condition for funding that all seminars should be held in Africa.

Currently, the WWSS modules have been sent by the Natural Resources and Energy Division of TCDC to the International Reference Centre for Community Water Supply and Sanitation (IRC) in The Netherlands for revisions. IRC is summarizing and updating the training modules and adding a new much needed module on water resources management and women. When the revision is completed (estimated by the end of 1990), the revised modules will be sent back to TCDC and INSTRAW and arrangements will be made between INSTRAW and ILO/Turin for the updating of the audio-visual training material.

#### E. Use of Internal and External Training Staff

In training workshops on WWSS INSTRAW made use of the same consultant to organize all aspects of the workshops,



including all administrative arrangements and logistics, determination of the seminar site, identification of international and local staff, selection of lecturers and participants, lobbying and public relations for interest and support for participation and follow-up action. During the seminars, the consultant, who is not an expert in WSS, was the resource person for Sub-module I and in charge of the resulting report. For each workshop, however, regional and national consultants with expertise and experience in the water supply and sanitation sector were selected to act as resource persons and to present the sub-modules.

#### F. Quality of Training Material

The WSS modules produced by INSTRAW/ILO/Turin Centre lack the benefit of practical field experience and operationality at the national level. Furthermore, the sector is changing rapidly and accordingly also the approaches to training of specific target groups. Lacking a professional staff member specializing in WWSS, INSTRAW has not been able to follow closely the developments in the sector and to assess their consequences for needed changes in training material.

The WWSS training package does not include important components related to planning and management aspects, including evaluation methodology and the relationships between water supply, sanitation, health and socio-economic development.

### G. Use of Training Material

The distribution and use of the WSS modules has been very limited: only six Modules have been purchased by UNDP, UNICEF, World Bank, WHO, NORAD and the Worldview International Foundation. More than sixty requests have been received asking for information about the modules half of them from United Nations Agencies, bilateral donors and the other half from NGO's and research institutions from Indonesia, India, Pakistan, Philippines, Nigeria, Zimbabwe, South Africa, Ecuador, Peru and Paraguay. There is no information regarding the experiences of those six institutions with using the WSS modules. Only one of the 11 WID specialists from donor agencies who responded to the questionnaire about INSTRAW had seen but not used the WSS training package.

An positive example of a project resulting from a WSS training course is the pilot training programme for village women as hand pump mechanics in tribal areas in India. The project was set up by a woman water engineer from Jal Nigam, the State Water Authority of Uttar Pradesh, who attended the INSTRAW seminar on Women and Water in Bangkok and who became more aware of the potential role of women in water management.

### 3. Women and New and Renewable Sources of Energy (NRSE)

#### A. Activities

##### A.1. Publications

5 publications (See Annex IV)

##### A.2. Expert Group meetings

Expert Group Meeting on TCDC on the "Role of Women in New And Renewable Sources of Energy," held in Santo Domingo (1985).

### A.3. Workshops and Seminars

Regional training workshop on women and NRSE held in Ethiopia (1989).

2 Testing seminars for Energy Training Package held in Tanzania (1990); and in Egypt (1990). A national seminar held in Dominican Republic in 1990 on "Women, Development and Energy Alternatives: NRSE." Mediterranean training seminar with Yugoslav FP and ICPE in Yugoslavia (1990).

4-week training course for trainers/animateurs in Africa held at the ILO/Turin International Centre (1990).

In 1990-91, participants from two selected African countries will be assisted in organizing their first local seminar, based on the use of the training package adapted to suit national requirements.

The development of NRSE training modules is not completed and will, therefore, be only briefly discussed. Following the recommendation of the Expert Group Meeting on the "Role of Women in New and Renewable Sources of Energy" in 1985, INSTRAW conducted a survey on training needs for women and NRSE which indicated a lack of adequate training materials incorporating the role of women. INSTRAW embarked in the development of training material on Women and NRSE as it is a member of the Inter-Agency Group on NRSE and was given the mandate to be the lead agency within the UN system on the theme "Women and NRSE."

### B. Relevance of Training Programme for Users' Groups

The developed training modules are addressed to planners, project managers and executors who need to be sensitized as well as to women's organisations. This, in itself, may be problematic since the same material cannot be used for both audiences. A different orientation is needed for planners and

government officials and a different one for women's organisations. More over, some extremely relevant and practical issues, like economic, environmental and human costs of projects, and management training needs of women, are not addressed, thus rendering the present training modules less relevant to user groups.

The NRSE modules are still being tested and will be revised after pilot testing in four African countries and two proposed sub-regional training workshops in Peru and Harare. Only two of the pilot tests have been completed. A regional workshop was held in Ethiopia in October 1989, attend by 17 participants from 13 African countries, 24 observers from UN agencies governmental and NGO women's organisations. Participants felt that there were constraints to the implementation of NRSE projects that were not addressed in the module such as, women's time, lack of information, cultural factors, lack of incentives, logistic problems, poor health, etc. Also they felt that it is important to deal with measures that can help overcome the constraints such as provision of incentives, giving priority the women for high level training, and emphasis on technologies that reduce the work burden of women.

A second pilot test was a national workshop in Tanzania in June 1990 in which took part 17 participants from ministries, departments, women's organisations, NGO's and teachers. A participant evaluation revealed that the time allotted for training- five days was felt to be too short. The participants also wanted more information on local needs,

constraints and solutions. But most thought they could use the knowledge gained in their present and future work.

C. Collaboration with Other UN Agencies and Training Institutes

The NRSE training modules were prepared with the active cooperation of the ILO Turin Centre, where the modules were actually produced. The modules were pretested in Tanzania in a one week workshop in cooperation with ECA, with funding by the government of Italy.

INSTRAW is collaborating with an NGO, VITA, for the implementation of the project on Improving Linkages between Women and Energy Sector Policies, Programmes and Projects with special reference to new and renewable sources of energy with additional funding from UNDP. The project involves extensive field research during preparatory missions to Mali, Burkina Faso, Zambia and Nigeria. INSTRAW has primary responsibility for the Anglophone countries and VITA for the Francophone countries. During the first year of implementation a situational analysis, including a training needs assessment will be completed and prototype training curricula and materials will be developed.

D. Application of Research Results in Training

Most of the references cited in the NRSE training material as well as additional reading material provided, were FAO, ILO and other UN documents and reports and not research studies from individual countries. It seems, therefore, that

most probably the data base for the training modules does not include the most up to date and relevant research findings from developing countries.

#### 4. Monitoring and Evaluation

An expert consultative seminar on evaluation methodology of WID projects and programmes was organized by INSTRAW in 1990. Many of the UN professionals interviewed by the team were WID focal points and evaluation specialists and participated in this seminar. They reported that they found the seminar useful mainly because they had the opportunity to meet and discuss between themselves but that they were disappointed by the way the seminar was managed. They felt that instead of stimulating substantive discussions, the participants were urged to formulate recommendations and a plan of action for INSTRAW in the area of WID evaluation. Despite this unfavourable climate, some participants began to develop a common evaluation framework and an agenda of problems that need additional thinking. When, however, the report on the Consultative Meeting was published, the participants were again disappointed because the creative work done during the meeting was not included. Furthermore, INSTRAW had prepared a background paper reviewing the experiences of the different WID officers which was not satisfactory to the participants who requested many changes. Thus, a good initiative created a negative image for INSTRAW because it was not utilized in a creative manner that would foster collaboration.

## 5. Options and recommendations

### A. Training

In the area of statistics, INSTRAW has successfully collaborated with the statistical institutions of the UN system as well as with national statistical institutions. It has not, however, broadened the scope of cooperation with significant international, regional and national training institutions which are not specialized in WID but which have shown interest (or should be appropriately stimulated to develop such an interest) in mainstreaming gender issues in their training programmes. Examples of such institutions would be the Pan African Institute of Development, a regional training institution headquartered in Douala, Cameroon with four branches, two in Francophone and two in Anglophone countries and the Economic Development Institute (EDI) of the World Bank that holds influential training and policy seminars. EDI has a Division on National Economic Management that represents a potential user group for the work undertaken on the measurement of women's contributions in the informal sector in national accounts.

In view of INSTRAW's experiences with different types of training material and different development modes and in view of funding and professional staff limitations, it is recommended that:

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1. The development of training material is undertaken only when the topic of training is closely linked with research undertaken by INSTRAW

and corresponds to the expertise of INSTRAW professional staff. Hence, INSTRAW should continue the initiated important work on women's economic roles in the informal sector with the development of methodological handbooks and modules that can be used by statisticians and demographers at the national level as well as with training and advocacy. Also it is recommended that in collaboration with specialized agencies and research institutions, INSTRAW proceeds with research and the development of methodological handbooks regarding the measurement of women's economic roles in the informal sector of agriculture.

2. In view of the fact that the production and distribution of the WSS global training modules and multi-media package has been problematic and in view of the fact that other UN executing agencies have WSS specialists and operational experience, it is recommended that INSTRAW stops its involvement with WSS training material and hands it over to one of the UN specialized agencies like UNICEF or PROWESS. The same holds true for the community WSS module for grassroots, illiterate groups the successful production and distribution of which requires field experience.

3. The training packages on Women and NRSE need to be further revised in the light of field research to be undertaken in Africa. These revisions must be



undertaken in collaboration with specialized UN and other international, regional and national research and training organizations and institutes, with ultimate aim to hand the training packages to an interested and competent institution.

4. Impact analysis is undertaken of the effects of different statistics training seminars on policies and data collected by Censuses and other national surveys undertaken in 1990 and 1991.

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In addition INSTRAW can play a catalytic role in the development of gender-sensitive training material and has several options as to the implementation of this catalytic role such as:

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(i). To stimulate and assist different types of regional and national training institutions to develop gender-sensitive training material appropriate for different key sectors and to integrate these training material in their regular curricula. INSTRAW could identify a number of good gender trainers in different sectors (such as agriculture, micro-enterprises, environment, and energy) and to utilize them in assisting agricultural, management, business, environmental, etc. training institutions to integrate gender training in their curricula and training programmes. This option would have the added advantage of

stimulating the development of training material that are adapted at the national level and would have a significant multiplier effect.

(ii) In collaboration with UNSO, INSTRAW could provide training and consultants to assist national statistical offices to collect gender-disaggregated and gender-sensitive data in key sectors such as agriculture, rural industries, micro-enterprises, and industry.

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In implementing the above options, INSTRAW needs to utilize the services and expertise of experienced trainers as consultants in gender issues in the sectors in which training modules and material will be developed in order to reinforce the work of the sole training officer.

#### B. Research

INSTRAW's experience has shown that research is the necessary basis for the development of successful training material and that research and training activities need to be closely interlinked. INSTRAW needs to strengthen and expand its mandated catalytic role in research on Women in Development. This is the opinion of the team as well as the opinion of most WID specialists interviewed in the UN system. The concern was voiced by many WID specialists that research relating to women's issues is very fragmented within the UN system and that although there is not sufficient research, there are unnecessary duplications. INSTRAW could play a

pivotal role in WID research through the following recommended options:

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1. In collaboration with UN agencies such as UNIFEM, UNICEF, UNFPA and WID divisions and WID focal points of UN agencies; regional commissions on women; WID specialists of donor agencies; WID focal points in Ministries of different countries; and WID researchers in developed and developing countries, to undertake a critical review (and possibly also a synthesis) of existing basic and operational research in sectors important to women, such as agriculture, technology, micro-enterprises, environment and energy; draw the policy implications of the research findings and disseminate them widely (possibly through the publication of a review on Women and Development); and identify existing crucial research gaps that constitute research priorities.

2. To stimulate and support the undertaking of research in the identified priority topics by competent research organizations and institutes and the dissemination of the research findings to policy makers and operational UN, donor agencies, and NGO's.

3. In collaboration with UNSO and national statistical offices, to stimulate research to be undertaken by national statisticians and researchers

in the area of women's contributions to the informal smallholder agriculture in order to develop methodology that allows to value and quantify women's economic contributions to agricultural production and National System of Accounting.

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The implementation of the second recommended option does not imply that INSTRAW will become a research clearinghouse in specific sectors or sub-sectors but that instead, it will play a catalytic role in integrating and critically reviewing the WID research efforts of UN and non-UN agencies, organizations and institutes. Also the implementation of the above options requires the inputs of a senior researcher to coordinate the collaborative research objectives and to establish a close collaboration between the above mentioned UN agencies. A close and substantive collaboration, on the other hand, requires clear-cut procedures for collaboration between INSTRAW programme officers and researchers and programme officers of the collaborating institutions.

It must be underlined that the above recommendations as well as all other options and recommendations in this report are elements to be considered by INSTRAW in the process of preparing a well defined and concise strategy.

The implementation of the above options and recommendations also has personnel implications that will be presented in the section on Organizational Structure.

### III. DOCUMENTATION AND DISSEMINATION ACTIVITIES

#### A. Documentation Activities

In 1990, INSTRAW published about 65 publications including INSTRAW News, supplements, reports, studies, stationary, and posters. The main publication is the INSTRAW News, a biannual newsletter, of which:

- 6.500 copies are printed in English and 5.500 copies are distributed;
- 3.000 copies are printed in Spanish and 2.500 copies distributed;
- and 3.000 copies are printed in French and 2.500 copies distributed.

INSTRAW News is distributed to UN organizations, ministries, women's organizations, and individuals. The main purpose of the periodical is to report on the work of the Institute and, in doing so, to record research trends and to promote training materials and global networking on women and development topics. The material selected includes excerpts of studies, reports of meetings, interviews, news, etc. Each issue has a special focus, e.g. "New and Renewable Sources of Energy", and "Water and Sanitation: The Vital Role for Women," "Networking for Women in Development". This focus and the selection of items are decided by the editorial board, composed of the Director, the Deputy Director and the Information Officer, according to programme priorities and relevant topics.

INSTRAW News has been criticised for its contents by several of the UN women interviewed but praised for the

bibliographies included in the articles. The opinion of several people interviewed was that it has gradually improved in quality.

A supplement is published with each issue, which usually has a higher print run since supplements are also used as training material for seminars and workshops organized by the Institute or in co-operation with other institutions. Each supplement focuses on a specific issue, e.g. "Improved Stoves. An Integral Part of Energy-Saving Strategies," published in 1988 and "Classifying Women's Activities. Three Case Studies: Kenya, Mexico, Nepal" published in 1989.

INSTRAW Links, a bulletin for networking with focal points is also published in the form of a supplement.

Another important publication for public information is the INSTRAW Medium-term Plan for the period 1990 - 1995 issued in 1988.

Two years ago the Board recommended the publication of a Review on Women and Development by the Institute but the recommendation was not implemented due to limited funds. However, the Board recommended again in the 1990 session the publication of the review as a part of the ten-year celebration for the Institute and an agreement was reached for such a review to be published as a special issue. The dummy of a special issue on Women and Environment is being prepared to be presented to the next Board meeting. It will have an academic bent, 90 pages maximum, 1500 copies to be printed in English, and later in French and Spanish. Such a special issue on Women and Environment, if prepared in collaboration

with the UNEP and other agencies specializing on environment, could be of great interest and usefulness to women's organizations, policy makers, researchers and trainers.

B. Procedures for Dissemination of INSTRAW Publications and Other Documentation

While the INSTRAW mandate states that it must: "establish and maintain a system of information, documentation and communication so as to enable the Institute to respond to the need for disseminating information world-wide on women's issues," developing countries that need more WID information than developed countries do not seem to be favoured by INSTRAW. The mailing list contains mostly addresses from developed countries (53%) and the Asia Pacific region is the least represented (11 percent), out of a total of 5,434 addresses (Table 1).

With regard to type of organisations in the mailing list, one fifth (21 percent) consists of women's organisations, women's NGO's and women's groups, which represents the largest group, while individuals represent the smallest group (14 percent). Government organisations, research organisations, NGO's and UN organisations are about equally represented (15-17 percent) (See Table 1).

There are, of course, variations by region. For example, in the Asia Pacific region, women's organisations, NGO's and research organisations are better represented than governmental organisations and individuals. In the Africa region, on the other hand, governmental organisations are

better represented than individuals and women's organisations. Furthermore, within each region, some countries are overrepresented, eg. the Dominican Republic in the Latin American/Caribbean region; Kenya, Ethiopia, Nigeria and Tanzania in the Africa region; India, Thailand and the Philippines in the Asia/Pacific region; and the United States among the developed countries.

The publications are free of charge but the recipients are encouraged to send the mailing cost to the Institute. INSTRAW News is as the only exchange publication from the Institute. The other publications are exchanged on request.

Since 1986, the increase in readership of INSTRAW News and INSTRAW publications has required a re-evaluation of print runs and of the mailing list. The mailing list has been quite problematic and the distribution of INSTRAW News is not satisfactory: some people or agencies receive two copies and some none. For example, NORAD in Oslo did not receive INSTRAW news and eight of the eleven WID specialists with NORAD, DANIDA and the Dutch Development Cooperation report that the field offices do not receive INSTRAW News. This represents a very serious flaw in dissemination procedures.

In general, there is lack of information about INSTRAW especially at the field office level. The location of the Institute plays an important negative role as well as programme discontinuities in the information, documentation and communications unit due to considerable staff turnover.



C. The Role and Functions of the Focal Points as Mediators between INSTRAW and local user groups.

INSTRAW's mandate for the establishment of the network of Focal points (FP) was spelled out in the 5th session of the Board of Trustees in January-February, 1985. According to this mandate, a framework for cooperation between INSTRAW and the FP's was drawn up that stipulated that FP's were to assist INSTRAW in maintaining contacts and coordinate cooperation in the country or the region of interested organisations and/or individuals who are active in WID research, training, information, documentation, and communication. In addition, the FP's were supposed to organise briefings on the work of INSTRAW and advocate its activities at the national level; organise professional meetings; prepare proposals and financial estimates for the implementation of long-term and biennial programmes of cooperation with INSTRAW; prepare reports on the implementation of these programmes; and organise fund-raising campaigns for INSTRAW. INSTRAW was also mandated to support the national FP's in various ways, for example, by providing advisory services, fellowships, and training material; by sponsoring meetings organised by the FP's; and by contributing to the financing of activities of FP's by using those contributions to INSTRAW Trust Fund which are made in non-convertible national currency.

Out of the 30 FP's recruited so far, 18 are in the developing world with a greater concentration in Latin America (9), six in Asia and only three in Africa. The majority of FP's are Ministries or Departments of Women's Affairs,

Ministries of Culture or Ministries of Justice and only eight are research institutes or individual researchers (See Annex VIII).

The selection of focal points takes place through an initial contact made with potential FP's either on a personal basis by INSTRAW staff, or on requests from national governments, or on the initiative of interested organisations. The Ministries and Permanent Missions at the UN send their nominations to INSTRAW and they are placed before the Board for approval. There is no screening process for FP selection on the part of INSTRAW and so far no request has been refused.

The first informal meeting of FP's was held in Nairobi after the Nairobi Conference in 1985. INSTRAW has sent two sets of questionnaires to FP's requesting information regarding previous activities and future plans, the results of which have been published in INSTRAW links. Also in August 1990, under management supervision, an in-house evaluation took place, in order to assess the performance of FP's in achieving the mandate spelled out by the Board; identify the inactive FP's; and develop mechanisms for activating the passive FP's.

The in-house evaluation lists the following five activities of FP's under the broad heading of "interaction and cooperation": request for INSTRAW publications; responses to INSTRAW requests; regular provision of information; scholarships; and internships. The other broad heading was "technical and substantial assistance to INSTRAW programmes" which included attending activities on behalf of INSTRAW;

organisation of joint activities; technical assistance to INSTRAW; funding of activities by INSTRAW; and national fund raising on behalf of INSTRAW.

The evaluation showed that of the 30 present focal points five, located in Ecuador, Finland, Mexico, Spain and USA had been the most active ones who had performed three or more activities in 1989-90. Six had been completely inactive and the remaining were passive with only one or two activities performed. The major activity reported by almost all the 24 FP's who report any activity is requests for INSTRAW publications and/or regular provision of news and publications to INSTRAW. Technical and substantial assistance to INSTRAW as well as attending meetings and seminars on behalf of INSTRAW are activities rarely performed by FP's. Four FP's had, however, been actually involved in fund raising on behalf of INSTRAW.

It must be noted that the INSTRAW staff feels that in addition to the lack of funds for maintaining linkages, there are important limitations in terms of staff time (for arranging for example regional meetings/workshops) to handle all the work, if all FP's were to be activated. According to INSTRAW staff, the main function of the FP's is outreach activities in terms of disseminating knowledge about INSTRAW and its activities at the national level. Their role as links between INSTRAW and relevant user groups of training modules or of the statistics publications was not envisaged and, therefore, was not included in the in-house evaluation.

Up to recently, from the INSTRAW side networking through

FP's has had low priority in terms of budget and mandate. This is evidenced from the fact that until 1990, the Board did not approve funds for this programme. A proposal for funding discussed in 1986 was not approved because of disagreements among Board members regarding the justification of such funding. For the first time during the 1990-91 biennium, a sum of US\$ 30,000 was allocated to cooperation with FP's under sub-programme six on "Network building and strengthening". Out of this amount, 15,000 dollars is allocated for official travel to provide advisory services, 10,000 dollars for communications and 5,000 dollars as contributions to FP's. In addition, FP's are to receive on a regional basis 4-8 scholarships for a maximum duration of 3 months each.

The low priority attached up to now to networking through FP's is also evident in the lack of definite strategy in which FP's are envisaged as extensions of INSTRAW at the national level as well as the lack of a systematic, step-by-step, operationalization of initiating, supporting and expanding the activities of FP's.

During 1989, action was focused on cooperation with the existing FP's rather than on establishing new ones. The cooperation consisted mostly in terms of FP's giving advisory services for holding national workshops (in Argentina, Cuba, Ecuador, Norway), providing internships (in Ecuador, Spain, Bulgaria), convening joint meetings and attending meetings on behalf of INSTRAW.

The new direction of cooperation planned for 1991 is to

use most active FP's in each region to convene meetings of FP's on a regional basis in order to stimulate a network among FP's. INSTRAW's strategy to reactivate and revitalise FP's includes: awarding internships to candidates recommended by FPs; and providing the funds for FP's to attend workshops or seminars on a regional basis and an informal meeting of FP's after the workshop. It is envisaged that the very active FP's can help revitalise the passive ones and restructure the relationship among them. The September, 1990 seminar on Water Supply and Sanitation in Yugoslavia is used as a test case.

#### D. Women and Communications

INSTRAW has dealt with communications as an important topic for research that may produce documentation of great usefulness to women. The Institute organized an International Consultative Meeting on Communications for women in Development, held in Rome in 1988 attended by 22 experts, representatives of 12 United Nations organizations and 18 observers. Board members and FP's took active part in the meeting, and assisted INSTRAW in the choice of experts. 31 papers by a number of communication experts were presented and disseminated widely by INSTRAW together with the guidelines from the meeting. WID women interviewed by the team, who had attended the meeting, commented favourably with regard to its organization and quality of papers.

The meeting focused on two issues: selection of communication technologies; and content of communication

messages suitable for development purposes. As a follow up to this meeting and based on its recommendations, a proposal was developed on "Development of Communication Material on women and Development" aiming to develop a methodological approach for defining, at the country level, women's roles and involvement in communications as well as communications issues faced by women. This methodological approach will be then applied and tested in one or two African or Latin American countries. Video clips and a video document will be also prepared aiming at the elimination of stereotypes about women in communications. The programme would draw on the results of research and field experiences in development communications to formulate policy and programme recommendations on the application of communication techniques and strategies to women in development issues. The proposed project submitted to the Government of Italy, if approved, will link up with a UNESCO project on communications in Kenya and Tanzania.

#### E. Liaison with Local Women's Organizations

At the local level, since 1986 INSTRAW has had an officer in charge of liaison with local women's organizations in Santo Domingo. Because there is no position for such a post, she has been a consultant for 3 1/2 year on short service agreements of 3 months each. The officer attends all meetings organised by the different women's organizations on behalf of INSTRAW.

The liaison activities have contributed to creating a good image for INSTRAW and to enhancing its acceptability by

women's organizations, in spite of the fact that there are no funds in the budget of INSTRAW for any specific project of women's organizations in the Dominican Republic.

F. Organization and Functioning of the Information, Documentation, and Communications Services

An in-house evaluation carried out this year by the Communications Officer successfully pinpointed the many technical and organizational problems that besiege the Information, Documentation and Communications (IDC) services. The main problems identified by the evaluation, with which the team concurs, are:

- (i) The IDC services are not able to correctly provide information requested by senior management and the research and training unit;
- (ii) the research and training unit does not have the time to provide guidance and bibliographic searches for the establishment of bibliographies and the implementation of a publication policy.
- (iii) there is no record of the existing documents and books located in the Documentation Center, only 50 books and 164 magazines are recorded;
- (iv) the organization of books and documents is based on common sense and not on any systematic approach. It is, therefore, hard to locate them;
- (v) research and training officers are complaining about the lack of material needed for their programmes;
- (vi) the experts' rosters are outdated and not

satisfactorily set up to indicate their specific expertise;

- (vii) the mailing lists are incomplete and disorganized often leading to mailing duplications;
- (ix) there is a need for an experienced librarian;
- (x) IDC personnel needs training in software packages, especially Wordperfect;
- (xi) senior management does not have direct access to information and communication computerized systems;
- (xii) communications with academic institutions is weak;
- (xiii) INSTRAW reaches well international newspapers and news services based in Spanish speaking countries but not those based in English and French speaking countries;
- (xiv) communications with the information and communications of other UN organizations' are weak;
- (xv) informatization is inadequate: the Institute is renting computers, there is no laser printer (one has been ordered) and printing is of poor quality as well as time-consuming; and
- (xvi) the publications division is suffering from shortage of funds.

It must be also noted that only six general service staff members with contracts of 2 months are in Communications and Publications.

In addition, to the findings of this in-house evaluation, the state of the printing shop needs to be commented upon. The Printing Shop coordinator reports directly to the Chief of Administration and has four fulltime general service staff.



While the in-house printing is working very well because it is economical and it provides the needed flexibility to the Institute, the equipment is antiquated and needs to be replaced and additional equipment (laser printer) and space needs to be secured.

G. How Well is INSTRAW's Work Known at the Field Level:

Results of a Survey of Limited Scope

While the undertaken surveys are limited in scope and incomplete due to time limitations, they provide some idea as to how well known is INSTRAW's work at the field level as well as what are the needs and views of some field WID specialists.

There were in total 11 responses to the questionnaire mailed to field WID specialists of DANIDA, FINNIDA, NORAD and the Dutch Development Cooperation (See questionnaire in Annex XI). Five answers came from WID officers in Dutch Embassies, four from NORAD and two from DANIDA WID coordinators. Five of the responses were from African countries and six from the Indian subcontinent (Bangladesh, India and Pakistan).

With regard to their knowledge about INSTRAW and its activities: About half of them (6) had some knowledge about INSTRAW but it is surprising to find that the majority of them (8) report not receiving INSTRAW news. Only one had seen the Water Supply and Sanitation training module within the context of a training seminar but she had not used it and she does not think that it has been used in the country in which she is working (Sudan). Also only one respondent from Pakistan reports having seen and used the report on: "Improving

Statistics and Indicators on Women Using Household Surveys." The report has been provided to experts working with the Federal Bureau of Statistics in Islamabad.

Most (7) of the respondents did not know whether there was an INSTRAW FP in the country they were working in, or whether INSTRAW collaborated with any institutions or individuals (as consultants). In three out of the four cases in which they knew about an INSTRAW collaboration with an institution, the collaboration involved the organization of a training workshop in statistics on women together with a government ministry and a research centre for women's studies.

With regard to the most useful inputs in fulfilling the WID mandate in the area of training, the respondents report that there is a need for sector-specific gender training material and that a gender approach that includes both men and women rather than a focus only on women is the appropriate and effective approach in training to be undertaken in developing countries.

In response to the question regarding critical research needs for the integration of women in mainstream development, a wide range of research issues was identified by the WID coordinators, mainly emphasizing research on women's roles in sectors such as agriculture, industry, agriculture, health, education and employment in general. There is also a felt need for an analysis of the status of women from a broader macro - perspective, and for impact evaluations. It was felt that research should be carried out primarily by local experienced researchers or research institutions which have

sufficient credibility with government policy and planning bodies. Some respondents felt that the planning commissions or statistical offices, after proper sensitisation, could also undertake some research on women.

Regarding their views about the major appropriate outputs of an independent UN institution's that would help facilitate the mainstreaming women in development efforts, the respondents identified gender training for government officials, project staff, women's organisations and NGO's; dissemination of information at different levels (wide dissemination in terms of low cost and payment in local currency); and stimulation of other UN agencies to respond to the need for gender specific data collection. None mentioned that an institute like INSTRAW is the appropriate body to undertake this research.

A second questionnaire was distributed to men and women in Women's Bureaus, women's organizations, and different Ministries in Kenya in cooperation with Ms. Janne Lexow, consultant with DECO, in connection with an evaluation of NORAD's Women's Grant to that country (See questionnaire in Annex XI). Only 10 filled questionnaires reached the team in time for inclusion in this report and they show that in half of the cases, women in the Women's Bureau and different ministries know INSTRAW and receive INSTRAW news as well as some other publications.

## H. ISSUES/PROBLEMS, OPTIONS AND RECOMMENDATIONS

### (i) Regarding the Consolidation and Strengthening of the Information, Documentation and Communication

The fragmentation of the unit seems to have interfered with the effective functioning of the unit. The strengthening of the unit is essential if the Institute adopts the research options and recommendations that will require effective dissemination. Furthermore, the intensification of the programme and the major restructuring of the unit in terms of operationalizing documentation and communications; of the increased information requests; and of setting up of a computer network with other UN agencies and on a trial basis with UN databanks on environment and development network, has personnel implications. It is, therefore, desirable that:

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1. The three components, Information, Documentation and Communications, need to be consolidated to form a unit under a chief with skills in all three areas as well as some substantive training in one or more of the major fields of INSTRAW concentration. This is more than an option; it is a necessity and a recommendation. This consolidation can be expected to be instrumental in strengthening the programme.
  2. The continuity of programmes and activities needs to be enhanced through long term and full-time contracts (within the limitations of INSTRAW) offered to satisfactory general service staff members who are essential to the functioning of the

unit (such as the librarian and a computer programmer).

3. To continue with and complete the already initiated implementation of the recommendations of the in-house evaluation of the unit operations, especially the following items:

(i) improving the design and the organization of the existing INSTRAW data base;

(ii) organizing the experts roster and classifying names by fields of specialization, research, training, policy or project expertise, and geographic region of experience;

(iii) training the personnel in software packages and documentation skills;

(iv) enhancing the computerized in-house communication systems and providing senior management with direct access to information and communications computerized systems;

(v) contracting internationally recognized specialists to prepare bibliographic searches on priority issues for INSTRAW programmes;

(vi) developing a policy for books acquisition;

(vii) reorganizing, updating, and completing the mailing list;

(viii) the design of a computerized conference, conversation and mail system to improve communications between INSTRAW and members of the Board of Trustees as well as between Board members;

(ix) exploring the communication support needed to strengthen communications with academic institutions and implementing a communication network with the academic institutions involved in WID research and training; and

(xi) exploring the feasibility of a WID information system linked to and located in the INSTRAW Communication unit.

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It must be underlined, however, that the feasibility and advisability of undertaking the more ambitious plans such as the WID information system (a project proposal which has been submitted to the Government of Italy) and the improvement of the INSTRAW data base should be carefully considered during the formulation of a concise strategy for INSTRAW.

(ii) Regarding Networking

INSTRAW needs to improve its networking activities through better selection and utilization of FP's; through collaboration with regional and national research and training institutes; and through a suggested advisory group of high level consultants (See Part THREE, Sections 4a and 7a). The general principle of reinforced networking activities needs to be that the network is an integral part of INSTRAW's research and training activities.

Since the Vienna Division on the Advancement of Women focuses on networking among women's machineries and organizations, there is no need for INSTRAW to overlap with

its network. Instead, INSTRAW can fulfil better its mandate by developing a network of research and training institutions that deal with gender issues and connect this network with the network of women's machineries and organizations.

It is essential for INSTRAW to adopt a more systematic process of development of communication at several levels and target groups. A closer collaboration with Regional Commissions regarding exchange of mailing list could solve some of the problems in identifying the target groups.

INSTRAW and the regional commissions have already taken some steps toward a closer cooperation. INSTRAW submitted the report of a consultative meeting between the regional commissions and INSTRAW to the meeting of the executive secretaries of the regional commissions and the meeting recommended that a concrete programme be prepared for presentation at the next meeting in Vienna in February, 1991.

Although FP's were envisaged as central to the development of networks, they have not been effective up to now. Action has to be taken in order to improve the functioning of focal points. It is, therefore, recommended that INSTRAW:

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- (i) draws specific guidelines for the selection of new FP's which emphasize research and training capabilities in order to be able to fulfil their mandate of serving as an outreach for INSTRAW;
  - (ii) formulates a strategy about FP's which consolidates the position of FP's as extensions of

INSTRAW at the national level, and institutionalizes the entire process from initiation, to graduating to higher levels and degrees of interaction with INSTRAW;

(iii) carefully screens the passive and inactive FP's by asking them to develop a concrete action proposal. FP's would be asked to identify specific activities they could undertake themselves with their own funds; or activities for which they need INSTRAW's support. FP's with different institutional expertise and capability and reflecting different local and regional needs would undertake different types of activities: fund raising; dissemination of INSTRAW research findings; participation in INSTRAW research activities; identifying user groups for training workshops and/or participating in training workshops. On the basis on these proposals, the management of INSTRAW could in turn make concrete proposals to the Board for allocating funds to FP's.

(iv) INSTRAW needs to develop a concrete programme of cooperation with the regional commissions on women that leads to close collaboration.

(v) User/target groups for dissemination of information and publications should not be only women researchers and women's organizations but all types of academic, training and research institutions as well as and men researchers and



policy makers.

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With regard to the publication of a Review on Women and Development, such a publication would be important and useful only if related to a strategy that would include the research option discussed above concerning the synthesis of existing WID-related research and project experiences. In such a case, such a journal could become an important tool of dissemination of the research synthesis, identified gaps and priorities as well as of the policy implications of research. Otherwise, the publication of such a review may be counter-productive since at long last most of the development journals carry WID articles and special issues.

(iii) Regarding Dissemination

INSTRAW needs to define which are the main user/target groups to which it will disseminate what type of information. The constraints of the evaluation mission did not enable the team to assess the nature of the users' needs and the extent to which the publications and newsletters of other WID organizations meet these needs. In order to meet unmet needs without unnecessary duplications of effort, it is recommended that INSTRAW:

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1. Undertakes a study aiming to assess the information needs of different user/target groups, particularly in developing countries, and the extent to which these needs are met by other existing

publications and newsletters. Such a study would provide guidance about men and women user/target groups in need of WID information; the issues on which there are information needs; and the form in which such information would be the most useful.

...discussed above concerning the synthesis of existing WID-related research and project experiences. In such a case, a journal could become an important tool in dissemination of the research synthesis, identified gaps and priorities as well as of the policy implications of research. Otherwise, the publication of such a review may be considered a objective since at long last most of the development journals carry articles and special issues.

(ii) Regarding dissemination

WID needs to define what are the user target groups to which it will disseminate what type of information. The constraints of the evaluation mission did not enable the team to assess the nature of the target needs and the extent to which the publications and newsletters of other WID organizations meet these needs. In order to meet these needs without necessarily duplicating of efforts, a technology that

1. Undertakes a study aiming to assess the information needs of different user target groups participating in development agencies and the extent to which these needs are met by other means.

## PART THREE: ORGANIZATIONAL STRUCTURE

### 1. INSTRAW Status within the UN System

INSTRAW has the legal status of an autonomous institute within the framework of the United Nations and under the Secretary General. The Board of Trustees is a subsidiary of ECOSOC and has authority with regard to financial and funding goals as well as with regard to substantive objectives. It reviews and approves the budget and reports directly to ECOSOC.

The Director reports to the Secretary General. The Secretary General is represented in the Board and every other year, he reports to the Third Committee regarding the activities and achievements of INSTRAW on the basis of a draft report prepared by the Director of INSTRAW and submitted first to the Director of UNDTCD (See Figure 1). In the past, the Secretary-General had designated the Under-Secretary-General of DIESA as his representative on the Board of Trustees of INSTRAW. Subsequently, he designated the Under-Secretary-General of the Department of Technical Cooperation for Development as his representative. As a result, these officials exercised, on behalf of the Secretary-General, some of the supervisory functions entrusted to him under the statute of the Institute.

INSTRAW reports to the Third committee of ECOSOC which deals with social affairs and not with development issues because of the global orientation of the mandated "advancement of women". Starting with the 40th ECOSOC Session in 1985, INSTRAW was granted a separate agenda item on the report to

the Third Committee that makes it possible to report directly without having to go through the UN Commission on the Status of Women.

In 1986 the Director of INSTRAW was granted delegation of authority within the UN system that allows her to hire professional staff for a period up to 11 months, without going through the UN Board of Appointments and Promotions. The Director also has full authority to hire local staff (general service staff) and consultants according to UN rules.

An officer in TCDC in UN Headquarters provides administrative support to the Institute.

## 2. Funding

The financial management of INSTRAW is regulated by the United Nations controller through monthly controls of accounts and is subject to both internal and external audits. INSTRAW underwent an external audit in 1985 and another one is planned for this Fall.

INSTRAW has a programme budget with programme elements and sub-programmes. The budget is proposed by the Director of INSTRAW and submitted to the UN Controller's Office for examination with regard to its viability. Then it is reviewed by the Board of Trustees the members of which can authorize expenditures according to UN rules and procedures and when it is approved, it is sent to the Secretary General. Contributions to INSTRAW are kept in a Trust Fund and are invested and through allotment advice the controller gives clearance for spending money.

In recent years the Board has asked for priority setting so that the funds can be mainly used for prioritized programmes and activities. Purchases up to US\$ 10, 000 can be decided by the Chief of the Administrative unit of INSTRAW but above US\$ 10,000, requests for purchases are sent to UN Headquarters to be reviewed by the Contracts Committee.

INSTRAW's funding is based on voluntary contributions by different countries which may be either general contributions or earmarked to specific programmes and activities. In the latter case, INSTRAW has to report specifically to the donors regarding the use of the funds.

The tables in Annex X show the different donors and size of contributions during the last five years (1986-1990). Throughout the five years, Norway has been consistently the most important donor but Italy has increasingly become the largest donor with earmarked funds for specific projects. Netherlands has also been an important donor in 1988 and 1989 but delayed the pledge and contributions in the 90's because of the ongoing evaluation. Other important donors are Finland in 1989 and 1990; U.S. A. in 1989; Economic Commission for Africa and UNDP/OPS in 1990 (with earmarked funds for specific projects). Furthermore, Japan has been a consistent donor and Sweden, Australia, and Spain have also made contributions. It is also worth noting that many developing countries have made small contributions covering the costs of training workshops on statistics on women. Also in the last years, there has been an increasing tendency on the part of donors to earmark funds for specific projects, probably indicating a concern

about INSTRAW's broad programme profile and a desire to streamline it along a few innovative and important projects. This tendency suggests that a concise strategy and the concentration of INSTRAW's programmes on a few, selected areas might help improve the level of funding.

The management of INSTRAW tried in the past some alternative approaches (including TV ads) to fund raising without much success. It should be also noted that it has been reported that in some cases, the limited number of professional staff was responsible for INSTRAW not being able to take advantage of existing funding opportunities.

INSTRAW has been granted the advantage of being charged a 3% instead of a 14% as an overhead charge by the UN because of the location in Santo Domingo, an advantage of the present location.

Although as the tables in Annex X the total amount of contributions has more than tripled over the last five years, it remains a very small budget. The serious negative consequences of the financial limitations is evidenced in the inability of INSTRAW to provide staff with longer than two-year contracts and in the present situation of being able to extend only short term contracts up to the end of December, 1990 because the United Nations controller approved the budget only up to the end of 1990. Financial limitations have also negative consequences in INSTRAW's inability to pay the salary of a senior researcher as well as the professional fees of well qualified consultants; and its inability to follow up and undertake impact evaluations of its programmes. Financial

constraints are, however, aggravated by INSTRAW's lack of concentration in a few strategically selected programme areas.

### 3. Collaboration with other UN Agencies, Governmental and Nongovernmental Organizations and Institutes

INSTRAW has not had a strategy or set procedures for the selection of UN or other institutions and for the type of collaboration with them. All contacts were made by the ex-Director who recognized good opportunities for collaboration but did not always follow up the initial contacts and agreements with concrete actions and thus, often the collaboration did not materialize. This pattern was reported from a number of women inside and outside the UN system and tended to leave a negative impression about INSTRAW.

With most UN agencies, including UNIFEM and the UN Commission on the Status of Women, there has not been a real collaboration. The usual pattern followed was to occasionally invite them as observers to Board meetings and to attend INSTRAW workshops and meetings. There are examples that show that the participation in an INSTRAW workshop was quite helpful to the other UN organization. The attendance, for example, of a UNIFEM staff member in a Caribbean INSTRAW workshop on statistics was quite useful to UNIFEM for the development of a Caribbean strategy. Also the INSTRAW statistics meeting in India was followed up by UNIFEM through a project aiming to assist the Indian Government to adjust the questionnaires and the instructions for the interviewers for the 1991 census. Both examples, however, do not illustrate a

genuine collaborative effort. It is not surprising, therefore, that UNIFEM's recent report on Women on the Agenda does not mention INSTRAW among the UN organizations with which it collaborates.

INSTRAW has, however, collaborated with WID/UNDP, UNFPA and UNIDO. At the 12th Session of the Consultative Committee on Administrative Questions in 1986, it was agreed that INSTRAW would develop a training package on WID issues for UN field staff. A pilot package was prepared and presented to the Joint Sub-Regional Training Workshop on Women in Development held at INSTRAW headquarters in 1988. The workshop was jointly organized by UNDP, UNFPA and INSTRAW. The objective of the workshop was to train field and selected headquarters staff from UNDP and UNFPA and project officials from governments and NGOs on the use of gender analysis for programme and project development, monitoring and evaluation. While it was reported that the training workshop was well organized, the WID training module of INSTRAW was not appropriate and relevant for the trainees who were quite dissatisfied with its contents.

On the other hand, WID/UNDP reports a successful collaboration with INSTRAW on a project regarding the evaluation of agricultural and rural development projects with regard to women. INSTRAW collected the views of regional commissions on women and on the basis on this work, WID/UNDP developed guidelines for the evaluation of agricultural and rural development projects.

INSTRAW's collaboration with UNIDO was also quite



successful in that INSTRAW played an important catalytic role by reinforcing UNIDO's efforts to develop managerial training material for women. INSTRAW undertook a study of the needs for managerial training for women in developing countries and jointly with UNIDO produced two manuals concerning training of women in the management of micro-enterprises, a Modular Approach to Development of Managerial and Entrepreneurial Skill for Women Managers in Developing Countries and A Framework for Training Women Managers in Public Enterprises in Developing Countries (See Annex IV).

UNEP is also collaborating with INSTRAW for the development of a methodology on women and environment.

When INSTRAW was beginning the work on Women and World Economy, UNRISD was contacted but no collaboration ensued. INSTRAW has collaborated in a limited way with DAWN in that INSTRAW was invited and presented papers to DAWN conferences. With AAWORD and several WID research centres, there is correspondence and exchange of information and publications but no substantive collaboration. Only in the case of the workshop on statistics on women, INSTRAW collaborated with the Centre for Women's Research in Sri Lanka and with the Women's Development Division of the National Institute of Public Cooperation and Child Development in New Delhi which helped organize the workshops.

#### 4. The Contribution by the Board and Staff in the Planning, Management and Operational Activities of Instraw.

There are 11 Board members, five of which are from

developed countries. In addition there are five representatives from regional commissions; two members from the United Nations Secretariat; and nine observers from the United Nations system (UN agencies and regional UN commissions on women), a representative from the Inter American Development Bank, the UNDP resident representative in Dominican Republic, etc. (see Annex VII).

Usually more members than needed are nominated by Member States and then their names with brief biographical notes are presented to ECOSOC during the first regular meeting for vote. Board members are elected to serve on their individual capacity for three years and their terms may be renewed for a second 3 years period, if their governments resubmit their names.

The programme of the Board meetings is overcharged. During the period of less than a week (since Thursday is needed for document preparation), they must read and discuss a great number of important reports such as the: Implementation of the Work Programme for the past year; Progress Report of the Institute prepared by the Director of the Institute; Proposed Programme Budget for the Biennium (next two years); Cooperation with Regional Commissions, INSTRAW Focal Points and Correspondents; reports of meetings, seminars and workshops; and responses to Board requests for specific papers such as, Training or Publications Policy, the issue concerning the translations of INSTRAW documents into Arabic, or the publication of a Review on Women and Development.

Informal discussions between members is facilitated

during one half day that is reserved for this purpose. Also there is a day (Thursday) during which documents are being prepared that members can hold informal meetings and discussions, if they wish. Informal discussions do not have to be reported to ECOSOC and there has been a tendency to restrict criticisms and conflicts to the informal and often private discussions between a particular Board member and the INSTRAW management. It is not clear whether or not the outcome of these informal sessions have been eventually presented to the entire Board for consideration and discussion.

Board members and observers at Board meetings report that the Board has not played an important role in advising and guiding INSTRAW and has mostly approved propositions presented by the management of INSTRAW. A few Board members have been interested and well qualified and have raised important issues and criticisms but they have not always been influential. This may be due to a number of reasons: often good suggestions were voiced only by a minority of Board members; the hectic schedule of Board meetings; and the style with which criticisms and disagreements were handled by the INSTRAW management partly due to the requirement of reporting Board decisions to ECOSOC.

Not all of the discussions that take place at the Board sessions lead to Board decisions or recommendations that are adopted and presented to ECOSOC. The examination of draft reports presenting a range of discussions shows that some opinions and proposals shared by some but not all Board

members are quite useful and informative because they deal with the problematic areas of INSTRAW. This lack of unanimous agreement reflects the heterogeneity of Board members both in terms of expertise and commitment. Examples of such opinions and proposals that did not become resolutions or recommendations are:

(i) The need for the Institute to expand its roster of consultants and/or to establish a network of women researchers;

(ii) repeated concern voiced over the heavy workload of Institute staff;

(iii) repeated concern voiced by several members concerning the need to reorganize the system of selection of FP's and to provide a strategy for their utilization and some guidelines as well as some form of financial support (although opinions were split about the size of the support);

(iv) concern over the lack of follow up of statistics seminars due to financial limitations;

(v) realization that the size of the allocated budget for consultants needs to increase in order to secure good consultants;

(vi) cautioning against duplicating work of other UN agencies and women's NGO's;

(vii) repeated concern expressed over the need for the Institute to undertake self-evaluation exercises in all its programme activities with a particular emphasis on impact evaluation of its work;

(viii) representatives of UNIFEM and of the Advancement

of Women Branch of the UN Centre for Social Development and Humanitarian Affairs emphasized the need for close cooperation and effective coordination between INSTRAW and their agencies;

(ix) the need for the Institute to review its priorities and to evaluate its achievements, especially after 10 years of existence;

(x) the need to cooperate more closely with UNIFEM and UNFPA in the implementation of the UN medium-term plan for women; and

(xi) concern expressed about the Institute's involvement in areas not directly related to its core programme areas (such as women and rural credit) and agreement (in 1990) to delete the programme on national and international trade policies and the economic contribution of women.

It must also be noted that according to the recorded Board discussions, the INSTRAW's medium-term plan was not unanimously endorsed by Board members. Furthermore, it must also be noted that since criticisms by Board members and disagreements between Board members and the INSTRAW management were handled in informal meetings in which discussions were not recorded, it is quite possible that at least some Board members had raised additional issues about problematic areas of INSTRAW management, programmes and activities.

There is no reporting system to the Board between Board meetings, no consistent form of project progress. Hence, the Board cannot check whether or not decisions taken during the Board meetings have been executed.

Professional staff members working in specific programmes

are asked to write one or two paragraphs describing the progress of the programme and they hand it to the senior social affairs officer in charge of the preparation of the overall progress report.

All professional staff members attend the Board meetings, except for the information officer who is occupied with operational activities and cannot attend many of the Board sessions. Professional staff members cannot take part in discussions unless specific questions are addressed to them by Board members regarding specific project issues and their interaction with Board members is not encouraged. In some cases, the presentation of a particular project may be made by a professional staff member as in the case of the 1991 Board meeting at which the desk officer in charge of the programme on the informal sector will make a presentation.

#### 4a. Options/Recommendations

The only influence that INSTRAW can have on the qualifications of the Board members is through the specification of fields stated in the letter sent to the UN missions of member states. In the letter used up to now, INSTRAW specifies: "...women or men of international standing who have expertise and experience in the fields of research, training and action-oriented programmes geared toward the full participation of women in social and economic development, as, for example, in the fields of social planning, human resources development, energy, science and technology, communication and other development fields." It would be possible to modify the

required background of Board members by modifying the specifications in the type and fields of expertise so as to be less slanted toward social sectors and more toward research and training, as follows: "...women and men of international standing who have expertise and experience in research and training in Women in Development issues within the fields of economic development, energy, environment, demography and statistics, the informal sector, science and technology, agriculture, social planning, communication and other development fields". Furthermore, it is recommended that:

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(i) An executive committee of 4-5 Board members is formed that would be much more closely involved in the Institute's decision-making process and to whom INSTRAW would report regularly on the implementation of Board decisions. This groups would visit INSTRAW more than once, as necessary.

(ii) An informal advisory group of 4-5 high level consultants with the needed substantive expertise for INSTRAW's programme areas is established by the INSTRAW management. Such a group, reporting to the Board, would supplement the existing expertise in the staff and Board members and would provide the INSTRAW management with needed substantive guidance with considerable flexibility and without a requirement of official reporting of recommendations.

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According to Rule 18 of the Rules of Procedure, the Board is allowed to establish committees "as it deems necessary for the performance of its functions" that can meet every six months and to hold the regular session every two years. It would be preferable, however, for the Board to still meet every year. Such changes, however, require changes in the statutes and approval by ECOSOC.

## 5. INSTRAW's Organizational Structure

### 5a. Present Administrative Organization and Composition of Personnel

INSTRAW is organized into four units: Executive Direction and Management; Research and Training; Information, Documentation and Communications (IDC); and Administration. In September, 1990, there were a total of 43 staff members and one consultant. In addition to the Director, there are 10 international professional staff members and 35 local general staff members, including printers, staffing the printing facility attached to INSTRAW, and two-project related professional staff members. The Institute also has ten interns subsidized by United States and France located in Santo Domingo and in the New York office. The distribution of staff in the different units according to official budget is shown in Table 1.

Executive direction and management has at present a total of two staff members with the Deputy Director and one general service staff.

The Research and Training unit has 7 professionals, one



consultant and 8 general service staff members. In the programme budget of INSTRAW the post of the Deputy Director/Chief Research and Training is envisaged under the Research and Training Programme and the main function of the post is supervising and directing the research and training activities of the Institute. Her function as a Deputy Director, however, involves a number of administrative duties, especially in the absence of a Director. The Research and Training unit also includes one senior social affairs officer (P-5), three associate social affairs officers at P-2 level, one of whom is responsible for training, and two project-related officers one of whom is a programme director located in Italy. Annex IX shows that general service staff are responsible for several programme areas.

The Administration Unit has a chief of unit (P-5), the publications officer (GS-6) and 18 general staff members, 8 of which belong to the printing shop.

The IDC unit has two professionals and 14 general service staff. At present, this group is only in name but not organically a unit since there is no unit chief. The publications officer, who is also in charge of the printing unit reports to the Chief of the Administrative Unit and the information (at P-3 level) as well as the communications officer (P-4) are supervised by the Deputy Director (See Figure 1). Thus, the staff is divided into three parts and placed in three different units. It seems that this fragmentation of the unit has come about because of personnel conflicts in the past but there is no rational reason for

perpetuating this awkward structural arrangement.

The organic structure of the professional staff is shown in Fig. 1. It is obvious that there is a vertical distribution of professional staff at the higher levels and a wide spread at the lowest level with few mid-level professionals. The Institute is also top heavy in terms of management and administration personnel. In fact all high level (P-5 and over) professional positions are occupied by management and administration (See Figure 1). Thus, there is no professional staff member at the P-4 level in Research and Training where it is essential. Furthermore, more than 50% of the senior economic and social affairs officer's (P-5) time is occupied with her function as secretary to the Board, preparing the material for the Board; in charge of relations with the regional commissions; and responding to requests from different UN agencies (such as reporting to ECOSOC, responding to the UNESCO Cultural Development, the Division for the Advancement of Women, etc.). In the remaining 45% or so of her time she supervises the statistics and indicators programme as well as the training programme. Thus, less than half of her time is available for the Research and Training Unit.

It is also possible for the Institute to have associate experts and to second senior researchers. For the first time INSTRAW will get two Junior Professional Officers funded by TCDC to assist Communications: an engineer specialized in communications and a programmer.

The location of INSTRAW in Santo Domingo requires the

existence of a New York office staffed with a part-time liaison officer who serves as an important contact person between INSTRAW and the world since communications with Santo Domingo are sometimes difficult. Thus, the liaison officer takes care of many communications needs as well as of many practical needs of INSTRAW such as ordering supplies and spare parts. She also attends some UN meetings and keeps close contact with New York based NGO's.

5b. Personnel Problems with Contracts, Salaries, Work Overload, Supervision and Morale.

For fixed term contracts, lengths can vary from 3 months to a maximum of two years and the contracts are renewable. Even the maximum period of contract appears to be too short, especially for professionals, who may want more job security. Also, in terms of work plans, projects usually last for more than two years, and a two-year contract, which may not be renewed, may prove a disincentive to genuinely committed professionals who want to build a career at INSTRAW.

With regard to the contracts of professional staff, their initial two year contract can be followed only by other 2-year fixed contracts. This situation combined with the fact that staff members are not considered as staff of the United Nations Secretariat and therefore cannot move freely to another department of the Secretariat makes it very difficult to attract and retain high calibre professional people since there is no possibility for career development in

INSTRAW. The only advantage to young professional staff is that they obtain valuable professional and UN experience that counts, if they want to apply for other jobs in the UN system.

INSTRAW cannot offer longer contracts or permanent appointments because the budget is small and based on fluctuating voluntary contributions that do not allow long-term commitments. It is clear, therefore, that a certain degree of professional turnover is built-in and unavoidable.

The standard procedure for general service staff is to receive a 3 months appointments and if there is any doubt about the quality of performance, to receive again another 3 months appointment and only after this trial period to be granted a two year contract. In the ICP Unit, problems have been reported with the low morale of general staff (programmer, assistant librarian, etc.) because of their very short contracts of 2-5 months, (due to the approval of the budget only up to the end of 1990 described under Funding), that create insecurity and anxiety that can affect work performance.

Contracts are usually renewed unless evaluated negatively by the direct supervisor. So far only one professional was terminated on the basis of the supervisor's evaluation. Among general service staff, however, terminations are more common and there is a high turnover of secretarial staff.

Until a year ago, there have been problems with the low level of salaries of INSTRAW staff because the UN imposed a negative post adjustment for Santo Domingo (due to the relatively low cost of living) that made it difficult for

INSTRAW to attract and retain competent local and international staff. Since one year, however, the salary situation has been normalized.

Morale problems caused by professional isolation have been reported by members of the Research Unit who feel they cannot grow at INSTRAW; they miss having a senior researcher as supervisor and other colleagues with whom to discuss professional issues. They also feel overburdened and think that research is understaffed. They find, however, their work assignments interesting and rewarding.

The INSTRAW staff members are in the process of forming an independent staff association.

#### 5c. Recruitment of professionals and general staff

Many nationalities are represented among professional staff but the majority of general services staff are Dominican. In terms of recruitment from inside or outside the UN system, with the exception of two persons - the senior social affairs officer and the chief of administration - all others are recruited from outside the UN system. Only these two professionals have permanent contracts with other United Nations organizations and are on secondment.

The general procedure is to recruit professional staff at an international level on a fixed-term contract for two years, renewable at the end of the period. Vacant positions are advertised internationally by the United Nations Secretariat in New York when requested by INSTRAW. The Recruitment and Placement Division of the Office of Human

Resources Management at the Secretariat makes an initial screening of applicants and sends the short list to INSTRAW. After INSTRAW has reviewed the short list, the list together with comments and agreed upon priorities is sent back to New York. Short-listed applicants have to appear for a personal interview at the Secretariat. The Director makes the final recommendation for recruitment and transmits this recommendation to the United Nations Appointments and Promotion Board, which advises the Secretary-General on all appointments in the United Nations Secretariat.

INSTRAW international professional staff and consultants may apply for vacant positions through the proper channels and not as INSTRAW candidates, and receive no preference over other applicants. INSTRAW's views or preferences are limited (at least formally) to setting priorities on the short list. This might act as a disincentive to professionals already employed by INSTRAW, who have no likelihood of assured advance to a higher level within INSTRAW.

Since the entire recruitment process takes 5-8 months following the usual UN procedures, the delegation of authority that has been granted to the Director is an important advantage that allows INSTRAW to fill the vacant posts temporarily with a fixed term contract for a period up to eleven months, while the recruitment is in process. At present, there are two professionals under such special short contracts - the Communications officer and an Associate Social Affairs Officer, both also having formally applied for the positions.

The recruitment of general service staff is made locally. The positions are advertised, but if qualified internal candidates are available, they are given preference. All general service staff have to appear for a written examination. One important qualification is the knowledge of English which restricts the supply of general service staff.

5d. Promotion procedures

Professional or general service staff may move up the scale within a level and also from one level to another through promotion mechanisms envisaged in the Staff Regulations and Rules. The latter types of more important promotions, however, are in practice difficult because there are no higher level positions within INSTRAW in the same field. Thus, usually, persons move up one step within the same level annually. The management asks for no objection clearances from supervisors when such increases are due and the increase is more or less automatic (in accordance with United Nations rules).

Up to now there have been only two cases of reclassification of positions : in 1986 the post of the Deputy Director was created at the D-1 level, upgrading it from the post of chief of the Research and Training unit; and in 1989 the position of the Senior Social Affairs Officer upgraded a P-5 level because she was performing the task of secretary of the Board.

For general service staff, promotions are rare since those at the highest level tend to remain in these positions,

due to the impossibility of crossing over to professional positions while remaining in Santo Domingo. This is due to the fact that according to the provisions within the UN system, the successful candidates are placed by the UN Secretariat in relevant professional posts where they are available, usually in countries other than the country of residence. This discourages many women and up to now no staff member has taken advantage of this option.

5e. Vacant Positions, Staff Turnover and Number of Positions

There are altogether five vacant positions, the position of the Director, two professional positions and two general service positions. Recruitment procedures are under way for all positions.

The situation in terms of number of positions provided by the budget, the number of vacancies at the end of the year and the number hired and terminated in a year are shown in Table 2. The number of professional positions, which was five at the beginning, was doubled by 1987. For general staff, the number of positions (twice as many as for professional posts) was almost doubled in 1988 but two posts were deleted in 1990.

Every year (except for 1984), there has been at least one professional staff vacancy but at the general service level, there has been more variation.

In terms of professional turnover, about 6-7 staff members have left the institute since 1983, some because of conflicts with the INSTRAW management and some because of other employment possibilities or retirement.



In terms of length of employment with INSTRAW, among the professionals, with the exception of the senior social affairs officer, who was with INSTRAW from the beginning (May 1982), all others joined INSTRAW after 1986.

#### 6. Institutional Capacity and Professional Capability to fulfil the Mandate

Since the mandate is too broad and cannot provide specific guidelines for assessing institutional capacity and professional capability to fulfil it, the assessment will focus on the successful implementation of undertaken programmes. This assessment will be based on INSTRAW's capacity to:

- (i) recruit and retain professional staff with the required background and expertise;
- (ii) recruit high calibre consultants with the needed expertise and commitment;
- (iii) define programmes, tasks and responsibilities and assign them to the best qualified staff members; and
- (iv) develop management style and procedures that facilitate, support and enhance the capability of regular professional staff as well as of consultants to perform their tasks.

With regard to the first criterion, INSTRAW has professional staff with the capability for the statistics on women and the women in the informal sector programme areas;

the women and environment; and women and communications programme areas. Desk officers for the other programme areas (such as Water Supply and Sanitation, NRSE, credit, technology, prototype WID curricula and WID monitoring and evaluation methodology), however, do not have specific experience and expertise in the areas for which they are responsible (See Annex IX). This is simply a statement of fact and not a judgement of the desk officers' performance.

With regard to the second criterion, due to the limited staff, INSTRAW has had to rely heavily on consultants for the implementation of most programmes. The limited budget, however, and the involvement in many different programmes have not always allowed INSTRAW to pay the professional rates needed to secure the services of top consultants. They have had, therefore, to identify top consultants who either because of high commitment to women's issues were willing to accept to work with less pay or to hire medium-level rather than top consultants. There has not been, however, a policy regarding the hiring and use of consultants and no systematic way for the identification of appropriate consultants. Only in the area of statistics, with the help of UNSO a small number of well known consultants was identified and repeatedly used.

With regard to the third and fourth criteria, difficulties with personnel have been reported because of the style of the previous senior management that had been responsible for conflicts and professional staff departures (e.g. of a research director). It has also been reported that staff members are dissatisfied and frustrated because they are

not primarily utilized in the areas of their expertise. Instead, they are pulled to a number of different projects and activities so that they are not able to concentrate and achieve the best results in their areas of competence. Also often great pressure is placed on staff that does not allow them to perform at their optimum capacity.

## 7. Options and Recommendations

### 7a. Professional Staff

To the extent that INSTRAW incorporates the options and recommendations made earlier with regard to training, research and dissemination programmes into its strategy, the implementation of these options and recommendations has implications in terms of personnel. The Research and Training Unit of INSTRAW needs strengthening. In addition, the number of programmes needs to be restricted and the programmes to be matched with the competence and skills of professional staff. Finally, management style and procedures need to be developed that facilitate, support and enhance the capability of professional staff as well as of consultants to perform their tasks. These objectives can be achieved by the combination of several options that reinforce each other, namely:

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1. By fostering an open, participatory management style in which professional staff are actively involved in the planning and implementation of programmes and objectives. Through participation, the professional staff has the opportunity to

understand better the different programmes of the Institute and to begin to think about strategy and priorities. The management of INSTRAW has already initiated such a management style with very positive changes in staff morale.

2. When the long-term services of a high level consultant are needed for the implementation of a programme, it must be considered whether hiring a professional with a similar expertise for six months or a year is feasible, more cost-effective and more beneficial for the Institute in terms of intellectual inputs and interactions.

3. By adding a position for a senior researcher and/or by trying to attract well qualified senior professionals on sabbatical or who are willing to spend 6 months or a year working on a particular project. This option would help alleviate the expressed feeling of professional isolation and of the lack of senior colleagues for stimulating, informative discussions.

4. By forming an advisory group of 4-5 high calibre consultants (See Part THREE, Section 4). These advisors may serve different functions for the Institute such as: (i) brainstorming sessions for the articulation of a strategy; (ii) consultation on specific substantive issues; (iii) providing information regarding important research and training developments in other institutes and

organizations; (iv) providing consultant services to the Institute projects and programmes; and (v) occasionally playing the role of ambassadors for the Institute in different scientific fora such as important meetings and seminars in the areas of their expertise.

5. To establish a consultants' policy and a well-organized and scrutinized roster of consultants with substantive, sectoral competence in different fields as well as WID expertise. The development of such a roster will help rationalize current practices of consultants' utilization and would provide an invaluable service to other UN agencies. The process of preparing such a roster had begun at the time of the team visit to Santo Domingo.

6. By adding a well qualified and experienced monitoring and evaluation officer to be in charge of monitoring and evaluation of all INSTRAW programmes and activities, including impact analysis. This officer could be supported by one of the donors as it represents a crucial addition that would help increase the effectiveness and impact of INSTRAW activities.

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In order for the Institute to be able to pay the high professional fees in order to engage competent consultants, the Board needs to approve an increased budget for this purpose.

7b. The geographic location of INSTRAW

The location of INSTRAW in Santo Domingo has been mandated but it is in several ways problematic and requires the existence of a liaison office in New York to assist with communications and supplies. Almost everybody interviewed mentioned the location of INSTRAW in Santo Domingo as a negative factor for the Institute's ability to realize its potential and fulfil its catalytic mandate that requires close and continuous contacts with mainstream institutions.

There are a number of factors that condition the options available to INSTRAW with several advantages and disadvantages attached to each option.

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Option I: INSTRAW stays in Santo Domingo.

Disadvantages: (i) Difficulties in communications with the rest of the world; (ii) travel complications; (iii) electricity failures; (iv) work disruptions due to demonstrations and unrest; and (v) difficulties in attracting highly qualified professional staff.

Advantages: (i) No disruption in operations from moving and becoming relocated; (ii) no political complications due to its relocation away from the Caribbean region and away from a developing country; (iii) low cost for printing and general service staff salaries; and (v) low overhead of 3% instead of 14% in New York.

If INSTRAW remains in Santo Domingo, it is important that the liaison office with a professional full-time officer be

located within UNIFEM (if this is feasible according to UN regulations) so it can help foster the needed closer coordination and cooperation between the two agencies.

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Option II: INSTRAW moves to New York and joins UNIFEM.

Disadvantages: (i) INSTRAW loses some of its autonomy; (ii) the process of change and reallocation will take time that will bring about work disruptions; (iii) strategies will have to be developed for compensating Dominican Republic for the loss of INSTRAW; (iii) there will be difficult and complicated dynamics involved in working out the rearrangement of the present INSTRAW professional personnel within the context of UNIFEM in a creative way that will enhance the present level of effectiveness of both organizations; (iv) higher costs for general service staff salaries, and for printing costs and a higher overhead.

Advantages: (i) The mandates of UNIFEM and INSTRAW supplement each other, the first referring to a catalytic operational role and the second, a catalytic role in research, training and dissemination. The articulation and implementation of a unified strategy on women in development within the UN system would be, therefore, greatly facilitated and the degree of competition minimized; (ii) INSTRAW's research and training programme would be brought within the context of operational mainstreaming and would benefit from the recent creation of a technical support unit within UNIFEM that focuses on operational research and experiences on credit and technology for women; (iii) contacts, communications, travel and work

routines will be easier and uninterrupted; (iv) INSTRAW's training activities would fit well with UNIFEM's programme of gender training of policy makers and women's machineries and the beginning efforts to institutionalize gender issues in agricultural universities in Asia; and (v) closer collaboration possible with UNDP and UNICEF; (vi) increased ability to attract well qualified professional staff and (because of a larger funding base) the ability to offer them long-term contracts; (vii) the joint programme of the two organizations could attract more funding from donors and the pooling of their resources could increase their efficiency and effectiveness.

It must be noted, however, that this option of INSTRAW-UNIFEM integration may be too complicated because of existing UN statutes and regulations and, therefore, not feasible. Also it must be noted that it would not be a viable option unless the financial support of research and training activities retains its own succinct programme budget and is not fudged within the overall support for UNIFEM programmes.

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### Option III: INSTRAW Moves to New York

Disadvantages: (i) the process of change and reallocation will take time that will bring about work disruptions; (ii) higher costs for general service staff salaries, and for printing costs and higher overhead; (iii) strategies will have to be developed for compensating Dominican Republic for the loss of INSTRAW; (iv) difficult to articulate a joint strategy of research, training and dissemination with UNIFEM.



Advantages: (i) INSTRAW stays autonomous; (ii) contacts, communications, travel and work routines will be easier and uninterrupted; (iii) closer collaboration possible with UNIFEM, UNDP and UNICEF; (iv) possible to mandate institutional collaborative relations between UNIFEM and INSTRAW and a reporting system for this collaboration.

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While all options have advantages and disadvantages, the final decision about the location of INSTRAW also is related to and dependent upon the type of strategy and specific objectives adopted by INSTRAW.



**Table 1: Mailing List of INSTRAW by Region and Type of Organization**

Type of organization	Africa	Asia and Pacific	Latin America and Carribean	Developed Countries
No. of countries	50	47	33	31
1. Women's organizations	158	149	212	604
2. Research organizations	152	116	164	451
3. Governmental organizations	292	65	191	281
4. NGO	124	126	110	584
5. VN Organizations	164	93	90	553
6. Individuals	95	54	178	428
All types	985 (18)	603 (11)	945 (7)	2901 (53)

**Table 2: Distribution of professional and general service staff by unit (sept. 1990).**

Name of unit	No. of Professionals by level	General service staff No.	Level
1. Executive direction and management	D2 Director (vacant)	1	G6
2. Research and Training	D1 Deputy Director*		
	P5 Sr. Social Affairs Officer	3	G7
	P2 Assoc. Social Affairs Officer	3	G5
	P2 Assoc. Social Affairs Officer	2	G4
	P2 Assoc. Social Affairs Officer		
	L3()P3) Project Advisor		
	L4()P4) Programme Manager		
3. Information, Documentation and Communication**	P4 Communications Officer	4	G6
	P3 Information Officer	3	G4
		2	G3
		5	G2
4. Administration	P5 Chief Administrative Officer	1	G8
		1	G6
		2	G5
		1	G4
		3	G3
		2	G1

\* This post is primarily envisaged as Chief of Research and Training.

\*\* 8 persons under this unit are actually under the Administration Unit.

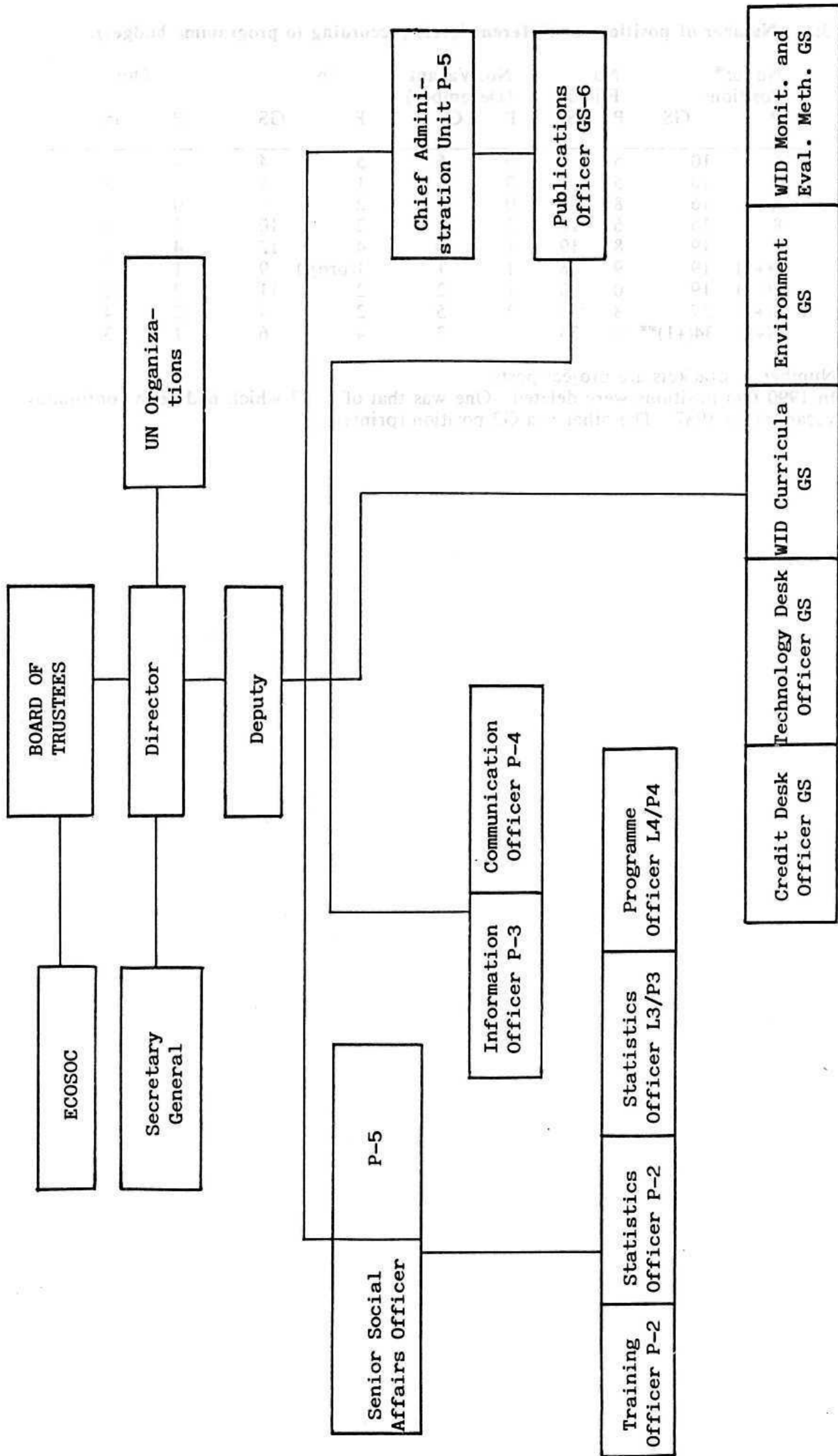
**Table 3: Number of positions at different levels (according to programme budget).**

Year	No. of* Positions		No. Filled		No. Vacant (December)		In		Out	
	P	GS	P	GS	P	GS	P	GS	P	GS
1982	5	10	5	4	0	6	5	4	-	-
1983	5	10	5	7	0	3	1	5	1	2
1984	8	16	8	11	0	5	2	9	0	1
1985	8	16	6	16	2	0	2	10	2	4
1986	9	19	8	19	1	0	4	12	4	2
1987	9(+2)	19	9	18	1	1	1(proj.)	9	1	7
1988	9(+2)	19	10	30	1	2	2	11	2	10
1989	9(+2)	37	8	32	3	5	2	4	2	4
1990	9(+2)	34(+1)**	10	33	1	2	4	6	1	3

\* Number in brackets are project posts

\*\* In 1990 two positions were deleted. One was that of a G7 which had been continuously vacant since 1987. The other is a G2 position (printer).

Figure 1. INSTRAW Organogram.



**ANNEX I: STATUTE OF THE UNITED NATIONS  
INTERNATIONAL RESEARCH AND TRAINING  
INSTITUTE FOR THE ADVANCEMENT OF WOMEN**

## ANNEX I

### STATUTE OF THE UNITED NATIONS INTERNATIONAL RESEARCH AND TRAINING INSTITUTE FOR THE ADVANCEMENT OF WOMEN

#### *Article I* STATUS AND PURPOSES

The United Nations International Research and Training Institute for the Advancement of Women was established by the Economic and Social Council (Council Resolution 1998 (LX) of 12 May 1976) in conformity with an earlier decision of the General Assembly (resolution 3520 (XXX) of 15 December 1975), which was based on a recommendation made by the World Conference of the International Women's Year, held at Mexico City from 19 June to 2 July 1975. The Institute is an autonomous institution within the framework of the United Nations established in accordance with the Charter of the United Nations to serve as a vehicle on the international level for the purpose of undertaking research and establishing training programmes to contribute to the integration and mobilization of women in development, to raise awareness of women's issues world-wide and better to assist women to meet new challenges and directions. The Institute, as part of the United Nations, enjoys the status, privileges and immunities provided in Articles 104 and 105 of the Charter of the United Nations and other relevant international agreements and United Nations resolutions relating to the status, privileges and immunities of the Organization.

#### *Article II* OBJECTIVES AND FUNCTIONS

1. The objectives of the Institute are to stimulate and assist, through research, training and the collection and dissemination of information, the advancement of women and their integration in the development process both as participants and as beneficiaries. The Institute is to assist the efforts of intergovernmental, governmental and non-governmental organizations in this regard. Accordingly, the principal functions of the Institute shall be:
  - (a) To conduct research and studies which would enhance the effective integration and mobilization of women in development; the research and studies programmes of the Institute, including, in particular, action-oriented ones, shall give particular attention to the problems facing women in developing countries and to the integration of women in the formulation, design and implementation of development activities at all levels;



- (b) To establish training programmes, including a fellowship programme and advisory services, through which the Institute shall endeavour to raise awareness on issues concerning women and development and shall strive to achieve equal participation of women in all aspects of economic and social development and to increase the opportunities for women to acquire new skills in order to meet the challenges of rapid change in today's society;
  - (c) To establish and maintain a system of information, documentation and communication so as to enable the Institute to respond to the need for disseminating information world-wide on women's issues.
2. In view of its catalytic role, the Institute shall make every effort to develop and utilize networking, as appropriate, in carrying out its functions. This should be done at the international, regional and national levels.
  3. In the pursuit of its objectives the Institute shall carry out its activities in close collaboration and co-ordination with institutes and other bodies within and outside the United Nations system.

### *Article III*

#### BOARD OF TRUSTEES

1. The Institute and its work shall be governed by a Board of Trustees (hereinafter referred to as "the Board").
2. The Board shall be composed as follows:
  - (a) Eleven members nominated by States and appointed by the Economic and Social Council with due regard to the fact that the Institute and its work are funded from voluntary contributions and to the principle of equitable geographical distribution. The members of the Board shall serve in their individual capacities for a term of three years from the date of their appointment. They shall be eligible for reappointment by the Economic and Social Council for one further term. If a casual vacancy occurs in the membership of the Board, the Economic and Social Council shall appoint a new member to serve for the unexpired portion of the term of office of the former member concerned. In nominating candidates for appointment as members of the Board, States should bear in mind the desirability of selecting persons with appropriate qualifications and expertise;
  - (b) A representative of the Secretary-General, the Director of the Institute, a representative of each of the regional commissions of the Economic and Social Council and a representative of the host country, who shall serve as ex officio members of the Board.

3. The Board shall:
  - (a) Formulate principles, policies and guidelines for the activities of the Institute;
  - (b) Consider and approve the work programme and the budget proposals of the Institute on the basis of recommendations submitted to it by the Director of the Institute;
  - (c) Make recommendations necessary or desirable for the operations of the Institute;
  - (d) Report periodically to the Economic and Social Council and where appropriate to the General Assembly.
4. The Board shall meet at least once a year. It shall elect its own officers, including its President, in accordance with the adopted rules of procedure. It shall take its decisions in the manner provided in its rules of procedure.
5. The Board shall consider methods for enhancing the financial resources of the Institute with a view to ensuring the effectiveness of its future operations, their continuity and the Institute's autonomous character within the framework of the United Nations.
6. Members of the Board in furtherance of the principles and policies of the Institute may be invited to help in achieving the goals of the Institute by attending meetings on behalf of the Institute, raising funds for the Institute's operations and helping to establish national support teams, if possible, in their respective countries for the attainment of the objectives of the Institute.
7. Organizations of the United Nations system and other institutions may be represented as appropriate at meetings of the Board in respect of activities of interest to them under the conditions outlined in the rules of procedure of the Board.

#### *Article IV*

#### **THE DIRECTOR AND THE STAFF**

1. The Director shall be appointed by the Secretary-General of the United Nations, after consultation with the Board.
2. The Director shall have overall responsibility for the organization, direction and administration of the Institute in accordance with general directives by the Board and within the terms of the authority delegated to the Director by the Secretary-General. The Director shall, inter alia:

- (a) Submit the work programmes and the budget estimates of the Institute to the Board for its consideration and adoption;
  - (b) Oversee the execution of the work programmes and make the expenditures envisaged in the budget of the Institute as adopted by the Board;
  - (c) Submit to the Board annual and ad hoc reports on the activities of the Institute and the execution of its work programmes;
  - (d) Submit to the Economic and Social Council or to the General Assembly as appropriate reports approved by the Board;
  - (e) Appoint and direct the staff of the Institute on behalf of the Secretary-General;
  - (f) Co-ordinate the work of the Institute with that of other organs and bodies of the United Nations, the specialized agencies and international, regional and national institutions in similar fields;
  - (g) Negotiate arrangements with Governments and intergovernmental organizations as well as non-governmental organizations, academic and philanthropic institutions with a view in offering and receiving services related to the activities of the Institute;
  - (h) Actively seek appropriate funding for the implementations of the work programme of the Institute;
  - (i) Accept, subject to the provisions of article VI, paragraph 2, below, voluntary contributions to the Institute;
  - (j) Make the necessary arrangements for securing established and continuous contact with and support from United Nations Headquarters;
  - (k) Undertake other assignments or activities as may be determined by the Board or requested by the Secretary-General, provided that any such requests are consistent with the programme budget approved by the Board.
3. The staff of the Institute shall be appointed by the Director on behalf of the Secretary-General and in accordance with modalities established by the Secretary-General, within the staffing table approved by the Board. Such appointment shall be limited to service with the Institute. The staff shall be responsible to the Director in the exercise of their functions.
4. The staff of the Institute shall be recruited on as wide a geographical basis as possible, full consideration being

given to the particular requirements of and qualifications for each post needed by the Institute.

5. The terms and conditions of service of the Director and the staff shall be those provided in the Staff Regulations and Rules of the United Nations, subject to such arrangements for special rules or terms of appointment as may be approved by the Secretary-General. The salaries, allowances and other expenses of the Director and the staff shall be borne by the Trust Fund for the International Research and Training Institute for the Advancement of women.
6. The Director and the staff of the Institute shall not seek or receive instructions from any Government or from any authority external to the United Nations. They shall refrain from any action which might reflect on their position as international officials responsible only to the Organization.
7. The Director and the staff of the Institute are officials of the United Nations and are therefore covered by Article 105 of the Charter of the United Nations and by other international agreements and United Nations resolutions defining the status of officials of the Organization.

#### *Article V*

#### **FELLOWS, CONSULTANTS, CORRESPONDENTS AND FOCAL POINTS**

1. The Board may designate as honorary fellows individuals who could contribute substantively to the Institute's objectives.
2. The Director may designate a limited number of especially qualified persons to serve as senior fellows of the Institute, for a period not longer than one year, in accordance with criteria established by the Board and procedures formulated by the Secretary-General. Such persons, who may be invited to participate as lecturers or research scholars, shall be selected on the basis of outstanding contributions they have made in fields germane to the work of the Institute.
3. The Director may also designate junior fellows as part of the Institute's ongoing fellowship programme. All fellowships will be granted within the financial provisions of the Institute's programme budget.
4. The Director may also arrange for the services of consultants for the purpose of contributing to the analysis and planning of the activities of the Institute or for special assignments in connection with the Institute's programmes. Such consultants shall be engaged in accordance with policies established by the Secretary-General.
5. Correspondents and focal points in countries or regions approved by the Board may be used by the Institute to assist

in maintaining contacts with national or regional institutions and in carrying out or advising on studies and research.

6. Honourary, senior or junior fellows, consultants and correspondents shall not be considered to be members of the staff of the Institute.

#### *Article VI*

#### **FINANCE**

1. The activities of the Institute shall be funded by voluntary contributions from States, inter-governmental and non-governmental organizations, foundations and private sources.
2. Contributions to the Institute may be accepted provided that they are consistent with the purposes and policies of the Institute. Voluntary contributions that are unrestricted or that are designated for the implementation of an activity approved by the Board may be accepted by the Director after obtaining the concurrence of the Controller of the United Nations. Other voluntary contributions may be accepted only with the approval of the Board, which shall take into account the comments of the Secretary-General. Contributions which may directly or indirectly involve an immediate or ultimate financial liability for the United Nations may be accepted only with the approval of the General Assembly.
3. The funds of the Institute derived from voluntary contributions shall be kept in the Trust Fund the International Research and Training Institute for the Advancement of Women established by the Secretary-General in accordance with the Financial Regulations and Rules of the United Nations.
4. The funds in the Trust Fund of the Institute shall be held and administrated solely for the purposes of the Institute. The Controller of the United Nations shall perform all necessary financial and accounting functions for the Institute, including the custody of its funds, and shall prepare and certify the annual accounts of the Institute.
5. The Financial Regulations and Rules of the United Nations and the financial policies and procedures established by the Secretary-General shall apply to the financial operations of the Institute. Funds of the Institute shall be subject to audit by the United Nations Board of Auditors.
6. The Institute may, in accordance with the Financial Regulations and rules of the United Nations, enter into contracts with organizations, institutions or firms for the purpose of carrying out its operations. The Institute may acquire or dispose of real and movable property in accordance with the same Regulations and Rules.

*Article VII*

**ADMINISTRATIVE AND OTHER SUPPORT**

The Secretary-General of the United Nations shall provide the Institute with appropriate administrative and other support, including financial and personnel services, in accordance with the Financial Regulations and Rules of the United Nations and on conditions determined after consultations between the Secretary-General and the Director of the Institute, it being understood that no extra costs to the regular budget of the United Nations are incurred.

*Article VIII*

**CO-OPERATION WITH OTHER ORGANIZATIONS AND INSTITUTIONS**

1. The Institute shall develop arrangements for active and close co-operation with the specialized and related agencies of the United Nations as well as with other organs, programmes and institutions within the United Nations system.
2. The Institute shall endeavour to develop arrangements for co-operation with other organizations or institutions involved in training and research activities which are relevant to the work of the Institute and which may be of assistance to the Institute in the performance of its functions.

*Article IX*

**LOCATION**

The Headquarters of the Institute shall be located in the Dominican Republic at Santo Domingo. The Institute may with the approval of the Board and after consultations with the Secretary-General of the United Nations establish other offices elsewhere.

*Article X*

**AMENDMENTS**

1. Announcements to this statute may be made by the Economic and Social Council.
2. The Board may review the provisions of this statute and propose to the Economic and Social Council such amendments as it may consider necessary.
3. The Secretary-General may submit to the Board or, if necessary, after consultation with the President of the Board, proposals for the revision of the present statute.

**ANNEX II: INSTRAW MEDIUM-TERM PLAN**  
**FOR THE PERIOD 1990-1995**

United Nations International Research and Training Institute for the  
Advancement of Women

Board of Trustees  
Ninth Session  
20-24 February 1989  
Item 7 of the provisional agenda\*

INSTRAW MEDIUM-TERM PLAN FOR THE PERIOD 1990-1995

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\* INSTRAW/BT/1989/R.1

INTRODUCTION

1. The Board of Trustees of INSTRAW at its seventh session considered the long-term perspectives for the programme activities of the Institute and endorsed the outline of INSTRAW medium-term plan for the period 1990-1995 as contained in document INSTRAW/BT/1987/R.4. The Board also decided to examine the final draft of the medium-term plan at its ninth session in 1989.

2. The system-wide medium-term plan for women and development for the period 1990-1995 was accepted by the Economic and Social Council in its resolution 1987/86 of 8 July 1987. Its main purpose is to translate the developmental dimension of the Nairobi Forward-looking Strategies for the Advancement of Women 1/ into tasks for the United Nations system which can be expressed in programmatic terms. It should be noted that among the large number of activities relating to women and development undertaken by the United Nations system, there has been a lack of programme coherence and co-ordination (see E/1986/8, para. 2). It means that the system-wide medium-term plan should become an instrument for co-ordinating action regarding the implementation of the Nairobi Forward-looking Strategies.

3. In its resolution 1988/59 of 27 July 1988, the Economic and Social Council urged all United Nations bodies, including regional commissions, and the specialized agencies that have not yet done so to develop and implement comprehensive policies for the advancement of women and to incorporate them in their organization's medium-term plans, statements of objectives, programmes and other major policy statements.

4. The system-wide medium-term plan was intended to provide a framework to guide individual organizations in the framing of their own plans and programmes on women and development during the period 1990-1995. In that respect it was intended to be a largely indicative plan which would provide a basis for exchange of information and cooperation among organizations. It was also intended as a basis for determining areas in which joint action would be required. Implementation, however, was expected to take place largely in the individual programmes of the organizations concerned.

5. In keeping with the Board's decision and taking into account its relevant recommendations at its seventh session, as well as additional guidance given at its eighth session, the present document has been prepared for the Board's consideration.

## I. INSTRAW MEDIUM-TERM PLAN

### A. OBJECTIVES

6. According to its Statute, INSTRAW is an autonomous institution established in accordance with the Charter of the

United Nations to serve as a vehicle at the international level for the purpose of undertaking research and training programmes to contribute to the integration and mobilization of women in development, to raise awareness on issues relevant to women world wide and to assist women to meet new challenges and directions.

7. The Institute is also mandated to act catalytically in the promotion of research, training and information activities aimed at serving women world wide and in all sectors, with specific attention to women in developing countries. In so doing, it operates through networks of co-operative arrangements developed in stages both substantively, by contributing to major international programmes, and regionally, by relying on the regional commissions, other United Nations bodies, women's organizations, academic institutions and governmental and non-governmental organizations.

8. In the medium-term plan period, the Institute will try to focus more of its activities on the regional and national levels in order to assist in the realization and implementation of the research findings, which aim at the integration of women in mainstream development. Monitoring of trends at the international level through an increased co-operation with the United Nations system will be pursued; it will also reflect the supporting role of the Institute to actions by Governments.

9. The activities to be carried out by INSTRAW programmes in the next medium-term plan should aim at:

a) Strengthening the national capability of developing countries in the area of research, training and information for the advancement of women;

b) Concentrating on network-building for co-operation with INSTRAW, which would include establishing focal points at the national level and strengthening existing co-operation with research and training institutions and other intergovernmental and non-governmental organizations at both regional and international levels. Building these networks at the national, regional and international levels should contribute to:

- (i) Assisting in the efforts made by Governments, the United Nations system, various development agents, research and training centers, non-governmental organizations and women's organizations with regard to relevant policies and the institutional framework needed for the establishment of firm linkages between development processes at all levels and the position of women;
- (ii) Promoting systematic consideration of issues related to women in planning and programming processes and technical co-operation activities;

- (iii) Increasing general awareness of the possibilities to increase substantially the pragmatic application of the existing research findings on women and development and to identify areas in which further research and training is necessary;
- (iv) Enhancing and improving the relevance and quality of training with the objective of increasing knowledge and consciousness of decision-makers in development and training women to meet new challenges and directions;
- (v) Enlarging the existing data base on women and development and providing inputs on women and development into existing information systems;
- (vi) Raising public awareness of the importance of issues related to women and development.

10. These methods would be the vehicle through which INSTRAW could implement its activities at various levels. The Institute's research, training and information programmes are closely interrelated and it is intended that the next period should concentrate on using the results of research programmes to undertake a number of training activities; yet a more intensive effort is needed in the training aspects of the programme. The information, documentation and communication programme should be intensified in order to disseminate as widely as possible the findings of research and training activities with the aim of increasing general awareness of policy-makers and the public at large on the issue of women and development; this programme would include a public information component to make the Institute and its activities widely known.

#### B. RESEARCH AND TRAINING

11. The Institute will maintain its policy of closely linking its research and training programmes with most research programmes having a training component and most training programmes incorporating research results. Special attention will be given to monitoring the latest international development trends so as to secure the integration of research related to women in development strategies at all levels.

##### Subprogramme 1. Research

12. Four major clusters of programme elements related to research will be given specific attention:

##### 1. Comprehensive approaches to women and development

13. Monitoring of trends will be the basis for strengthening comprehensive approaches to women and development, which requires an interdisciplinary and cross-cultural approach.

INSTRAW will contribute, as appropriate, to major United Nations surveys, including the World Survey on the Role of Women in Development.

14. Under this cluster of programme elements, reports and inputs to reports required by the United Nations system will be prepared.

## 2. Statistics, indicators and data on women

15. Following the results of the continuing programme of INSTRAW on indicators, statistics and data on women, the Institute will further strengthen its work in this area in close collaboration with the United Nations Statistical office and regional commissions. This cluster of programme elements will focus on improving concepts and methods, as well as establishing more effective systems of data collection, ensuring sex-disaggregated data in all relevant fields of statistics on women.

16. Particular attention will be given to help generate a new conceptual framework relating to women's work, particularly in household and informal sectors of economy. Research on existing frameworks for measuring and valuing women's access to production resources, income and employment will be undertaken. Policy suggestions based on research results of INSTRAW will be presented to major international decision-making bodies now reviewing the System of National Accounts (SNA) and the major international standard classifications such as the International Classification of Occupations (ISCO), International Standard Industrial Classification of All Economic activities (ISIC) and International Classification Status in Employment (ICSE).

## 3. Research for policy design

17. Under this cluster of programme elements, particular attention will be paid to the elaboration of special methodologies promoting broad-based approaches for programmes and projects on women and development.

18. In addition, programme elements would relate to the research on world economy and adjustment processes, South-South co-operation, macro-economic policy analysis of the informal sector, planning, programming and evaluation methodologies, including different aspects of participatory associations such as co-operatives, choice of technology, financial policies for improving women's access to credit, trade policies, environmental issues and participation of women in decision-making processes.

19. The research results will be translated into pragmatic instruments for policy design such as guidelines, checklists, etc., for wide dissemination and use. Efforts will be made to incorporate research on women in development into the main body of scientific thought and relevant fields of learning.

#### 4. Sectoral issues

20. INSTRAW will continue research on particular sectoral issues such as agriculture, industry, water supply and sanitation, etc.

21. The research programme elements in this cluster will be geared to the preparation of relevant training material, reporting and cooperative action with united Nations lead agencies covering specific sectoral fields.

#### Subprogramme 2. Training

22. Training programmes will continue to be designed on the basis of training need surveys and evaluation of training activities carried out so far. The focus of training activities will continue to be on women and development issues in order to complement training efforts withinb the United Nations system that were mainly geared to education and vocational training for women, including acquisition of particular skills.

23. In its training activities the Institute will apply the following criteria approved by its Board of Trustees:

a) Operation through networks of international, regional, national and local institutions whose work it thereby promotes;

b) Emphasis on training of trainers so as to obtain a multiplier effect;

c) Training in situ, primarily in developing countries, to stimulate grass-root participation;

d) Influencing training activities within and outside the United Nations through its role as a catalyst for developmental change.

24. In keeping with the Institute's approved training strategy, a variety of approaches ranging from conventional to participatory will be used. Based on the past experiences emphasis will be given to participatory training as it differs fromconventional forms of training. This approach tries to stimulate and motivate the trainees and has an advantage over passive transfer of knowledge. The scope and content of participatory training would contribute to changes in attitudes, values and perceptions and would ultimathely result in contributing to societal change which would benefit both women and men.

25. By its training activities, INSTRAW will continue to co-operate in the strengthening of national and regional training capabilities by assisting governmental, non-governmental, academic and women's institutions that are engaged in improving training possibilities for women.

26. INSTRAW will continue to strengthen its co-operation with training institutes, whether national, regional or international, that have a major role to play by providing training opportunities to women and including the training on women and development into their regular programmes.

27. The Institute's training programme will comprise the following programme elements.

1. Conduct of training need surveys and selection of target audience and/or groups

28. The concrete training activities of INSTRAW will continue to be based on training needs surveys carried out in consultation with national, regional and international counterparts. The training needs surveys will be oriented towards designing training programmes with reference to development policies, plans and programmes. Constant communication between planners, policy-makers, trainers and trainees will be fostered. In any training process the identification of target groups is a prerequisite for the preparation of appropriate training material and the conduct of training activities. The programme will continue to be directed to four major target groups identified so far: (a) planners, policymakers, technical personnel administrators and extension workers; (b) women's organizations and non-governmental organizations involved with women and development; (c) United Nations field staff as mandated by the Consultative Committee on Administrative Questions (CCAQ); and (d) women whose skills need to be improved by providing them with knowledge on new technologies and on the-job training.

29. These target groups were selected on the basis that they can play key motivational and catalytic roles in the promotion of women's participation in development. The identified major target groups are expected to act as trainers in the transfer of training techniques within their own countries and communities.

2. Preparation of training material

30. The training material to be prepared would include:

- a) Training manuals based on the results of INSTRAW research programmes;

- b) Self-sustained multi-media training packages related to policy design on different aspects of women in development. They would contain trainers guide, full text material for lectures, key-issues checklist, references, bibliography, additional readings and hand-out material, including evaluation questionnaires.

The package would also include support audio-visual material such as sound-slides, video, films, in particular training kits for use by illiterate audiences. The content of these packages would be constantly reviewed and updated;

c) Prototype curricula for teaching women and development to be further elaborated and used by educational and training institutions at all levels of learning.

### 3. Dissemination of training material

31. The innovative training system developed by INSTRAW focuses less on conventional approaches towards training and more on participatory methodologies, with an accent on simultaneous awareness-raising and information delivery using new communication tools.

32. In view of the self-sustained nature of INSTRAW prototype training material designed for wide dissemination and use by national, regional and international institutions, a network to facilitate the dissemination of the training material will be strengthened and supported by public information activities.

### 4. Conduct of participatory training activities, including advisory services

33. INSTRAW will continue its training activities through the organization of training seminars, workshops, expert group meetings and exchange forums, particularly at the national level. In keeping with INSTRAW policy, this will be done mainly through co-operative arrangements with institutions both within and outside the United Nations system.

34. The provision of advisory services to INSTRAW focal points, governmental and non-governmental organizations in developing countries, particularly through an exchange of correspondence, will be strengthened.

### 5. Scholarship and internship

35. The scholarship programme will be expanded according to the guidelines approved by INSTRAW Board of Trustees (INSTRAW/BT/1985/R.4 and Add. 1). The provision of scholarships will be linked to the implementation of the INSTRAW programme.

36. The internship programme will be strengthened in conformity with the guidelines approved by INSTRAW Board of Trustees (see INSTRAW/BT/1988/R.5).

37. Monitoring and evaluation will continue to be an in-built component of INSTRAW training programmes, contributing to the continuous upgrading and refining of INSTRAW training strategies and its programme.

## C. INFORMATION, DOCUMENTATION AND COMMUNICATION

38. The general objectives of the major programme of INSTRAW on information, documentation and information are:

(a) To establish a mechanism for systematically organizing and making accessible the information produced internationally



on women and development, specifically in order to support the aims of INSTRAW and to provide services to institutions and users interested in the subject;

(b) To support a process of consciousness-raising and education through the timely and periodic dissemination of appropriate information with a view to making women aware of their status and helping to improve their participation in the development process;

(c) To help to develop co-operation regarding information about development on a world-wide basis and to act as a link between the regional and world-wide levels on that subject.

39. One of the characteristics of the medium-term programme is that it adopts gradual or phased development.

#### Subprogramme 1. Information

40. The Institute's objectives and its research and training programme require the effective support of a well-equipped information unit. The role of INSTRAW as a dynamic information centre should expand its reach to audiences in both developed and developing countries in order to promote comprehensive approaches to women and development.

41. The information subprogramme contains the following programme elements.

##### 1. Publications

42. The research results of INSTRAW will be published on a regular basis for wide dissemination and use.

43. The research studies and results will be published through: (a) in-house printing; (b) United Nations sales publication; (c) co-operation with external publishers; and (d) putting together collections for electronic publishing on compact disks.

##### 2. Periodical publications

44. INSTRAW will continue to issue bi-annually INSTRAW News with specialized supplements. The main purpose of INSTRAW News is to report on the work of the Institute and to promote global networking on women in development issues. The actual print run of 15,000 will be maintained and gradually increased.

45. Providing inputs into United Nations periodical publications such as Development Forum, Women 2000, Decade Match, etc. will be maintained.

46. Preparatory work for the launching of a review devoted to women and development will be undertaken.

##### 3. Public information material

47. The increasing activities of INSTRAW and a growing demand for information on its programmes require an increasing production of public information material such as flyers, booklets, summaries of research papers, etc.

48. The production of artistic posters and cards is expected to continue and be linked to fund-raising activities.

49. Regular contributions to relevant United Nations press and public information kits will be continued.

#### 4. Press releases and press briefings

50. Press releases and press briefings will be given on women and development in general and on INSTRAW programme activities.

51. Co-operation with the Department of Public Information and other United Nations radio and television programmes will be maintained as well as with news agencies, women's press and other interested media. This would also include visits to the Institute's premises by the media people, visits to media headquarters by INSTRAW staff and field trips at the regional and local levels.

#### 5. Exhibits

52. INSTRAW will continue to participate in international exhibitions, following the guidelines on the joint participation of the United Nations system in international exhibitions, as approved by the Administrative Committee on Co-ordination.

53. Special exhibits on the work of INSTRAW to be presented at exhibitions and expositions, including book fairs, at the international and regional level will be organized, in co-operation with INSTRAW focal points and other co-operating institutions.

54. Exhibits on the work of INSTRAW and issues of women in development will be regularly organized in conjunction with the Institute's participation in international meetings and with its own training activities, using its portable ready-made exhibit.

#### 6. Audio-visual material

55. The production of the Institute's own audio-visual material for its training activities and for fund-raising efforts will continue, as well as joint public information ventures on a cost-sharing basis with the Department of Public Information and other United Nations agencies and bodies. INSTRAW will also continue to disseminate widely and to use in its own activities United Nations public information material.

### Subprogramme 2. Documentation

56. This subprogramme will consist of the following programme elements:

(a) Documentation activities will be aimed at gathering, registering and classifying relevant publications on women and development for the use of INSTRAW in its programme activities and for other potential uses as well;

(b) The Institute's library will continue to be a specialized collection designed to support its programmes and activities;

(c) The exchange of documents and publications with United Nations Headquarters, other United Nations bodies, research and training institutions, academic and information centres will be continued;

(d) A programme establishing on-line linkages with computerized data bases within and outside the United Nations system will be prepared;

(e) A set of information subsystems related to the INSTRAW programme will be maintained; it will include information on bibliographical references which might be publicized as bibliographical bulletins.

### Subprogramme 3. Communication

57. This subprogramme will include the following programme elements:

1. Upgrading of INSTRAW communication facilities and linkages with information systems within and outside the United Nations System

58. To operate the system on a permanent basis, INSTRAW will:

(a) Strengthen data-processing activities through appropriate staff training;

(b) Acquire the necessary equipment and specialized software as well as set up communication links;

(c) Develop and implement software customization;

(d) Strengthen a versatile and user-friendly directorate for computerized management system.

2. Constant upgrading of INSTRAW computerized databasis

59. That will include:

(a) Mailing list;

(b) Rosters of institutions and experts dealing with women in development;

(c) Bibliographies on women and development.

3. Co-operation of INSTRAW in the dissemination and implementation of the guidelines on communication for women and development, as proposed by the International Consultative Meeting held at Rome, in October 1988 (see INSTRAW/BT/1989/R.3)

#### D. METHODS OF IMPLEMENTATION

60. The implementation of the Institute's programme of activities in the medium-term plan period will need to rely on continuous consultations and co-operation with bodies and departments of United Nations agencies, including the regional commissions. Institute's focal points and correspondents at the national level, non-governmental organizations, research and training centres, associations and academic institutions will also have an important role in helping INSTRAW to carry out its programme activities. Priority will be given to co-operation with the mainstream institutions involved with developmental issues so as to ensure that women's issues are fully integrated in their respective programmes.

61. INSTRAW will give priority to problems and issues facing women in developing countries. Therefore, due emphasis will be given to the self-reliant approach, which means the use of expertise, experience and research results on women and development carried out in developing countries. However, the self-reliant approach is conceived as an open and flexible system which should be supported by institutions in developed countries and the international community. In this respect the maximum co-operation and utilization of existing facilities, such as research and training centres and institutions, will be pursued.

62. Programme implementation through co-operative arrangements on a cost-sharing basis will avoid, as much as possible, overlapping and duplication of programmes, thus securing the optimum use of resources in the important but insufficiently developed field of research, training and information related to women and development.

#### E. MONITORING AND EVALUATION

63. Evaluation will be an integral part of the medium-term plan in order to determine as systematically and objectively as possible the relevance, efficiency and impact of the Institute's activities in relation to the major goals of the United Nations in the field of development and in terms of the Institute's contribution to the process of incorporating women's issues in different developmental activities.

64. Monitoring will be closely associated to the implementation of INSTRAW programme activities. Its main functions are to identify changes in the work programme as reflected in biennial programme budgets; to determine how the actual delivery of outputs compared with the commitments

originally set out in the budgets are attained and to provide insight into higher and lower rates of performance and any other departures from commitments. Although monitoring and evaluation have different functions, they are closely related.

65. Monitoring and evaluation will be conducted by applying the guidelines formulated by the Central Evaluation Unit of the United Nations Secretariat for self- and in-depth evaluation.

66. Within the medium-term plan a work programme for self-evaluation activities will be a built-in element in all INSTRAW subprogrammes and/or programme elements. The subprogramme evaluation and information sheet (SEIS) will be used to describe the overall purpose of self-evaluation, the scope and coverage of the exercise and the anticipated use of the findings.

67. Evaluation by participants in INSTRAW expert meeting and training activities will continue to be applied on the basis of questionnaires designed according to the "Evaluation Manual of the United Nations".

68. INSTRAW evaluation methodology will also include the following elements which were useful so far in guiding the development of INSTRAW programmes:

(a) Assessment of effectiveness against the established objectives;

(b) Response or interest of co-operating bodies;

(c) Acceptance by legislative bodies of the United Nations system;

(d) Multiplier effect to be achieved through the network of operation.

69. According to General Assembly resolution 42/65 of 30 November 1987, INSTRAW is mandated to elaborate special methodologies for monitoring and evaluation purposes, with particular reference to the Implementation of the Nairobi Forward-looking Strategies for the Advancement of Women and to secure the feedback of results into the operational system.

#### F. FINANCIAL ASPECTS

70. The implementation of the medium-term plan would depend above all on available resources. To avoid the risk of over-commitment, it will be necessary to devise concrete programmes in the light of the financing available.

71. Financial considerations will be taken into account when translating the proposals for the medium-term plan into concrete programmatic activities proposed for each biennium.

72. It is envisaged that co-operative programmes based on cost-sharing will considerably ease the financial constraints of the Institute.

73. Fund-raising activities should be expanded and should be awarded priority, with the assistance of Board members and financial inputs from the organizations of the United Nations system.

## II. ROLE OF INSTRAW AS REFLECTED WITHIN THE PROPOSED SYSTEM-WIDE MEDIUM-TERM PLAN FOR WOMEN AND DEVELOPMENT

74. The system-wide medium-term plan for women and development comprises the following main chapters:

1. Elimination of all legal and attitudinal forms of discrimination;

2. Employment, productive resources and income;

3. Access to services;

4. Decision-making

5. Improving instruments for international action;

6. Comprehensive approaches to women and development.

75. At its seventh session, the Board of Trustees decided to pay particular attention to the following questions:

(a) Improving Instruments for International action, that is: development of statistics and indicators; research and policy analysis; information network, including dissemination of research and technical findings;

(b) Comprehensive approaches to women and development;

(c) Employment, productive resources and income, with particular emphasis on the informal sector;

(d) Promoting more positive attitudes towards the role of women and development and the participation of women in management and decision-making.

76. The Institute will make its inputs to the system-wide medium-term plan on women and development following the outline and proposed format of the plan which was presented at the meeting of the Consultative Committee on Substantive Questions (Programme Matters) which took place in New York from 3-5 October 1988. The task of the system is to implement this plan and the first report on progress and implementation is expected to be given to the Economic and Social Council at its second regular session of 1989, through the Commission on the Status of Women.

77. All activities will be carried out in close consultation and cooperation with the organizational entities participating in the implementation of the system-wide medium-term plan on women and development. It will take into account the regional dimensions, the monitoring and evaluation processes and the review of the plan every two years.

1. Elimination of all legal and attitudinal forms of discrimination

1.1 International standards

78. No activities are foreseen, except giving inputs upon request of the lead entity United Nations/Department of International Economic and Social Affairs and International Labour Organizations (ILO).

1.2 Promoting more positive attitudes towards the role of women and development

79. INSTRAW will continue through its public information, research and training activities to contribute to raising general awareness on the role of women in development. Through its public information programme INSTRAW will make accessible to governmental and non-governmental institutions, as well as to the general public, information based on INSTRAW substantive research and training results focusing on women's contribution to development. Through its research on socio-economic, demographic and legal aspects concerning women, the Institute will also underline any discriminatory practices affecting women's role in the development process.

80. In order to promote awareness on the role of women in development, INSTRAW would continue co-operation with academic and training centres, specially in developing countries, in the constant upgrading and promoting of prototype curricula on women and development. This work would contribute to improving the teaching on women and development as a subject of study at all levels of learning.

2. Employment, productive resources and income

2.1 Overall trends and policies in women's employment

81. INSTRAW will co-operate in all efforts oriented towards indicating trends and policies in women's employment. It will make available the research results concerning new concepts and methodology related to statistics on women's work, such as the International Standard Classification of Occupations (ISCO) and the International Classification Status in Employment (ICSE).

2.2 Vocational training and training on women and development

82. The activities contained under INSTRAW medium-term plan on training (see sect. 1, Subprogramme 2 above) were reported as

inputs to the system-wide medium-term plan on women and development.

### 2.3 Food and agriculture

83. INSTRAW will continue co-operating with the lead United Nations bodies and agencies as required. Particular attention will be given to issues of policy design, guidelines and checklists related to women's role in rural development and food production.

### 2.4 Industry

84. As indicated in 2.2, INSTRAW will continue its co-operation with the United Nations Industrial Development Organization in the preparation of training material on women's managerial and entrepreneurial role in industry. It will make available its research results related to International Standard Industrial Classification of all Economic Activities (ISIC).

### 2.5 Entrepreneurship and access to credit

85. Research studies will be continued on the role of women and financial, credit and trade policies at the macro and micro level in order to facilitate policy design. Four main activities are envisaged:

(a) Data collection and analysis on cultural and socio-economic factors affecting women's access to formal credit in developing countries;

(b) Identification of national programmes which have been successful in reaching women through legal and institutional reforms;

(c) Global survey of self-reliance strategies developed by women for coping with the problem of restricted access to formal credit;

(d) Formulation of recommendations on future policy action for improving women's access to credit.

06. Adequate training material will be prepared in co-operation with lead organizational entities.

### 2.6 Informal sector

07. Efforts will be pursued to develop methodologies for quantifying women's participation and contribution in the informal sector of the economy within the scope and objectives of the System of National Accounts. Analyses and suggestions of how relevant findings might be used to take better account of women's participation in the informal sector will be presented in international meetings responsible for work in this field.



**ANNEX III: TERMS OF REFERENCE EVALUATION 1990**

## ANNEX III

Ministry of Foreign Affairs, Finland  
Ministry of Foreign Affairs, The Netherlands  
Ministry of Foreign Affairs, Norway

9 August 1990

### TERMS OF REFERENCE EVALUATION 1990

#### INTERNATIONAL RESEARCH AND TRAINING INSTITUTE FOR THE ADVANCEMENT OF WOMEN

##### 1. PREAMBLE

United Nations International Research and Training Institute for the Advancement of Women (INSTRAW) was established by ECOSOC res. 1998(LV) of 1976 after a recommendation made by the World Conference on the International Women's Year in Mexico in 1975. ECOSOC's decision was endorsed by the United Nations General Assembly (GA) in res. 31/135 of 1976. INSTRAW's statute was approved by ECOSOC in its decision 1984/124 and endorsed by GA in resolution 39/249 in 1985. Since 1983 the Institute has been located in the Dominican Republic in accordance with ECOSOC res. 1977/11. INSTRAW is an UN subsidiary body funded by voluntary contributions, primarily from member countries. The budget in 1989 amounted to approximately 1.5 mill. US \$. It has established a network of focal points in 26 UN member nations.

INSTRAW's mandate of 1976 states that the Institute shall stimulate and assist in the integration of women in development (WID) through research, training and dissemination of WID-relevant information.

Throughout the 1980s, a better knowledge and understanding of women's situation in developing countries have been gained, and new information gaps and development needs identified. Concurrently, the UN and other development agencies and organizations have come to work more systematically with WID. These developments highlight the need for WID-organizations such as INSTRAW to adjust to a constantly changing scene. At INSTRAW's tenth anniversary, Finland, the Netherlands and Norway, as major donors to the Institute, have decided to commission an evaluation of INSTRAW's role in furthering integration of WID in the UN's assistance to developing countries in general. More specifically, the role of INSTRAW as a channel for promotion of WID as laid down in international development assistance will be subject of the evaluation.

##### 2. OBJECTIVE

The objective of the evaluation within the framework of the above-mentioned considerations is fourfold:

- to assess INSTRAW's interpretation and fulfilment over the years of the mandate given in 1976, INSTRAW statutes and decisions of INSTRAW Board of Trustees, ECOSOC and the UN General Assembly
- to assess its response to subsequent changes in users' requirements and donors' expectations, in particular of the governments of Finland, the Netherlands and Norway
- to assess its activities of research, training and documentation
- to consider future mid- and longterm operational strategies for promotion of WID.

### 3. SCOPE

The evaluation team shall assess and consider, but not necessarily limit itself to, the following:

#### 3.1 The INSTRAW mandate and conceptualization of WID

- the relevance of the mandate in relation to WID issues and policies prevalent in the past decade
- the areas of involvement according to INSTRAW's interpretation of the mandate
- identification of target agencies and organizations
- changes in INSTRAW's role as initiator and catalyst versus as an implementing agency of WID.

#### 3.2 Activities

Apart from a general review of INSTRAW's policy towards the selection of programme activities and the way they are implemented, the evaluation shall concentrate on a limited number of INSTRAW activities and themes which have been given high priority (e.g. research on monitoring and evaluation, training module on water and sanitation and documentation work on indicators and statistics):

- relevance of research activities according to the needs of user groups
- cooperation with other research milieus
- use of internal and external researchers
- quality of research reports and statistical work
- relevance of channels of dissemination of research results
- practical application of research results.
- The training activities with special emphasis on
  - relevance of training for user groups including an assessment of training needs
  - application of research results in training
  - cooperation with other training organizations and institutes
  - use of internal and external training staff
  - quality of training material
  - use of training material.
- The documentation activities with special emphasis on
  - relevance of documentation in relation to users' needs and documentation services provided by other institutes
  - organization and functioning of the documentation services

- procedures for dissemination of INSTRAW publications and other documentation.

### **3.3 Structure**

- required institutional capacity and professional capability to fulfil the mandate
- the contribution by the Board and staff in the planning, management and operational activities of INSTRAW
- the role and functions of the focal points as mediators between INSTRAW and local user groups
- INSTRAW's organizational structure
- procedures for, utilization of and cooperation with relevant UN organizations and other governmental and non-governmental organizations and institutes
- routines for evaluation of the impact of INSTRAW's activities on the above-mentioned organizations and other target groups.

## **4. METHOD**

The evaluation shall comprise of desk studies and interviews with Institute personnel, other UN agencies, donors, users and other partners.

### **4.1 Desk studies**

The evaluation shall consist of general studies of literature, reports and archives at INSTRAW headquarters, relevant UN-organizations and donor agencies.

### **4.2 Interviews**

Interviews with the staff of INSTRAW and relevant UN-organizations, board members, representatives of focal points and other resource persons shall be undertaken.

Moreover, in a selected number of countries interviews will be held with women activists, organizations and institutes. Official Dutch, Finnish and Norwegian WID Coordinators stationed in developing countries will be asked to fill in questionnaires.

## **5. PARTICIPANTS**

The evaluation team shall consist of three experts on the UN system and WID questions relating to networking, information gathering and dissemination, project planning and management of research and training institutions.

## **6. SCHEDULE**

The evaluation shall be carried out in the course of August - October 1990, with a draft report submitted to the Foreign Ministries of Finland, The Netherlands and Norway by 11 October, and a final report submitted to the same Ministries by 9 November of the same year.

**ANNEX IV: DOCUMENTS AND PUBLICATIONS CONSULTED  
BY TEAM MEMBERS**

## ANNEX IV: DOCUMENTS AND PUBLICATIONS

### CONSULTED BY TEAM MEMBERS

Allotey, Elizabeth A. Coverage of the Informal Sector in 1987 Ghana National Industrial Census, 1990. Regional Workshop on Method of Collecting and Analyzing Statistics on Women in the Informal Sector and their contribution to National Product.

BY TEAM MEMBERS

CENWOR, INSTRAW and ESCAP. Workshop on Statistics and Indicators on the Social and Economic Situation of Women Particularly in the Informal Sector, 1987.

Classifying Women's Activities, 1989. Three case studies: Kenya, Mexico, Nepal. INSTRAW.

Dixon-Mueller, Ruth. Measuring Women's Participation in the Informal Sector, 1989.  
Country Reports and Data Sources: Malaysia and Indonesia. INSTRAW/UNSO.

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Gaye, Amie. Estimation of the Level and Potential for Employment in the Informal Sector, The Gambia, 1990.

G.R.A.D.. Barring the Water. Translation by ILO, Turin.

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IDWSSD Steering Committee for Cooperative Action Inter-Agency Task Force on Women.  
Strategies to Involve Women: Proposals for 1989-1990.

ILO Turin Centre/INSTRAW. Minimum Evaluation Procedure for Water Supply and Sanitation Projects.

ILO/INSTRAW. Women in Economic Activity: A Global Statistical Survey (1950-2000), 1985.

ILO/INSTRAW, Women and New and Renewable Sources of Energy.

Improving African Women's Role in the Informal Sector Production and Management, 1987.

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Improving Statistics and Indicators on Women Using Household Surveys, 1988. United Nations. Studies in Methods. Department of International Economic and Social Affairs and INSTRAW.

INSTRAW/UNECA. Regional Training Seminar on Women and New and Renewable Sources of Energy, Addis Ababa, Ethiopia, 16 - 20 October 1989.

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INSTRAW/UNICEF. Women and the International Drinking Water Supply and Sanitation Decade. Submitted to the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women. Prepared in accordance with the decision of the Inter-Agency Task Force on Women and the IDWSSD.

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INSTRAW/Fondation de l'eau. Training Manual. Module: Women, Water Supply and Sanitation Package.



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Communications. An overview and Main Objectives of the Meeting". By Dunja  
Pastizzi-Ferencic. Rome, Italy October 24 - 28.
- INSTRAW, 1988. "International Consultative Meeting on Communications for Women in  
Development. The innovative Multi-media Modular Training Methodology". By  
Borjana Bulajich-Maksimovich, INSTRAW. Rome, Italy October 24 - 28.
- INSTRAW. "International Consultative Meeting on Communications for Women in  
Development. Computer Technologies: A Tool to improve Communications for Women  
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Communications Officer, INSTRAW.
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- INSTRAW, 1987. Selected Guidelines and Checklists for Women in Development. Santo  
Domingo 1987.
- INSTRAW, 1987. Decent Shelter is a Woman's Right. International Year of Shelter for  
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- INSTRAW, 1988. Improved Stoves. An Integral Part of Energy-saving Strategies. Santo  
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- INSTRAW, 1989. Classifying Women's Activities. Three Case Studies: Kenya, Mexico, Nepal.  
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INSTRAW/ECE, Statistics on Women, 1989, Women's Labour Force Participation, Measurement of Labour Inputs & Valuation of their Output. Statistics required for Implementing the Forward Looking Strategies.

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UN/INSTRAW, 1990. National Training Seminar on Women and New and Renewable Sources of Energy, Dar es Salaam. Tanzania, 11 - 15 June.

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Office (Working Draft).

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Women in the Informal Sector in Latin America, Methodological Aspects, 1986.

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**List of papers produced by INSTRAW for presentation at international meetings on revision of the UN SNA and related economic classifications:**

- 1) Initial draft working paper on classification issues and possible new recommendations.
- 2) Measuring and valuing women's participation in the informal sector of the economy.
- 3) Sub-sectoring of the household sector in the United Nations System of National Accounts (distinguishing between farm and nonfarm, formal and informal, monetary and nonmonetary).
- 4) Review of occupation and industry classification experience in three countries and comments on the 1987 proposed revision of the international standard classification of occupations from the perspective of women's concern.
- 5) Observations concerning the revision of the international standard industrial classification with special emphasis on services classification.

International Conference on Statistics on Women in Employment  
Sector in industry, Trade and Services in Africa  
From the Minister for Africa, International Research and Development  
the Government of Women and United Nations

Women in the Informal Sector in Latin America  
ISSUE 2002 - INTRAC - 2002

kind of paper produced by ILO/IAW for presentation at international meetings or revision  
of the ILO and related economic institutions

Information on this paper on electronic form and other way

recommendations

2) Planning in a value women's participation in the informal sector of the

sector

3) The sector of the informal sector in the transition system of

National Accounts (distinguishing between formal and informal)

informal, monetary and non-monetary

4) Role of occupation and industry classification in the informal

and women in the ILO's research on the informal sector

classification of occupations from the perspective of women's work

5) Observations on the transition to the informal sector

transition in specific countries on women's work

**ANNEX V: CATALOGUE OF INSTRAW PUBLICATIONS**

**INSTRAW**

**Santo Domingo  
Dominican Republic  
June 1990**

## I. RESEARCH

### A. STUDIES

#### STATISTICS AND INDICATORS

Methods of Measuring Disparity between Men and Women - A Technical Report. By Pavle Sicherl. Santo Domingo, INSTRAW, 1989.

Women, Development and Demographic Trends in Central America: A General Overview. By Soledad Parada. Santo Domingo, INSTRAW, 1989.

Compiling Social Indicators on the Situation of Women. DIESA/INSTRAW. Santo Domingo, INSTRAW, 1988.

Improving Concepts and Methods for Statistics and Indicators on the Situation of Women. DIESA-Statistical Office/INSTRAW. Santo Domingo, INSTRAW, 1988 (Reprint)

Improving statistics and Indicators on Women Using Household Surveys. DIESA-Statistical Office/INSTRAW. New York, United Nations, 1988.

#### INFORMAL SECTOR

Women in the Informal Sector of the Economy: A Bibliographical Compilation. By Soledad Parada. Santiago, Chile/Santo Domingo, INSTRAW, 1987.

Women in the Informal Sector in Latin America. Methodological Aspects. By Irma Arriagada and Arturo Leon. Santo Domingo, INSTRAW/UNSO/ECLAC, 1986.

#### ECONOMIC CONTRIBUTION OF WOMEN

Women in the World Economy. By Susan Joekes. New York, Oxford University Press, 1987.

El Impacto de la Política Monetaria Y Financiera en la Mujer Latinoamericana. By Rina Berio and Ivan Molina. Santo Domingo, INSTRAW, 1986.

The Changing Role of Women in International Economic Relations: Conceptual Framework of Research Studies. By Brigitte Stern. Santo Domingo, INSTRAW, 1985.

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Industrialization, Trade and Female Employment in Developing Countries: Experiences of the 1970s and After. By Susan P. Joeques. Santo Domingo, INSTRAW, 1985.

Summary of INSTRAW Series of Studies on the Role of Women in International Economic Relations. Santo Domingo, INSTRAW, 1985.

Women and International Development Cooperation: Trade and Investment. Study prepared by the North-South Institute at the request of INSTRAW. Santo Domingo: INSTRAW, May 1985.

Women in Economic Activity: A Global Statistical Survey (1950 - 2000). Santo Domingo, ILO/INSTRAW, 1985.

#### TECHNOLOGY

Women's Access to Technology: Myths and Realities. Santo Domingo, INSTRAW, 1988.

Technology and Women's Status. Report for the 1985 World Conference to Review and Appraise the Achievements of the United Nations Decade for Women: Equality, Development and Peace, Nairobi, Kenya. Geneva, INSTRAW/UNCTAD, 1985

Women and Technology in Developing Countries: Technological Change and Women's Capabilities and Bargaining Positions. By Deborah Bryceson. Santo Domingo, INSTRAW, 1985.

Women, Technology and Sexual Division. By Amartya K. Sen, 1985. Reprinted as "La femme, la technologie et les differences fondees sur le sexe". by Amartya K.Sen. UNCTAD/INSTRAW, 1985.

#### CREDIT

Women and credit. Santo Domingo, INSTRAW. (Forthcoming).

#### WOMEN IN DEVELOPMENT STUDIES

Women's Studies and Development: Bridging the Gap. Krishna Ahooja-Patel, editor. Santo Domingo, INSTRAW, 1989.

#### AGING

Las Mujeres de Edad Madura en América Latina (Midlife and Older Women in Latin America). By Soledad parada. Santo Domingo, INSTRAW, 1988.

## GENERAL

Contribution a l'etude du besoin actuel de renforcement des mecanismes nationaux visant a integrer les femmes aux projets de developpement. Study conducted by the Economic Commission for Africa (ECA) and INSTRAW. Santo Domingo, INSTRAW, 1989.

International Development Strategies and Women's Issues (1980-1986) By Saima Quadir, Santo Domingo, INSTRAW, 1987.

The Importance of Research and Training to the Integration of Women in Development. By Wafaa Marei. Santo Domingo, INSTRAW, 1985.

Towards Strategies for Strengthening the Position of Women in Food Production: an Overview and Proposals on Africa. By Achola Pala Okeyo. Santo Domingo, INSTRAW 1985.

Integration of Women in Development Through Technical Co-operation Among Developing Countries (TCDC). United Nations, New York, INSTRAW, 1983.

## B. PAPERS

### ECONOMIC CONTRIBUTION OF WOMEN

Economic and Social Status of Women in Asia Today. By Krishna Ahooja-Patel, presented to the 8th International Symposium on Asian Studies, Hong Kong, 11-14 August 1986. (INSTRAW publication, 1986)

The Economic Contribution of Women to Food Supply in Developing Countries. Santo Domingo, INSTRAW, 1985.

### WOMEN IN DEVELOPMENT STUDIES

"Desarrollando Curricula sobre Mujer y Desarrollo: Notas sobre un Programa del INSTRAW", presented at training course, Mujer, Desarrollo y Planificación en América Latina y el Caribe, Santiago de Chile, 27 octubre-14 noviembre 1986 (INSTRAW publication 1986).

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## GENERAL

"Las Naciones Unidas y la Promoción de la Mujer (1945-1985)", basic information for the seminar Mujer, Planificación y Desarrollo en el Area Andina, Quito, Ecuador, 16-27 November 1987. (INSTRAW publication, 1987)

"Women's Advances in the United Nations Decade: Looking Back with Hope". By Krishna Ahooja-Patel, (INSTRAW publication, 1987).

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Formation au bénéfice des femmes. Un répertoire des activités menées sous les auspices des Nations Unies, New York, United Nations/INSTRAW 1980.

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## II. EXPERT GROUP MEETINGS

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Report of the Expert Group Meeting on Measurement of Women's Income and Their Participation and Production in the Informal Sector, Santo Domingo, 13-17 October 1986. INSTRAW/UNSO/ECLAC. (INSTRAW publication, 1986)

Report of the Meeting on Evaluating Bilateral Experiences in the Development and Use of Women in Development Guidelines/Checklists: Implications for National Use in Formulating Agricultural Projects for Women, Helsinki, Finland, 7-11 October, 1985, (INSTRAW publication, 1986)

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Proceedings of the Interregional Seminar on Women and the International Drinking Water Supply and Sanitation DEcade (IDWSSD), Cairo, Egypt, 12-16 March 1984 (INSTRAW publication, 1986)

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### III. TRAINING

#### A. REPORTS & PROCEEDINGS

##### STATISTICS AND INDICATORS

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Report on the National Workshop for Users and Producers of Data and Indicators on Economic Activity of Women in the Formal and Informal Sectors, Jakarta, Indonesia, 5-9 October 1987, organized by the Office of the Minister of State for the Role of Women, the Central Bureau of Statistics and INSTRAW (INSTRAW publication, forthcoming).

Report of the National Training Workshop on Statistics and Indicators on Women and Development, Islamabad, Pakistan, 2-6 November 1986, organized by the Government of Pakistan, Cabinet Secretariat Women's Division, The Federal Bureau of Statistics, the Statistic Division and INSTRAW/UNSO (INSTRAW publ. 1987).

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A National Training Seminar -- Women, Water Supply and Sanitation, Mogadiscio, Somalia, 13-18 February, 1988, (INSTRAW publication, 1988). 100 p. Text in English. INSTRAW/SER.A/10.

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**STATISTICS AND INDICATORS**

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**WATER SUPPLY AND SANITATION**

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**ANNEX VI: PERSONS INTERVIEWED BY TEAM MEMBERS**

ANNEX VI

PERSONS INTERVIEWED BY TEAM MEMBERS

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**ANNEX VII: LIST OF MEMBERS OF BOARD OF TRUSTEES  
BOARD SESSION, FEBRUARY 12 - 16, 1990**

## ANNEX VII

### LIST OF MEMBERS OF BOARD OF TRUSTEES, BOARD SESSION, FEBRUARY 12 - 16, 1990

#### Name and Address of Participants

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**ANNEX VIII: LIST OF APPROVED INSTRAW FOCAL POINTS**

## ANNEX VIII

### LIST OF APPROVED INSTRAW FOCAL POINTS

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- 3) **Ministerio de Cultura, Juventud y Deportes  
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- 4) **Federación de Mujeres Cubanas  
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- 5) **Danish International Development Agency (DANIDA)  
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- 6) **Dirección General de Promoción de la Muyer  
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- 8) Ministry of Social Affairs & General  
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- 10) Ministry to the Presidency  
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- Ms. Laiou-Antoniou  
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- 11) Kantor Menteri Negara Urusan Peranan Wanita  
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- Ms. Achie Sudiarti Luhulima
- 12) AIDOS  
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- Ms. Daniela Colombo  
Vice President Executive
- 13) INSTRAW, Social Co-operation Division  
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- 14) Consejo Nacional de Población  
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- Lic. Gerónimp Martínez García

- Secretario General
- 15) **Ministry of Women's Affairs**  
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- 16) **National Committee on Women and Development**  
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- Ms. Victoria N. Okobi
- 17) **Norwegian Research Council (NAVF)**  
Secretariat for Research on Issues  
Related to Women  
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- Ms. Aina Schiotz  
Head of the Secretariat
- 18) **Women's Division "Research Wing"**  
Secretariat of the Government of Pakistan  
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- 19) **Instituto de Investigaciones y Capacitación para la  
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- 20) **National Commission on the Role of Filipino Women**  
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- Ms. Remedios Rikken  
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- 21) **Instituto de la Muyer**  
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- 22) **Centre for Women's Research (CENWOR)**  
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The Executive Secretary

**FOCAL POINTS NOMINATED BY THEIR RESPECTIVE GOVERNMENTS AND  
SUBMITTED TO THE BOARD FOR APPROVAL**

- 1) Conselho Nacional dos Direitos da Mulher (CNDM)  
Ministerio da Justica  
Edificio Sede do Ministerio da Justica  
5o. andar - sala 509  
CEP: 70.064  
Esplanada dos Ministerios  
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Ms. Jacqueline Pitanguy  
President

- 2) Portuguese Commission on the Status of Women  
(Comissao da Condicao Feminina)  
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1093 Lisboa CODEX  
PORTUGAL

- 3) **Department of Women's Affairs  
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- Ms. Samira Amin Ahmed  
Head of WID Section  
National Population Council (NPC)**

Dr. Swarna Jayawanti  
Coordinator

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FOCAL POINTS NOMINATED BY THEIR RESPECTIVE GOVERNMENTS AND  
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**ANNEX IX: 1990 PROGRAMME/PROJECT COMPOSITION OF INSTRAW**

## ANNEX IX

### 1990 PROGRAMME/PROJECT COMPOSITION OF INSTRAW

Programme/Project	Desk Officer/Professional And Supervisor
Statistics on the Elderly (Aging)	Corazon Narvaez Supervisor: Marie Paul Aristy
Statistics-Seminars	Corazon Narvaez Supervisor: Marie Paul Aristy
Statistics on the Informal Sector in Africa (Project RAF/87/04)	Grace Bediako - Technical Adviser Project Coordinator: Marie Paul Aristy
Macro-Economic Policy on the Informal Sector High Expert Meeting	Corazon Narvaez Supervisors: Eleni Stamiris Paul Aristy
Women, Water and Sanitation Women and New and Renewable Sources of Energy (NRSE)	Borjana Bulajich Borjana Bulajich Supervisor: Marie Paul Aristy
Credit	Florisa Abreu Supervisor: Eleni Stamiris
Technology	Florisa Abreu Supervisor: Eleni Stamiris
Environment	Florisa Abreu Supporting Staff: E. Marsollier Supervisor: Eleni Stamiris
WID University Curricula WID Training Manual	Jeannie Pou Jeannie Pou
Monitoring and Evaluation Methodology on WID	Jeannie Pou Supervisor: Eleni Stamiris
Communications Material on WID project	Paola Antolini* Supervisor: Eleni Stamiris
Newsletter and INSTRAW	Paola Antolini* Review Supervisor: E. Stamiris
Interns and Focal Points Fellowships	Liliana Garcia Supervisor: Eleni Stamiris
Host Country Liaison	Francia Sencion, Consultant
Project Women & Energy with Host Country	Supervisor: Eleni Stamiris

**ANNEX X: LIST OF DONORS CONTRIBUTIONS  
TO INSTRAW TRUST FUND IN 1986-1990**

TABLE 1. 1990 LIST OF DONOR CONTRIBUTIONS TO INSTRAW TRUST FUND

CONTRIBUTIONS RECEIVED IN 1990					
COUNTRY	PLEDGE	FOR 1990	FOR PREVIOUS YEARS	FOR FUTURE YEARS & SPECIAL PROJECTS	TOTAL
Australia	47,244	47,892			47,892
Austria	6,514	6,300			6,300
Bangladesh	1,000				0,0
China	10,000	10,000			10,000
Colombia	500	520			520
Cyprus	500		500		500
Finland	116,279	125,881			125,881
France	78,125				0,0
Greece	2,500	2,500			2,500
Guatemala	1,000				0,0
India	2,990				0,0
Indonesia	5,000				0,0
Jamaica	1,000				0,0
Japan		80,000			80,000
Madagascar	151				0,0
Mauritius	100	100			100
Maldives	500				0,0
Malta	500				500
Mexico		4,254			4,254
Norway		386,166			386,166
Pakistan	2,952				
Spain	50,420	56,082			56,082
Sweden	77,519	73,397			73,397
Thailand	3,000				0,0
Turkey	5,000		5,774		5,774
USA	200,000				0,0
Uruguay	800				0,0
Zaire	1,000				0,0
Zimbabwe	5,381	4,891			4,891
Mali	1,500				0,0
Trin & Toba			567		567
Saudi Arabi		1,600			1,600
Portugal		3,000			3,000
Barbados	1,000		1,000		1,000
Philippines		450			450
Italy				676,470*	676,470
UN Finn Ass				41,633**	41,633
Ec Com Afri		194,784***			194,784
UNDP/OPS				100,000****	100,000
Total	622,502	998,317	7,841	818,103	1.824,261

- \* US\$ 247,290 for Energy Project, US\$ 370,630 for Communications Project  
 US\$ 58,550 for Expert Group Meeting on Policy Analysis  
 \*\* For meeting on statistics on aging women  
 \*\*\* For project Improving African Women's role  
 \*\*\*\* For project Promotion of Women in use of NRSE

TABLE 2. LIST OF DONOR CONTRIBUTIONS TO THE INSTRAW TRUST FUND IN 1986-1989

COUNTRIES	1986	1987	1988	1989
	PAID	PAID	PAID	PAID
Algeria			5,000	
Argentina	5,000	5,000	5,000	
Australia			36,080	46,926
Austria	7,000	7,000	7,000	7,000
Barbados			1,000	1,000
Bulgaria		1,000		
Cameroon		501		1,525
China	10,000	10,000	10,000	10,000
Colombia			510	513
Cyprus	500	500		500
Egypt	1,000	1,000		
Finnland				118,568
France	71,942	81,301	90,030	66,667
Greece	2,500	2,500	2,500	2,500
India		3,921	4,861	3,040
Indonesia	5,000	5,000	5,000	5,000
Italy		108,000	650,750	
Japan	80,000	80,000	80,000	80,000
Madagascar	192	195	162	156
Mauritius			100	100
Mexico	5,758	5,758	5,758	5,758
Netherlands			200,036	181,385
Nigeria	4,807	2,326	4,723	
New Zealand			16,300	14,745
Norway	334,689	361,031	398,159	359,433
Pakistan	3,846	3,567	3,402	
Philippines	219		1,000	
Senegal	2,000			
Spain	32,940	23,585	53,576	50,508
Sudan			3,864	
Thailand			3,000	
Trinidad and Tob	1,567			
Turkey	5,000	5,000	5,000	5,000
U States Amer				150,000
Uruguay			800	1,600
Yugoslavia	923		199	
Zaire	500	500		
<b>TOTAL</b>	<b>575,383</b>	<b>707,685</b>	<b>1,592,810</b>	<b>1,111,651</b>



ANNEX XI: QUESTIONNAIRES

ANNEX XI

**A. Questionnaire for field WID specialists DANIDA, FINNIDA, NORAD and Dutch Development Cooperation**

1. Have you read any of the documents produced by INSTRAW?  
IF YES: which ones?  
And what do you think of them?
2. Have you seen or used the Water and Sanitation training module produced by INSTRAW? IF YES: What do you think of its training potential? IF YOU USED IT: How did you use it, with what target group did you use it?
3. Have you seen or in any way utilized the publications on the improvement of the statistics on women published by UN statistical office? IF UTILIZED: In what way and what did you think of the potential for changing and improving the collection of data on women?
4. Do you know if there is a focal point for INSTRAW in the country in which you are working? IF YES: What is the position and qualifications of this person and what are her connections with women's organizations, research and training institutions, NGO's and government?
5. Do you know whether INSTRAW has collaborated or is collaborating with an individual as a consultant in the country in which you are working? IF YES: Please, give us some information regarding the nature and the results of the collaboration.
6. Do you know whether INSTRAW has collaborated or is collaborating with an Institute or University in the country in which you are working? IF YES: Please, give us some information regarding the nature and the results of the collaboration.
7. Based on your WID experience, what training, publications, activities and type of support have you found to be the most useful and helpful in successfully fulfilling your mandate?



8. On the basis of your development experience, research in what areas or topics do you think would be critical for the integration of women in mainstream development efforts? And who should be undertaking this research?
9. On the basis of your WID experience, what are the critical research, training and dissemination inputs that an independent UN institute should provide and who should be the most critical user groups for these inputs if women are to be mainstreamed in development efforts?
10. Do you find that a gender issues approach is in some cases more appropriate than a WID approach? Please, comment on the basis of your recent experiences in different contents.
11. What types of WID/gender training have there been undertaken in the country in which you are working, who undertook them, with what target groups, with what degree of success and what types of training materials did they use?
12. What kinds of training materials do you think are needed in order to provide planners, policy makers and professionals in different sectors with the needed skills and methodologies so that they are able to mainstream women in policies, development plans, programmes and projects? And who do you think is the best able to prepare these training materials?

**B. Questionnaire for Kenya, Zambia, India Study**

1. What do you know about INSTRAW?
2. Have you read any of the documents published by INSTRAW.  
IF YES: which ones?  
What did you think of them?
3. Do you think that there is a need for a United Nations Institute of Research and Training for the Advancement of Women? And on what activities should it concentrate?
4. On the basis of your development-oriented activities in your country, research in what areas or topics do you think would be critical for the integration of women in

- mainstream development efforts? And who should be undertaking such research?
5. On the basis of your experience in your country, what kinds of training materials are needed in order to provide planners, policy makers and professionals in different sectors with the needed skills and methodologies so that they are able to mainstream women in policies, development plans, programmes and projects? And who should be preparing these training materials?



