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Workshop on Women's Participation in
Industrial Policy and Decision-making
in Asia and the Pacific
Kathmandu, Nepal, 29 March - 1 April 1993

FINAL REPORT*

* This document has not been edited.

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I. INTRODUCTION

The integration of women in industrial development is part of UNIDO's mandate. With the aim of addressing the particular challenges posed by the lack of women in key manufacturing in the world's fastest industrializing region, UNIDO organized a workshop jointly with the International Federation of Business and Professional Women (IFBPW) on the subject of Women's Participation In Industrial Policy And Decision-making. The Workshop was funded by UNIDO and the Government of Australia.

IFBPW is an international non-government organization with consultative status with UNIDO since 1988, serving as a forum for business and professional women. Its objective is to promote the interests and further the achievements of women locally, nationally and internationally. The Federation seeks to improve the status of and opportunities for women in national economic, civil and political life, promoting education, occupational training and co-operation among women participating in the activities of the Federation throughout the world.

The workshop was held in Kathmandu, Nepal from 29 March to 1 April 1993. It was the second of its kind jointly organized by UNIDO and IFBPW, the first one being held in 1991 in Argentina for IFBPW's Latin American affiliates. The Kathmandu workshop was attended by 24 participants from the Federation's affiliate organizations in South Asia (Bangladesh, India, Nepal and Pakistan), Southeast and East Asia (Indonesia, Philippines, Singapore, Thailand and the Republic of Korea) and the Pacific (Australia, New Zealand, and Papua New Guinea); and by officers of IFBPW and UNIDO. The workshop had the following objectives:

- (a) To provide governments, industry associations, private industry, women's organizations, and international development organizations with assessments of the current and potential role and participation of women in industrial policy and decision-making
- (b) To identify obstacles which impede women's participation in decision-making roles in industry as well as opportunities available to those who aspire to such roles.
- (c) To formulate action and strategies promoting a dynamic female participation in the region's industrial development in the 1990s.

II. ORGANIZATION OF THE WORKSHOP

The Federation of Business and Professional Women Nepal hosted the four-day workshop. The workshop officially started with an inaugural session opened by the Honourable Minister of State for Industry and Labour of Nepal, Mr. R. K. Tamrakar. Mrs. Ambica Shrestha, President of the Nepal affiliate of IFBPW and host to the workshop gave the welcoming address, followed by remarks from Ms. Pat Harrison, the Regional Co-ordinator of IFBPW. The Co-ordinator of the Unit for the Integration of Women into Industrial Development of UNIDO highlighted the objectives of the workshop. The inaugural address, delivered by the Honourable Minister and the Assistant Minister, encouraged the participants to provide suggestions and to assist the government as it attempts to integrate

women into decision-making functions. Dr. Yvette Swan, President of IFBPW, presented the concluding remarks.

The participants adopted a workshop agenda covering the following topics:

- * Presentation of the background paper on "Women's Participation in Industrial Policy and Decision-Making in Asia and the Pacific";

- * Presentation and discussion of country reports on "Women's Participation in Industrial Policy and Decision-Making" from each of the countries represented in the workshop;

- * Presentation of and debate on conclusions reached in small group discussions on obstacles to women's participation in entrepreneurial decision-making; and obstacles to women's participation in managerial decision-making in the government and corporate sector;

- * Presentation, discussion, and adoption of policy recommendations and action plans to promote the participation of women in decision-making.

Country presentations were arranged alphabetically according to sub-region. They were chaired as follows:

South Asia:	Ms. Priti Pawaskar
Southeast and East Asia:	Ms. Sun Suryawinata
Pacific:	Ms. Anne Knowles

Summaries of differences and commonalities among countries within each sub-region were presented by:

South Asia:	Ms. Sitara Hussain
Southeast and East Asia:	Ms. Laletha Nithiyandandan
Pacific:	Ms. Stella Miria

For discussions, participants were first organized in two groups of entrepreneurs and two groups of professional managers (government and corporate). The groups were asked to identify obstacles and opportunities for the participation of women in decision-making in their particular areas. Participants were then grouped according to sub-region and asked to propose recommendations and action plans specifically relevant for their own sub-region. The Republic Korea which was the only representative for East Asia joined the Southeast Asian group.

III. WOMEN'S PARTICIPATION IN INDUSTRIAL DEVELOPMENT IN ASIA AND THE PACIFIC: OVERVIEWS

Women constitute approximately one-third of the global labour force, with world trends showing consistent growth in labour force participation relative to men since the 1960s. However, the current studies undertaken by the United Nations Industrial Development Organization (UNIDO) in the framework of participation of women in manufacturing for its

patterns, determinants and future trends shows that women's participation in industry is very uneven; that they are concentrated in low-paid, low-skilled work; and that they are segregated horizontally by function or occupation, as well as vertically by position. Women's participation in decision-making remains negligible.

Variations in female participation in industry among the different countries in Asia and the Pacific region were discussed by the Co-ordinator of the Unit for the Integration of Women into Industrial Development of UNIDO.

East and Southeast Asian countries with high female participation in modern manufacturing are Hong Kong, Japan, Malaysia, the Republic of Korea, and Singapore, economies characterized by technology-intensive manufacturing and service-orientation. In these economies, women are increasingly being integrated in the service sector and relatively well-positioned to advance to higher responsibilities in decision-making.

Likewise, Indonesia, the Philippines, and Thailand have high female participation in manufacturing, which however still clusters around low-wage, low-skill activities. With increasing technological innovations in the 1990s and replacement of unskilled labour by automatization, effective skill formation for women in line with the changing demands of industry is a basic strategy for their advancement.

While South Asian countries, in particular Bangladesh and Pakistan, also show high female participation in manufacturing, the overall status of women remains low and their access to the educational system limited as compared with the countries mentioned previously. The challenge is to improve women's access to education, including the primary level.

India belongs to the group of countries with low rates of women's participation in the modern economy and in manufacturing, but substantial involvement in agriculture. The basic need is to enhance women's participation in the modern sector, and as in Bangladesh and Pakistan, provide them with better educational opportunities, particularly at the secondary level.

Nepal is one of the least developed countries, with a traditional socio-economic role of women: they are overwhelmingly found in the cottage level agro-industry and food-processing sector. The major challenge is to enhance women's role in addressing poverty issues.

In presenting her background paper on women's participation in industry in the region, UNIDO consultant Ms. Victoria Bantug Hoffarth discussed global industrial trends, including changes in manufacturing brought about by technological advance, internationalization of labour and capital markets, and falling trade barriers, along with their implications on industrial growth in the region. The dynamic Asian countries in the region, especially the export-driven economies, are in a good position to benefit from these trends. Human resources which are becoming a more scarce commodity in industrialized countries will remain Asia's competitive edge, but only if they can acquire the skills needed by industry in the 1990s - these do not only include technical, but also managerial and administrative skills.

The high participation levels of women in industry in the region was pointed out: the Asian average is 35% of the industrial labour force. The share rises, for example, to 42%

in Australia (1992), to 43.5% in Thailand (1989), to 46.5% in the Republic of Korea (1989). Women however are predominantly found in low-paid, low-skill work - independent of the development level of individual countries. If women are to benefit from the rapid growth trends in the region, they will need better skills so that they are not to be displaced by new technologies.

Asian women have low participation rates in decision-making. The global average is approximately 16%, with higher rates in North America, Western Europe and Latin America, and lower in Africa and Asia and the Pacific (13%). Within Asia, participation levels vary, approximating western levels in some developed economies such as Australia and Singapore while remaining low in Muslim countries. The Philippines and Thailand were cited as two other countries with a relatively high percentage of women in decision-making positions. Women decision-makers in such countries as Thailand and Singapore cluster in the private sector, whereas the Philippines along with such countries as Australia and New Zealand have better representation of women decision-makers in the public sector.

Factors which hinder women's increased participation in decision-making include the difficulties inherent in changing corporate culture, lack of equal employment opportunity legislation or enforcement when it exists, lack of access to education and skills development, negative perceptions of decision makers regarding women's capabilities, as well women's lack of self-confidence and the problem of balancing multiple roles.

Factors which promote women's increased participation in decision-making include the increasingly liberal attitudes towards women, demand growth in industry and the expansion of the services sector where women predominate, the increasing presence of role models and mentors, and the presence of various support systems for child-care and domestic chores.

Strategies to enhance the participation of women in management were identified. These include training in business and management skills, programmes for industrial policy and decision makers which sensitize them to the advantages of integrating women in decision-making, and encouraging governments to promote and enforce equal employment opportunity laws. For female entrepreneurs, the need for greater access to credit and venture capital as well as increased direct access to markets were mentioned.

IV. COUNTRY PRESENTATIONS

A. South Asia - Bangladesh, India, Nepal and Pakistan

Presentations by participants from South Asia concentrated on basic economic and cultural issues which affect the participation of women in industry and decision-making. Overall developmental problems such as lack of education and high population growth rates, as well as the general poverty of the sub-region were cited. In Nepal, the small size of the industrial sector, which employs a mere 2% of the economically active population, is an additional obstacle to enhanced participation of women in industry outside cottage industries in rural areas.

Participation of women in industrial policy-making is negligible. There are various structural factors which have a direct impact on women:

* Although the constitutions of countries including Bangladesh, India, and Nepal guarantee the equal rights of men and women, constitutional rights have seldom been translated into enforceable laws. Where more progressive legislation has been passed, as in India, little effort has been made towards its implementation.

* Many legal constraints remain, including, for example, inheritance laws in Nepal where parental property goes to male children, daughters having no claim on parental property unless they remain unmarried until age 35, well past the age when South Asian women usually marry;

* Whereas governments supposedly provide free primary education for all, parental ignorance and the popular notion that education for daughters is a waste while that for the sons is economic investment, keeps the majority of women illiterate: the rates are 80% in Bangladesh (male illiteracy is less than half this figure) and 75 % in Nepal (as opposed to 55% for Nepalese men).

* Women in South Asia are often paid less than men, even for equal work. Women also lack financial independence even among the better-off strata of society: a wife may not be allowed to work outside the home, and if she is, she may have to surrender her income to her husband;

* Caste and the traditional practice of dowry demands which has resulted in dowry deaths, were mentioned as additional obstacles by the Indian participants.

However, gradual changes in traditional practices - often brought about with government support - are encouraging many working women. These include the following:

* The government sector is providing better opportunities for women in decision-making. The Bangladeshi participant cited active participation of women in government, with increasing female representation in Parliament and a female Prime Minister. Additionally, affirmative action programmes have been adopted in the Bangladeshi civil service, with 30% of posts reserved for women. In India, a recently passed statute likewise aims at having a 30% female representation on the village councils.

* With the dramatic increase of the female manufacturing labour force during the last decade, there is a growing awareness among employers in the private sector for the economic need of promoting better employment conditions for women. In India, women's comparatively larger representation in non-technical jobs (e.g. in marketing departments), is becoming an advantage as the role of services in the industrial sector increases.

B. Southeast Asia - Indonesia, Philippines, Singapore and Thailand

As in South Asia, men and women have equal rights under national constitutions, but this has not been sufficiently translated into equal opportunity legislation. Article 12 of the Singapore Employment Act of 1984, for example, protects workers against discrimination on the grounds of religion, race, descent, or place of birth, but does not mention sex. Therefore, women do not have a legal right to equal pay for equal work or to equal opportunities in employment. Compensation benefits such as education benefits for children,

are frequently given to families of male employees, but not to the families of female employees.

The difficulty of women in penetrating sectors which are traditionally male dominated, such as engineering and construction, was also highlighted. In Singapore, schools often encourage girls to pursue arts and subjects such as home economics, which is compulsory for girls but not for boys; boys meanwhile are encouraged to take science courses. Universities in both Singapore and the Philippines sometimes limit the number of women admitted to traditional "masculine" areas. Lack of skills due to lack of educational and training opportunities thus limits women's career opportunities.

On the other hand, the practice of women working outside the home seems to be generally accepted. Thai traditional custom for example does not prohibit women from working or participating in public activities after marriage. The increasing participation of women in Thai industry is further encouraged by the growth of such industries as garments and electronics. The consequent demand for factory workers has resulted in large-scale migration of young women from the villages to Bangkok. In spite of increasing participation of young women in training and higher education, the great majority of female workers in the manufacturing sector has few career opportunities as yet. On the other hand, women are beginning to make progress in key services activities such as banking.

In Indonesia, active participation of women in business is found as well: traditionally, women have held a strong position in the textile industry, and more recently women entrepreneurs have been gaining prominence in such sectors as steel, air transport, printing and publishing and cosmetics.

The Philippines have higher unemployment rates for women than for men. This is not uncommon elsewhere, but the gap between women and men is emphasized in this case by the fact that, because of the relatively egalitarian educational system in the Philippines, women in the labour force generally have a higher educational attainment than men.

Progress in the political field was noted in Thailand and the Philippines where a number of women became senate and congress members, governors of provinces, and village councillors. In the Philippines, the government service has moreover become a big employer of women, accounting for more than a third of all women engaged in services. However, women's role in government remains largely confined to support activities.

In Indonesia and the Philippines, governments formulate policies on women in development, and provide protective legislation for working women. The integration of women into Indonesian economy is an objective incorporated in its current Five Year Development Plan. In the Philippines, a Development Plan for Women was formulated which aims at providing women with equal access to labour education and in-service training programmes; encouraging women to join collective organizations, including trade unions; and providing labour and management with orientations on women's rights and privileges under existing laws and regulations. Legislation specifically focusing on working women includes longer maternity leaves and menstruation leaves in Indonesia, and prohibition of nighttime work in the Philippines, as well as other legislation aimed at assisting women workers;

however, it should be pointed out that these legislations can prove counterproductive as they frequently discourage employers from hiring women.

In various countries in Southeast Asia, government bodies have been created for the advancement of women. In the Philippines, government bodies which promote the integration of women in industry and development include the Bureau of Women and Young Workers under the Department of Labour and Employment and the National Commission on the Role of Women.

C. East Asia - Republic of Korea

The Republic of Korea's (ROK) export-driven economy heavily depends on selling competitively-priced products to the world market. The cheap labour provided by young female workers in the labour-intensive textile and electronics industry was a critical factor in lowering manufacturing costs and raising the competitiveness of industry. Women's participation in the manufacturing sector has risen dramatically, from 8.2% of all economically active women in 1965 to 28.9% by 1989. As the ROK begins to move into the high-tech era, however, women have a serious backlog in skill terms. Women's wages moreover tend to have much lower incomes than their male counterparts': in 1989, female high school graduates earned 57% of the income of male high school graduates; female college graduates earned 68.4%.

The perception that women work only for a short period of time is a major obstacle to their advancement. In 1989, women in the age group 20-24 accounted for 16% of the total working women; the figure was already down to 11% for the age group 25-29. Korean firms have discouraged women from working after marriage; women subsequently have difficulty re-entering the labour market because youth is usually regarded as an important factor in recruitment. There is also an increasing trend for companies to hire temporary or part-time women workers because of lower costs and likelihood of labour disputes. The low number of government-run day-care centres is also an obstacle to women's longer-term careers.

Major opportunities for women however are now arising as the ROK starts to experience severe labour shortages. Accordingly, the equal employment law was revised in 1989 to include articles beneficial to women, such as equal pay for equal work, and equal opportunities for employment. Better educational opportunities in traditionally male-dominated fields have likewise been created for female students. Engineering, for example, could previously only be studied by males; in 1993, a special engineering school for girls was established.

D. Pacific--Australia, New Zealand, Papua New Guinea

In Australia, female employment has been growing faster than that of men during the past two decades. It is estimated that by the year 2001 approximately equal numbers of men and women will be working full-time in the 20-44 age group working. Currently women make up more than 50% of enrolments in higher education.

The pattern of female employment however has remained relatively unchanged so far. Seven out of eight women workers are employed in governmental or private service

functions. Two out of every five women work on a part-time basis. Obstacles to women's progress within organizations and enterprises include undervaluation of women's skills, doubts about their long term commitment to work, and women's lack of access to training opportunities as well as their under-representation in science and mathematics at the university level. To date, 22.5% of all managers and administrators in Australia are women.

Because of limited career paths for women, many leave corporate life to establish small businesses. In 1992, 30% of small businesses in the city of Melbourne were operated by women, and these tend to be more profitable and have better prospects for survival than those of their male counterparts.

A series of laws enacted since the mid-1980s have started to change the traditional patterns, and the participation of women in non-traditional areas such as management is increasing. Moreover, the New National Agenda for Women 1993-2000 commits government to equal representation of women and men on Government Boards and Committees by the year 2000; further, private sector companies with more than 100 employees are required to develop an affirmative action program. Companies in breach of affirmative action programmes will be ineligible for Commonwealth Government contracts. Women are further encouraged by the recent introduction of more objective assessment procedures in many companies which have reduced biases against women in recruitment and promotion.

In New Zealand, the participation of women in industry has only grown significantly since the 1970s because of New Zealand's relatively late move towards industrialization and the job diversification which accompanied it. As in Australia, women cluster in a relatively narrow range of industries and occupations.

The New Zealand government has created a number of bodies to promote women issues, including the Ministry of Women Affairs established in 1984 and the National Advisory Council on the Employment of Women under the Department of Labour. These agencies argue that strategies directed at improving women's access to paid work require intervention by the state in the labour market and an economic policy which generates jobs - an approach contrary to current beliefs which see markets, not governments, as generators of employment. A jointly-funded government and private sector Trust for the Promotion of Equal Employment Opportunities was recently set up.

A number of statutes currently provide a minimum standard for women in employment. These cover equal pay for equal work, safety and health in the working environment, and equal training opportunities for women, members of racial minority groups, and people with disabilities.

As far as the promotion of women among the racial minorities in New Zealand is concerned, the Wahine Pakari Programme for Maori women aims at skills training for management, business, and entrepreneurship (Maori women predominantly own small businesses). Moreover, the Maori Women's Development Fund was set up to provide loans to Maori women seeking to establish or expand their businesses.

Papua New Guinea, being a country where 75% of the population is active in the non-cash economy, presents a very different picture. Only 17% of the labour force works in

formal employment, and only one-third of these are women. The manufacturing sector accounts for no more than approximately 10% of GDP.

In Papua New Guinea, traditional control is held by men. Although the constitution mandates equal rights for women, children belong to their father's clan, and land rights are passed from father to son, women being dependent on their husbands for shelter and land for food production. Christianity reinforces male dominance by teaching that the husband is the head of the household. In senior high schools and tertiary education, women constitute a mere 2% of total enrolment. Currently, women still receive lower pay than men, even for equal work, and legislation prohibiting discrimination based on sex is not observed by employers.

Nevertheless, women are in high demand in the modern formal employment sector because employers perceive them to be more reliable, loyal and productive than their male counterparts. Partly because of this reason, women's representation in executive positions is higher than might be expected, being estimated at 9.5%. They are however hardly represented in leading positions in the industrial sector.

V. SUMMARY OF CONCLUSIONS OF SMALL GROUP DISCUSSIONS

A. Obstacles to the Participation of Women in Decision-Making

1. Entrepreneurship

Discussions in the entrepreneurship groups highlighted several constraints for women who aspire to develop and manage their own businesses.

Women who want to go into business are frequently discouraged by male family members and acquaintances. To gain credibility, moreover, women frequently have to include their husbands in negotiations, giving the impression that he is the dominant partner.

Difficulty in dealings with banks is another problem. Service to women is slow and indifferent because they are not taken seriously and men do not feel comfortable negotiating with women.

Even within business-oriented families, daughters are not given training in running the family business the way sons are, and therefore they develop less business acumen and fewer business skills.

Women's are frequently constrained by their multiple roles. After marriage, the burden of domestic chores and caring for the needs of husbands and children (and also of in-laws), are an obstacle for many ambitious businesswomen.

The external constraints and the socialization at home preclude women from developing confidence or cause them to lose the confidence they previously had. The constraints also often cause an identity crisis as women start believing that in order to succeed in business, they must behave like men.

2. Professional Management (Government and Corporate)

In organizations, women find their horizontal and vertical mobility reduced because their skills are often not formally recognized and valued. Likewise, "paper qualifications" - which men are more likely to have - are frequently required even though many women develop strong managerial skills from the variety of unpaid work they perform.

Decision makers often have preconceived notions that women are not as good as men, cannot travel, and cannot do shift work because of conflicting home responsibilities. These perceptions are often wrong. Even women who are good performers are often perceived not to be strong or ruthless enough, and not to have the same work commitment as men. Men and women, whether colleagues or subordinates, often feel uncomfortable with women managers. For these reasons, women managers are often not accepted; they are ignored at meetings, and must work extra hard to gain respect.

In many cultures, it is not acceptable for women to hold higher positions than their husbands, to earn more, or to have more power.

Some countries, such as Thailand, limit women's possibilities to hold high government offices. In most other countries, occupations may formally be open to both men and women, but are segmented in practice. Women are discouraged from traditionally male-dominated occupations, and are frequently encouraged to join certain other occupations where important skills are not developed.

Women's chances of promotion are reduced because women have less access to informal business information circuits as they do not participate in male leisure activities, because they lack role models and because they seldom have mentors in an enterprise. Other factors cited include lack of support from other women, including wives of male colleagues; sexual harassment at work; lack of safety in travel; unavailability of public transport for women who want to continue work outside office hours; and lack of support from members of the family.

B. Current Developments Which Create Opportunities for Women in Decision-Making Positions

Recent developments which women, both entrepreneurs and professional managers, can exploit to their advantage include the following:

* The decade of the 1990s is recognizing women as a force. Women are becoming more vocal as more of them achieve positions of influence and more role models are created for younger women. Women's achievements (e.g. those of Anita Roddick of the Body Shop and Sumathi Muraji of the Sinda Ship Corporation) are highlighted in the media, and the media also give publicity to the inroads made by women in traditionally conservative institutions such as the church and the military.

* Legislation increasingly acknowledges women's rights. This includes the requirement in Bangladesh that the consent of the first wife is necessary before a Muslim can marry another wife; liberalization in the family code in countries such as the Philippines; and legislation on

equal pay for equal work in several countries. Legislation which is supportive of women increasingly helps to legitimize governments because it is "politically correct".

* Better implementation of compulsory education for both boys and girls up to 16 in many Asian countries gives women greater access to education. Better education in turn makes many Asian women more aware of changes in the role of women worldwide, and gives them an opportunity to exercise some control over the role they wish to assume.

* Improved transport systems make it easier for women to travel far away from home, acquiring additional business experience.

* Increasing urbanization and industrialization with the attendant progression from the extended to the nuclear family, will remove in-law pressures on many women.

In addition, there are several developments which provide specific opportunities for female entrepreneurs and others which provide specific opportunities for professional managers. These include:

1. Entrepreneurship

* A rapidly changing business environment, including the emergence of niche markets, augers well for small specialized businesses which are easier for women to establish.

* The introduction of women's co-operatives, financial institutions which cater to the needs of women entrepreneurs such as banks for women, workshops held through women's initiatives, and similar self-help mechanisms indicate a growing consciousness among women to use their full potential.

2. Professional Management (Government and Corporate)

* More precise and objective systems of assessment have recently been developed and adopted by some companies, making it possible for women to be appraised more objectively and allow selection and promotion to be based on objective performance rather than on subjective indicators.

* The belief that the decade of the 1990s is seeing a shift to a more "feminine" management style, valuing intuition over logic, nurturing over dominance, and consensus over autocratic management, may auger well for women as it coincides with perceptions of women's strengths.

VI. RECOMMENDATIONS

The Workshop proposed a number of policy recommendations, targeted at various sectors including the following:

A. National Governments

1. All governments of the region who have not yet done so should ratify the Convention on the Elimination of all Forms of Discrimination Against Women.
2. In addressing women's issues, co-operation and co-ordination between government and NGOs, and between government and private industry should be intensified. Women's professional organizations should be involved in this process.
3. Eradicating illiteracy and better access of women to formal education and professional training should be a priority objective of human resource development. Vocational programmes for women are likewise recommended.
4. Governments should promote the official recognition of women's unremunerated labour at home and outside.
5. Regulations hampering women's full participation in industry should be removed, including gender-biased statutes such as maternity leaves, and permission from work for menstruation. Instead, gender-neutral regulations such as parental leave and personal leave should be adopted to remove perceptions that women are more costly to employ.
6. Existing legislations which protect rights of women should be better enforced. The institutional and managerial capability of public sector institutions to enforce legislation will need to be enhanced. Equal employment regulations - including laws mandating equal pay for equal work and laws against pressuring women to resign for reasons of marriage or pregnancy - should carry strict sanctions.
7. Governments should provide legal frameworks to protect workers from occupational health risks and hazards.
8. Governments should take concrete measures to increase the numbers of government-sponsored day-care centres. Expenses incurred for private child-care facilities should be tax-deductible in order to make these facilities more affordable.
9. Governments, together with NGOs and financial institutions, should provide seed money at low interest to assist micro-enterprises; increase access to loan facilities for women entrepreneurs.

B. Private Industry

It was suggested that the following recommendations would be beneficial to both employers, enhancing firm productivity in the medium term, as well as to women, in terms of their increased participation in management:

1. Chief executive officers and employees should be personally committed to strengthening the position of women, as change must start at the top. Sensitization programmes could help senior executives, managers, employees and workers to appreciate the importance of fully using women's capabilities.

2. Managers in private companies should adopt assessment procedures which are more objective and more precise, and whenever possible, quantitative, in order to promote fairness in selection and promotion procedures. Private companies should recognize skills which are informally acquired.
3. Private industry should set targets for the participation of women in training and monitor its progress, perhaps through the formation of workplace committees so that women are not overlooked in training programmes.
4. Companies should invest in employee support programmes including training courses on confidence building, negotiation techniques, assertiveness training and time management - the need for these is felt by many corporate women.
5. Enterprises should invest in new growth industries such as pre-prepared food and more affordable sophisticated domestic appliances to reduce women's domestic burdens.
6. Employers should show greater willingness to try out flex-time, part time work, and flexible benefit packages. Greater flexibility in work hours for both administrators and professionals as well as flexibility in school hours for children will ease the burden on working women.
7. Managers should strengthen the position of lower-ranking personnel within the organization by encouraging participation in decision-making at all levels.
8. Companies should encourage women to play an active role in trade unions and participate in collective bargaining.
9. In some countries, fringe benefits given to families of male employees should be extended to include female employees.
10. Private industry should invest in serious qualitative and quantitative research on the role of women in management as there is a need for hard data and statistics on the participation of women in decision-making as well as on their contribution to organizational effectiveness.

C. NGOs with Special Concerns for Women's Issues

1. Mass media should be harnessed and used to raise consciousness among men and women on the changing role of women, including the need for men to participate in child care and domestic responsibilities.
2. NGOs and women's organizations should create awareness among women of the need to mobilize themselves and work for equal rights with men. There is a need to educate women about their rights and privileges and to work for the improvement of their own status. Networking among female managers and businesswomen should be encouraged as women's advances have come largely from pressure exerted by women themselves.
3. NGOs as well as women's organizations should lobby governments for equal rights and opportunities for women in political, economic and social fields; laws and regulations

detrimental to women should be abolished. Governments should initiate reforms in legal codes to improve women's status in the family and in society.

4. Lobbying should be continued for women's increased representation in government to ensure their participation in the law-making process.

5. NGOs with special concerns for women's issues should co-operate and co-ordinate with each other to share information, conduct studies, and monitor changes in the status of women. Businesswomen's organizations should help women entrepreneurs to gain better access to and understanding of markets.

6. Workshops should be organized aimed at encouraging better communication between men and women, making society as a whole understand the changing aspirations of women, and teaching men and women to work together.

7. Women's organizations should reach out directly or indirectly to the grassroots level where the majority of women are found.

D. Governments and Development Agencies

1. The importance of designing projects developing the skills of women workers is increasingly understood by international development agencies. These programmes and projects should be continued. In particular, there is a need to promote training programmes for entrepreneurship and income generation skills, and to make these programmes accessible to low-income women.

2. To date, many women's programmes appear to have focused on the less-educated women labourers or on rural women. Although the percentage of highly-educated women is small, they are the potential participants in decision-making. Projects of international development agencies which address these women will also have multiplier effects on many grass-roots oriented efforts.

3. Information should be disseminated to provide an international orientation among women in small and medium scale businesses for possible export promotion. Such information can include differences in national taxation structures and emergent niches in new and more sophisticated markets.

E. Individual Women Managers

1. Collectively women can effect major changes more easily than individually. Individual women should join women's groups, both to advance women's issues, as well as to alleviate individual feelings of isolation.

2. Individual women entrepreneurs and managers should aspire membership in male-dominated organizations such as Chambers of Commerce and Rotary Clubs in order to sensitize men to the changing role of women and to exercise some influence from within men's groups.

3. Persuade husbands to share in the family responsibilities and educate one's children - in particular, sons - to be more flexible regarding their perception of gender roles.
4. Continuously improve one's own skills and capabilities: if necessary, attend courses in confidence-building, assertiveness-training, and time management.
5. Women in more senior positions should provide mentorship, career guidance, and similar support to younger and more junior women. Mentorship has benefits for both the mentor and the protégé.

VII. ACTION PLANS

Action Plans were drawn up by sub-regions as follows:

South Asia:	Bangladesh, India, Pakistan, and Nepal
Southeast Asia:	Indonesia, Philippines, Singapore, and Thailand
The Pacific:	Australia, New Zealand, Papua New Guinea

Korea, being the only country from East Asia, joined the Southeast Asian group with the understanding that it will communicate with the affiliates from East Asia (Japan, Hong Kong, and Taiwan) who may wish to accept these Action Plans or choose to draw up their own.

These Action Plans will subsequently be elaborated in more detail. Responsibility for this task was assigned as follows:

South Asia:	Ms. Priti Pawaskar
Southeast Asia:	Ms. Nona Ricafort
East Asia:	Ms. Kyong Hee Chee
Pacific:	Ms. Anne Knowles

Dr. Pat Harrison will be responsible for regional coordination.

Sub-regions will also draw up time-tables for their individual activities. The first national activities are to be undertaken within a year. Sub-regional and regional meetings will take place after the Fourth World Conference on Women in 1995.

The outline of activities planned per sub-region is as follows:

South Asia

A. Development of training programmes including training materials and case studies in the following areas:

- (1) Career development targeting women in supervisory positions, as well as junior and middle-level managers.

(2) Entrepreneurship development for self-employed women/micro entrepreneurs who aspire to become entrepreneurs to encourage and motivate them to expand their businesses.

The local and regional training programmes will be held in Delhi in India. Detailed modalities for programme and materials development, selection of participants, fund-raising and replication in other countries will need to be further elaborated.

B. Supporting activities in addition to the training programmes:

(1) To lobby governments to implement existing policies regarding women's access to education and training including vocational training for women.

(2) To encourage other NGOs to undertake similar activities by providing training materials and case studies developed for the above programmes.

(3) To promote health care programmes for women.

Southeast Asia

A. Organization of a regional workshop, "Cooperative Strategies on Industrial Development in the ASEAN Region Towards the Year 2000" for both men and women to facilitate communication among them.

The seminars will be organized jointly by the BPW affiliates and the national Chambers of Commerce and Industry. The workshop content, duration and funding need to be elaborated. The workshop is planned to be hosted in Jakarta by the Indonesian affiliate.

B. Publication of information leaflets on the status of women and women's rights within each country of the sub-region with a view of raising awareness among women, government departments, the private sector and individual men and women regarding women's rights.

Each affiliate will be responsible for in-country data collection. Printing will be the responsibility of the sub-regional chairperson and these will be subsequently distributed to women's groups, government departments and different sectors in the private sector. This will facilitate the process of monitoring of the implementation of legislation by individual affiliates. Targeted government departments are: Ministries of Education, Trade and Industry, Health, Social Welfare, and Justice.

These activities have three goals: (1) acceptance by men of women as equal partners; (2) making women aware of their rights; and (3) encouraging governments to assist women.

Pacific

A. Together with other women's groups, to lobby those governments of the Pacific which have not signed the United Nations Convention on the Elimination of All Forms of Discrimination Against Women.

B. To strengthen ties and networking among women in the region by including each other in affiliates' mailing lists.

C. To recommend to each affiliate the publication of a directory of its members.

WORKSHOP PROGRAMME**Monday, March 29, 1993**

- 10:00-10:30 Registration of Participants
- 11:15-13:00 Inaugural Session
- 14:00-14:15 Election of Chairperson and Adoption of Agenda
- 14:15-15:15 Presentation of background paper on women's participation in industry and decision-making in Asia and the Pacific
- 15:15-15:45 Discussion on the background paper
- 16:00-17:20 Presentations of papers from various countries in South Asia
- 17:40-19:20 Presentations of papers from various countries in Southeast and East Asia

Tuesday, March 30, 1993

- 9:00-10:20 Presentations of papers from various countries in the Pacific
- 10:35-11:00 Summary of Presentations: South Asia, Southeast and East Asia, and Pacific
- 11:00-12:30 Small Group Discussions: Identification of Problems of Women in Decision-Making
- 13:30-15:00 Small Group Discussions Continued
- 15:00- Field Visit

Wednesday, March 31, 1993

- 9:00-10:30 Small Group Discussions: Identification of Opportunities for Women in Decision-Making
- 10:45-12:30 Small Group Discussions Continued
- 13:30-15:45 Small Group Discussions: Policy Recommendations and Action Plans
- 16:00-17:30 Small Group Discussions Continued

Thursday, April 1, 1993

- 9:00-10:30** **Group Presentations and Adoption of Recommendations: Sectoral Issues: Corporate Managers and Entrepreneurs**
- 10:45-12:30** **Group Presentations Continued**
- 13:30-15:30** **Small Group Discussions: Geographical Considerations on Recommendations and Action Plans**
- South Asia
 - Southeast and East Asia
 - Pacific
- 15:30-16:45** **Group Presentations and Adoption of Recommendations and Action Plans**
- South Asia
 - Southeast and East Asia
 - Pacific
- 16:45-17:00** **Closing Remarks**

ANNEX 2

GUIDE QUESTIONS FOR SMALL GROUP DISCUSSIONS

QUESTIONS #1: CONSTRAINTS FACED BY WOMEN ASPIRING FOR DECISION-MAKING POSITIONS

1. Factors at Work
2. Factors Outside Work and Outside Oneself (e.g., legal, religious, and cultural constraints)
3. Factors Within Oneself

Can one do something about these constraints? If yes, what can one do? If no, why not?

QUESTIONS #2: OPPORTUNITIES/INCIPIENT OPPORTUNITIES FOR WOMEN ASPIRING FOR DECISION-MAKING POSITIONS

1. What opportunities or recent improvements do you see at work that could benefit women aspiring for management positions?
2. What legal, religious, cultural, and other structural factors or recent changes in these factors, which could be beneficial for women managers now or in the near future?
3. What factors or recent changes do you see within yourselves which could help you realize your personal and career goals?

QUESTIONS #3: RECOMMENDATIONS AND ACTION PLAN

1. Study your recommendations and write down to whom you want to address each item.
2. Pick out item/s addressed to Women's Groups and make Action Plans for your group. Identify whether these plans are regional, or local, or both involvements are necessary.
3. Answer following questions for each involvement:
 - 3.1 What activity?
 - 3.2 Why the activity (Objectives)?
 - 3.3 For whom is it (Target)?
 - 3.4 How long will it last (Duration)?
 - 3.5 Where will it take place (Venue)?
 - 3.6 Who are responsible for its implementation?
 - 3.7 How will it be implemented (Strategy)?
 - 3.8 What resources will be needed?
4. Identify as many activities as you want.

ANNEX 3

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