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UNIDO PROGRAMME
FOR THE INTEGRATION OF WOMEN
IN INDUSTRIAL DEVELOPMENT
1990-1995 *

Prepared by

Unit for the Integration of Women
in Industrial Development

* This document has not been edited.

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Abbreviations

ACC	Administrative Committee on Co-ordination
CSDHA	Centre for Social Development and Humanitarian Affairs
DA	Department of Administration
DA/HR	Human Resource Planning Unit
ECOSOC	Economic and Social Council
FAO	Food and Agriculture Organization
GC	General Conference
IDB	Industrial Development Board
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INSTRAW	International Research and Training Institute for the Advancement of Women
IO	Department of Industrial Operations
IO/IIS	Industrial Institutions and Services Division
IO/IIS/INFR	Institutional Infrastructure Branch
IO/IIS/PLAN	Industrial Planning Branch
IO/T/AGRO	Agro-Based Industries Branch
IO/T/ENG	Engineering Industries Branch
IPCT	Department for Industrial Promotion, Consultations and Technology
IPCT/TP	Industrial Technology Promotion Division
IPCT/TP/BT	Basic Technologies Unit
ITC	International Trade Centre UNCTAD/GATT
NFLS	Nairobi Forward-Looking Strategies
NGO	Non-Governmental Organization
NISP	National Industrial Statistics Programme
ODG	Office of the Director-General
ODG/EVALU	Evaluation Staff
OP	Operational Budget
PPD	Department of Programme and Project Development
PPD/AREA	Area Programmes Division
PPD/ICFM	Industrial Co-operation and Funds Mobilization Division
PPD/ICFM/WOMEN	Unit for the Integration of Women in Industrial Development (former PPD/SPA/WOMEN)
PPD/IPP	Industrial Policy and Perspectives Division
PPD/IPP/REG	Regional and Country Studies Branch
PPD/IPP/STAT	Industrial Statistics and Sectoral Surveys Branch
PPD/SMA	Special Measures and Activities Division
PPD/SMA/APP	Project Appraisal Section (former PPD/PRA/APP)

PPD/SMA/PDSU	Programme Development Support Unit (former PPD/PRA/PDSU)
PPD/SPA	Special Programmes and Activities Division
PPD/SPA/WOMEN	Unit for the Integration of Women in Industrial Development (now PPD/ICFM/WOMEN)
RB	Regular Budget
SADCC	Southern African Development Co-ordination Committee
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
WID	Women-in-Development
WIS	Information System on Women

INTRODUCTION

The integration of women in industrial development is a priority theme in UNIDO's draft Medium-Term Plan 1990-1995 (annex 1). During the Plan's period "UNIDO will ensure that women are fully integrated in all its programmes" "and that they are equal beneficiaries in all projects" in line with the objectives of the United Nations System-Wide Medium-Term Plan for Women and Development for the period 1990-1995 subprogramme 2.4 Industry (annex 2).

In order to facilitate reaching these objectives, an intersectoral programme approach to the integration of women in the activities of UNIDO has been elaborated which outlines the policies and programmes necessary to obtain the desired results. The extent to which these can actually be achieved will depend to a large degree on the amount of extrabudgetary resources which will become available for this purpose.

It is the aim of this Programme to clearly identify measures and activities to promote the enhancement of women's participation in industry which are expected to lead to a fuller integration of women in the Organization's programmes and projects.

The Programme is presented in four sections. A brief summary of the participation of women in industry is given in section 1. Section 2 contains an overview of UNIDO's mandate for the integration of women in industry and the institutional arrangements for its implementation. Section 3 articulates policy objectives for the integration of women in industry and outlines the proposed medium-term strategies for the achievement of these objectives. Section 4 contains the Plan of Action which outlines actions required to translate the policy and strategy described in section 3 into the results called for in the draft Medium-Term Plan.

The Plan of Action also specifies individual activities and estimated extrabudgetary resource requirements during the biennium 1990-1991. Details of activities and estimates of resource requirements for the remaining years (1992-1995) of the Medium-Term Plan period will be formulated in 1991 on the basis of progress and experience gained in the implementation of the Plan. Two tables are attached to this section. The first lists activities foreseen during 1990-1991 with achievement indicators and implementation responsibility. The second table summarizes extrabudgetary requirements for 1990-1991. A separate document - a supplement to the Plan of Action - provides substantive information on the activities foreseen, i.e., project concepts/documents, job descriptions and terms of reference for consultancies during 1990-1991.

1. WOMEN AND INDUSTRIAL DEVELOPMENT

The last two decades have witnessed a substantial increase in the participation of women in industrial activities. In 1985 more than 166 million women were employed in the industrial sector, more than half of them in developing countries. Although gender-specific industrial employment statistics are frequently not available, research documents an increasing number of women entering the formal economy each year. This increased level of women's participation has occurred to some extent because of women's improved educational levels and the changing norms of society, but in many countries has been more directly the result of growing pressure on women to assume responsibility for the economic well-being of their families. In the formal sector, the vast majority of women are concentrated in a narrow range of light industries, including electronics, food processing, and textiles, and in low-paid, unskilled jobs with little prospects for upward mobility. Women are almost absent in the industrial policy and decision-making process.

Technological advances in manufacturing are changing international production systems. The competitive advantage developing countries have had in the past through their large pool of low-skilled, cheap labour is being eroded. The demand for unskilled and semi-skilled workers is expected to decrease, and the need for managers, engineers and technicians is expected to increase. In the future, the education and skill level of the labour force will be a decisive factor for determining a country's competitiveness. As a result, women need to acquire more skills in technological, scientific and managerial areas so that they are qualified to fill future supervisory, managerial and higher-level administrative positions in industry and government.

New technologies which eliminate physical strength requirements in many jobs through computerized production systems are opening a range of new employment possibilities, particularly in the field of machine tool and foundry industries. Specialists in industrial services will also find expanding employment opportunities. To take advantage of these opportunities women will need to be more highly trained and skilled than in the past. Attention therefore needs to be given to the effectiveness of national education and training systems in supporting economic and social development objectives. In addition to having access to general education and literacy training, women must be able to participate freely in specific industry-related skill training. Career guidance and information based on areas of industrial and occupational growth and resulting employment opportunities need to be made available to women.

Women are major actors in the informal production sector where they frequently outnumber men and where output is not confined to family or local consumption. The sector also provides important inputs for international and national markets through outwork and subcontracting. In order to improve women's productivity and returns from informal sector activities, women need access to credit, technical and managerial training and assistance in marketing their products.

Goods produced in the informal sector traditionally have provided an important source of income vital to family survival. Products of the informal sector are often unable to compete with mass-produced goods. This loss of income for women has social consequences for the society. Policies need to acknowledge the importance of informal industrial activities and links with the formal sector should be encouraged.

The range of UNIDO's activities is concerned with all the above issues. For that reason the policy-making bodies have given the Organization a strong mandate to integrate women in its activities and the Secretariat of UNIDO has included the issue as a priority theme in the Medium-Term Plan 1990-1995.

2. INTEGRATION OF WOMEN IN INDUSTRIAL DEVELOPMENT

2.1 Mandate for the integration of women in industrial development

UNIDO as an Organization of the United Nations System has adopted principles and policies on the integration of women in development which are recommended by the United Nations System. Beginning with the United Nations Decade for Women in 1975 at the Second General Conference in the Lima Declaration and Plan of Action on Industrial Development and Co-operation, the need was underlined for "the full integration of women in social and economic activities, and, in particular, in the industrialization process, on the basis of equal rights".

Thus, the issue of the integration of women in industrial development has always featured on the agenda of the policy-making bodies of UNIDO, the Industrial Development Board (IDB), and since 1987 it has also been included on the agenda of the General Conference (GC).

A major resolution to give direction to UNIDO's policy on the integration of women in industrial development was adopted by the Fourth GC of UNIDO held in 1984 (ID/CONF.5/RES.9).

This resolution, inter alia, urged UNIDO's Secretariat to ensure that the integration of women is taken into consideration in the design and implementation of all technical co-operation and study activities. Priority areas to this effect were identified as a) industrial sector and subsector planning at the programme and project levels, b) human resource development, including special training programmes for women in such areas as entrepreneurship development and industrial management, c) small-scale enterprises, particularly in rural areas and d) transfer of technology.

Decisions adopted by the GC and the IDB (GC.1/Dec.29 and IDB 1985/15), following the 1985 Women's World Conference in Nairobi, reaffirmed the importance attached to the involvement of women at all levels in the industrial sector and stressed the essential role UNIDO has to play in the implementation of the Nairobi Forward-Looking Strategies for the Advancement of Women (NFLS) as they relate to industrialization.

In 1987 the IDB took note of the System-Wide Medium-Term Plan for Women and Development subprogramme 2.4 Industry as contained in ECOSOC resolution 1987/520 and requested the Secretariat to spell out a strategy to comply with UNIDO's responsibility under this subprogramme in its Medium-Term Plan for UNIDO 1990-1995 (IDB.3/Dec.13/1987). The GC in 1987 passed a similar decision (GC.2/Dec.16). It also requested the Director-General to develop training programmes specifically designed to facilitate the acquisition by women of skills

at all levels (technological, managerial and entrepreneurial) (GC.2/Dec.4). Staff training to increase awareness on the role of women in industries is also recommended (GC.1/Dec.29, IDB.2/Dec.21, GC.2/Dec.16, IDB.4/Dec.24).

All resolutions/decisions passed by the GC and the IDB in the period 1984-1988 requested UNIDO to apply guidelines and other measures to promote the integration of women in the identification, design, implementation and evaluation of all technical co-operation activities and in studies programmes. By GC.2/Dec.16 the Director-General was also requested to ensure that the current and prospective role of women in industry be more systematically explored and more extensively covered in the statistical data collection of UNIDO.

Measures to increase the number of women in professional and decision-making positions in the Secretariat and in the field have been an area of continued concern, culminating in 1988 in the request by the IDB for the establishment of five-year targets at each level for the percentage of women in professional and decision-making positions (IDB.4/Dec.32). The same Board resolution also requested the Director-General to designate a high-level co-ordinator for the improvement of the status of women in the Secretariat.

2.2 Institutional arrangements

In 1979 an Interdivisional Working Group on the Integration of Women in Industrial Development was established to advise the Executive Director on a UNIDO programme for integrating women in industrial development in developing countries. In 1984 a Focal Point for the promotion and co-ordination of the Secretariat's activities related to the Integration of Women in Industrial Development was established in the Office of the Director, Division of Policy Co-ordination. Following the conversion of UNIDO into a Specialized Agency and a reorganization of the Secretariat in May 1986, a Unit for the Integration of Women in Industrial Development was established in the Special Programmes and Activities Division (SPA/WOMEN) of the Department of Programme and Project Development. In August 1989 the Unit was placed under the newly established Industrial Co-operation and Funds Mobilization Division (ICFM/WOMEN). An organizational chart of UNIDO's Secretariat can be found in annex 3.

ICFM/WOMEN has responsibility for the development, promotion, co-ordination, and monitoring of activities for the integration of women. It maintains working relationships with other Divisions and Departments, mainly to promote attention to the integration of women in the identification and formulation of technical co-operation projects and to promote the development and implementation of programmes and projects specifically targeting women.

ICFM/WOMEN is responsible for the co-ordination of, and reporting on, WID matters within the United Nations System and for liaison with bilateral and multilateral donors. A description of the Unit's functions, staff and budget is included in annex 4.

UNIDO primarily through ICFM/WOMEN has endeavoured to meet the requirements of its mandate and initiated a series of activities to gain experience, to respond to requests received, to experiment and test different approaches, and to establish contacts with relevant individual groups and organizations. This has been possible mainly because extrabudgetary resources could be negotiated with member governments, particularly with the Governments of Norway, the Netherlands, the Federal Republic of Germany, Japan and Switzerland. A description of activities carried out to date is included in annex 5.

3. WOMEN-IN-DEVELOPMENT POLICY STATEMENT AND IMPLEMENTATION

3.1 Policy objectives and implementation strategy

The interdependence between the improvement of women's position in the economy, on the one hand, and the basic objectives of development policy, e.g., increased economic growth, improved productivity, fuller employment, more equitable income distribution, elimination of poverty, improved balance of payments, and reduced birth rates, on the other, is such that providing women with the opportunity to increase and improve their contribution to economic development is an important means of achieving the fulfillment of basic development goals.

The educational, social and legal barriers to quantitative and qualitative expansion of female involvement in the manufacturing sector have a negative impact which goes beyond the income of women and their families; policies aiming at expanding the role of women in industry therefore have a significance for development as a whole.

Both research and practical experience have demonstrated that consideration of gender roles in programme and project planning can be a key factor for the successful attainment of development objectives.

During the Medium-Term Plan Period 1990-1995 UNIDO will seek to institutionalize within its staff the ability to address women's issues and to elaborate operational procedures for the inclusion of gender-specific indicators in the design and implementation of activities in the area of industrial planning/human resource development, agro-industries, small-scale industries and development of appropriate technologies.

The following policy objective and strategy implementation statements are expected to lead to the achievement of the results called for in the Medium-Term Plan.

3.1.1 Industrial planning/human resource planning

Policy:

The human resource base of developing nations is a valuable asset for industrialization. Women constitute a segment of the population whose potential so far has not been sufficiently utilized. Human resource development is both a key element for achieving industrial competitiveness and an opportunity for increasing the participation of women at all levels in the production process and in related industrial services such as research and development, quality control, marketing, export promotion and banking. Higher industrial skill levels of women workers and growing female entrepreneurship in industry will be

stimulating factors in overall growth. Removing constraints to the fuller participation of women in industry should therefore be an integral part of industrialization strategies.

Strategy:

In order to improve women's participation in industry a careful analysis of their current rate of participation is required. For this purpose gender-specific data on employment, skill levels and remuneration is needed. Cultural, legal, and institutional constraints need examination. Enhancing women's participation in industry also presupposes an examination of current and emerging skill requirements and employment opportunities through human resource planning. Education and training policies and programmes can play a crucial role in enabling women to compete for technical professional and managerial jobs. Apprenticeship training, vocational training and managerial training play an important role in enabling women to upgrade their skills so as to move into supervisory and technical positions.

Industrial planning projects will endeavour to obtain gender-specific employment figures and to identify ways and means of integrating women's concerns in the industrial planning process. Special advisory services to governments will facilitate the integration of women in industry by assisting governments in the analysis of barriers which hinder women's participation in productive activities and in the formulation of technical co-operation programmes and specific project activities which promote the integration of women.

Country and subsector studies will increasingly pay attention to human resource planning and to the participation of women therein. Special skill training programmes to enhance women's technological, managerial, and entrepreneurial capabilities based on needs assessments will be developed. Increased participation of women in UNIDO's on-going training activities and fellowship programmes will also be encouraged.

3.1.2 Small-scale industry and micro-enterprises

Policy:

Micro- and small-scale industry offer significant prospects for employment, utilization of domestic raw materials and balanced regional development in both urban and rural areas. Small-scale industry has an important role to play not only as a supplier to local markets, but also as a subcontractor to larger industries. It is also the sector of the economy in which the majority of women are already active as entrepreneurs, in self-employment and as employees. The sector also provides an easy entrance point for women who have been displaced from agriculture. Government policies and practices should fully support this sector and ensure that women have full access to support and funding programmes for the sector.

Strategy:

Policies for the promotion of micro- and small-scale enterprises should be aligned with macro-economic and industrial development objectives. An analysis is needed of the interaction of micro- and macro-economic/industrial policies and their impact upon women. For this purpose, gender-specific data collection on ownership and employment patterns is needed. Legal, financial and institutional constraints faced by women will be analyzed both in studies and in technical co-operation projects. Special measures for women entrepreneurs or women's groups, including co-operatives, will be developed. These include issues such as women's access to credit, training, technology, raw materials and markets.

3.1.3 Appropriate technology for rural women

Policy:

The development and dissemination of appropriate food processing equipment and agricultural implements is an important objective of any policy designed to integrate women in development, aiming both to alleviate women's daily work and to contribute to the generation of income. Technology for rural women must be adapted to women's needs and to traditional working habits and take into account women's limited purchasing power.

Strategy:

Equipment design must rely to a great degree on local and/or recycled materials in order to reduce production costs. Women users should be consulted at the design stage and trained in equipment operation, maintenance and repair. Technologies must be designed for activities which are income generating if they are to have real meaning for women in developing countries. Income generation is necessary to make technologies affordable and is critical for the success of credit repayment plans. Credit, income generation, administration and training must therefore be the pillars of any technical co-operation effort to bring appropriate technologies to rural women.

3.1.4 Women's participation in policy-making

Policy:

It is essential in the small-, medium- and large-scale industries that women become more involved in organizations and institutions responsible for making policies at the sectoral, national, regional and international levels. Institutional arrangements are needed to ensure that the promotion of women's participation in industry occurs at a sectoral level and that such efforts are co-ordinated at a national level with women's organizations or groups involved in women's issues.

Strategy:

Increased efforts are needed to raise women's participation at senior levels in national policy-making bodies responsible for industrial development, such as Ministries of Planning, Industry, Labour and Education, in industry federations, in industrial enterprises and in intergovernmental and international organizations. At the same time, it is important that all national/international policy-making organs for industrial development are made more sensitive to women's roles, interests and their potential impact on overall development.

3.2 Mechanism for policy implementation

Guidelines on the integration of women in UNIDO technical co-operation projects and in industrial studies programmes and research (UNIDO/PC.31/REV.1/Add.1) were developed in 1986. Although response to the guidelines was favorable and they were welcomed as an instrument for integrating women in industrial programme planning, the generic nature of the guidelines limited their use by project designers. Operational application of the guidelines requires that they be developed on a subsector-specific basis and used in designing, monitoring and evaluating projects and programmes specified under sectors 3.1.1, 3.1.2 and 3.1.3.

The workshops on design and evaluation of technical co-operation projects and workshops dealing with sectoral design will incorporate these guidelines into their training materials.

Briefing materials for field experts and terms of reference for project formulation, review and evaluation missions will incorporate relevant reference to the guidelines.

By the midpoint of the Medium-Term Plan UNIDO will have finalized subsector-specific guidelines for the integration of women in industry in the areas mentioned above. However, the development of WID criteria on a more broadly defined basis for use in programme/project review and appraisal is projected to begin in 1990.

3.3 Mechanism for programme implementation

The following three approaches will be used to address the integration of women in technical co-operation, study and research activities.

- Integrated programmes/projects: These projects seek to integrate women in mainstream sectoral initiatives of UNIDO. Priority areas during the period 1990-1991 are industrial planning, human resource development, agro-industry and small-scale industry. Integrated projects require gender-

sensitive design in order to be successful in achieving project purposes and to benefit women.

- Women's components in programmes/projects: Such projects seek to integrate women through the introduction of a subcomponent in sectoral initiatives. This can be an effective way of addressing gender issues and benefitting women within the framework of a project which covers an area in which women's participation is significant.

- Projects specifically targeting women and promotional projects: Women only projects facilitate women's participation in mainstream development. Areas for such projects are, inter alia, skill training programmes specifically designed for women which, apart from improving specific skills, are designed to assist women in overcoming attitudinal and environmental constraints and ensure their access to training. Development and dissemination of appropriate technologies for rural women is another area under this category.

4. PLAN OF ACTION

The following actions will be required to translate the policy and strategy outlined in section 3 into the results called for in the Medium-Term Plan 1990-1995. A supplement to this document contains sample project concepts/documents, job descriptions and terms of reference for specific activities to be undertaken in the 1990-1995 period.

4.1 Integration of women in programme/project cycle

Consideration is to be given to the integration of women in the identification, design, implementation and evaluation of technical co-operation programmes and projects, particularly in industrial sector and subsector planning, human resource development, in agro-industries and in small-scale industry promotion. Guidelines issued to this effect in 1986 have proved to be too generic to be an efficient tool for programme planners and project designers. Sector-specific guidelines need to be developed to facilitate this task. The following interventions are foreseen in programme/project formulation, implementation and evaluation during the period 1990-1991 to gain practical experience and facilitate the elaboration of sector-specific guidelines. Sectoral experts with WID specialization will be required.

4.1.1 Programme/project design

WID sectoral specialists are to be attached to country programming missions (3 per year) in countries which have a declared policy commitment to WID; and to project formulation missions (3 per year) for sectors where the participation of women is significant. In this way the necessary gender-specific base line data will be collected and other special measures defined to ensure from the outset that women will be explicitly targeted as participants and beneficiaries of the programmes and projects.

4.1.2 Programme/project implementation

WID sectoral specialists will be attached to selected technical co-operation projects in the area of industrial planning (2), agro-industries (2) and small-scale industry promotion (2) to ensure that project activities adequately address women's involvement and strengthen national planning capacities in this respect.

4.1.3 Programme/project evaluation

WID specialists will be attached to project evaluation teams (3 per year) for projects in the agro-industry and small-scale industry sector with significant female involvement to evaluate to what extent these projects have actually benefitted women.

4.1.4 Sector-specific guidelines and terms of reference for technical co-operation programmes/projects

On the basis of the above and on the research activities described in section 4.2, subsector-specific guidelines will be elaborated to ensure the integration of women during all stages of the programme/project cycle. These will also be reflected in terms of reference of consultants and job descriptions of field staff and used in project appraisal and evaluation.

4.2 Integration of women in studies and research activities

The issue of women in industry will be increasingly addressed in industrial study and research activities, particularly through a stronger focus on human resource development. Special efforts will be made to obtain gender-specific employment data by skill level and occupational group. Human resource planning based on emerging employment trends and technology development will facilitate the design of appropriate educational and training programmes and other types of technical co-operation activities.

4.2.1 Gender-specific industrial employment statistics

So far only 18 out of 78 countries addressed by UNIDO have provided gender-specific employment statistics in the period 1981-1986. Adaptation of national statistical systems is a long-term process and depends on the political will of governments. Supportive actions will be undertaken through lobbying with governments in collaboration with national machineries for the advancement of women. Promotional missions will be undertaken (5 countries per year) by a statistician with WID experience within the framework of UNIDO's technical co-operation programme for the installation of a computerized system for collection and dissemination of industrial census data, the National Industrial Statistics Programme (NISP). Six months of consultancy will be required during the period 1990-1991.

4.2.2 Regional and country studies

Human resource development is to be addressed in a systematic way in regional/country studies and in policy-oriented sectoral country studies. Specific studies will be undertaken on countries' industrial human resource requirements to identify present skill levels, future skill requirements and relevant development and training issues. These studies will make every effort to work with gender-specific data so that the role and contribution of women will receive full consideration.

Following the completion of three country case studies on the current and prospective contribution of women to human resource development for industry in Nepal, Sri Lanka and Zimbabwe, country studies specifically targeting women will continue to be undertaken. Government requests for such studies have already been received from Ethiopia, Madagascar, Mexico and the Philippines.

Subsector country studies on the impact on women of new technologies in the textile and garment industries are under implementation in Bangladesh, Indonesia and Thailand. These studies analyze emerging employment trends and assess the implication of such trends on employment, with particular attention to the changes in skill requirements. Similar studies will be undertaken in other countries and recommendations made for skill training programmes. In order to strengthen the focus in gender analysis in study and research activities and provide support for the implementation of studies specifically targeting women, a human resource expert with WID specialization is to be attached to the Regional and Country Studies Branch for 24 months.

4.2.3 Subsectoral typology studies

The recently established Programme Development Support Unit (PDSU) in UNIDO assists staff in the design of integrated indicative programmes. The Unit provides methodological assistance in the preparation of indicative programmes in a particular sector for one country or across multiple countries grouped according to the similarity of their sectoral industrial structures. Using a systems approach for the assessment, management and programming of production and consumption system, PDSU typology studies provide a conceptual framework for understanding the structure of an industrial system of a specific sector.

Gender-specific employment data and indicators will be included in subsectoral typology studies of agro-industries to be implemented by PDSU in Africa. A four months' consultancy of an industrial planner with WID specialization will be required to support this activity.

4.2.4 Expert group meetings

Expert group meetings and seminars on women in industrial development issues are necessary in order to discuss specific strategies for the advancement of women in industry and to sensitize policy makers to these issues.

The following expert group meetings are planned for the period 1990-1991:

- Africa Regional Expert Group Meeting on Women in Agro-Industries;

- Asia Regional Expert Group Meeting to Enhance the Contribution of Women to Human Resource Development for Industry;
- NGO Expert Group Meeting on Skills and Training Requirements of Women in Transnational Corporations;
- Workshop on the Participation of Women in Industrial Planning and Decision-Making in Latin America.

Detailed descriptions of these meetings can be found in the supplement, paragraphs 4.2.4.1 to 4.2.4.4.

4.3 Programmes/projects specifically targeting women

Projects specifically targeting women are in response to government requests or are results of surveys and study/research findings. Requests for the following type of projects are increasingly being received as information spreads about UNIDO's Programme for the Integration of Women in Industrial Development. Projects of this nature require careful analysis of socio-economic conditions to ensure that they are both technically sound and fully suited to local social and environmental conditions. Formulation missions generally require both a technical specialist and a sociologist. In order to be able to respond to the increasing number of requests received for this type of assistance, funds for project formulation missions need to be readily available.

4.3.1 Advisory services to governments

Advisory missions to governments on policy measures and specific projects to promote the integration of women in industrial development are undertaken upon request to analyze the situation of women in industry in co-operation with the national machinery for the advancement of women and line ministries (industry, labour, agriculture, education, etc.) and in consultation with NGOs and multi- and bilateral development agencies active in the country.

Such missions have been undertaken to Guinea, Chad and Cameroon. Requests for similar assistance has been received from Mauritania, Senegal and Zaire.

4.3.2 Skill development programmes

Training institutions in developing countries are to be encouraged and assisted in designing special skill development programmes for women and to include such programmes in their regular training offerings.

Based on a needs assessment in four SADCC countries, one such programme - a six-week training course in food processing for women entrepreneurs - has already been developed and

field-tested with the Pan African Institute for Development - Eastern and Southern Africa. A complete training package is being finalized and trainers from four countries (Zimbabwe, Malawi, Tanzania, Zambia) were trained in its delivery in a training of trainers workshop in September 1989. After minor adaptations to the national business environment, institutions in Zimbabwe, Malawi and Tanzania will be assisted in conducting the course for the first time. In the case of Zimbabwe, such a course will take place from October to December 1989. Subsequently, the national institutions will be in a position to run the course without further technical assistance. The training package is to be used in other countries with initial assistance from UNIDO in adapting course material to local conditions, training of trainers and providing support in the delivery of the first course. The training package needs to be translated into French, Portuguese and Spanish since requests have already been received from Angola, Gabon, Ivory Coast and Guatemala for such assistance.

Technical skill training programmes for women managers and supervisors are to be developed along the same lines (needs assessment, materials development, field test, adaptation, training of trainers and conducting an initial course with counterpart institutions) for industries with a high female participation rate and rapid changes in production technology. The first area for which training programmes will be developed is textiles. The findings of the three country studies on textiles, under implementation in Indonesia, Thailand and Bangladesh, will also be used for the development of these programmes. Similar courses will be developed for electronics and general information technology.

4.3.3 Appropriate technologies for rural women

A major concern in the design of these projects is the use of technology that is energy-saving and environmentally sound. Salt production through solar evaporation techniques in Guinea, Niger and Nigeria and the design and production of improved cooking stoves in Madagascar exemplify this approach.

Pilot projects for the production and dissemination of appropriate food processing technologies have been developed in Africa and are linked with national workshops, many of which have been set up with UNIDO assistance. They are based on detailed surveys of local socio-economic conditions, production capabilities and availability of local raw materials. Consultations with women users, funding schemes, ownership organizations (individual or group), training in operation, repair and maintenance schemes are part of a dissemination strategy included in the project design.

The following projects developed, if successful, should be replicable in other countries:

- Local production and dissemination of improved cereal processing equipment by the "Entreprise Malienne de Maintenance" in Sikasso in the Southeast of Mali. The technical component foresees the design of improved prototypes of a locally reproducible motor-mill, an animal-drawn mill and a dehuller, the production of ten pieces of each prototype for dissemination/field testing and evaluation of their technical performance in twenty villages and the training of local artisans in the production of specific parts/assembly of machines and in repair and maintenance. The socio-economic component formulates a dissemination strategy comprising the design of a revolving fund, guidelines for selection of beneficiaries and ownership organization, elaboration of a training programme in operation and administration and establishment of repair and maintenance structures. The actual dissemination of machines will be supervised and the viability of concepts and support structures evaluated. Once the full technical viability and acceptance of these technologies is demonstrated, local production and dissemination in selected other countries is foreseen.

- A pilot project to upgrade the drying process for fruits and vegetables from the current traditional level to a commercially exploitable production process has been formulated and is based on exploratory missions undertaken to Burkina Faso, Mali, Niger and Senegal. The project will be initiated in Senegal. It is hoped that the process can subsequently be introduced to Mali, Burkina Faso and Niger.

- Following a study tour by Guinean women to Mali to study the operation of a shea butter press that has been successfully introduced to Malian villages, a project has been developed with the aim to transfer, on a pilot basis, three such presses to Guinea. The project foresees the introduction of an accompanying credit scheme based on traditional savings associations. Should the transfer of this technology prove successful in the pilot project, co-operation with UNIDO project DP/GUI/82/009 "Centre Pilote d'Entretien et Réparation des Equipements Industriels" is foreseen to develop a maintenance system and for the local production of the press in Guinea.

- Assistance will be provided to Sri Lanka in the dissemination of appropriate technology to rural women.

4.3.4 Small-scale production

An exploratory mission to the Sudan will look into the viability of transforming social welfare centres into training cum production centres for women. Out of 149 social welfare centres in the country, seventeen will be evaluated with a view to establishing the feasibility of their transformation into pilot training cum production centres. If the outcome is

positive, a pilot project will be formulated for implementation in 1990/1991.

An exploratory mission will look into the feasibility of establishing a training centre in artisanal textile production and batic printing for women Jua Kali in Kenya. If the outcome of the exploratory mission is positive, assistance will be provided in establishing the training centre.

An exploratory mission to Haiti will define assistance needs of women in micro- and small-scale industry and formulate a support project.

Assistance to the Women Entrepreneur Association of Nepal (WEAN) will be provided in the form of advisory services for product development and quality control.

4.4 Supporting activities

4.4.1 Staff training

The substantive intersectoral nature of the issue of integrating women in the Organization's activities is not yet fully understood and accepted by UNIDO staff at large. The issue is still perceived more as a political one because of pressure from policy-making organs than as a substantive one. The predominately technical orientation of programme/project design which concentrates mainly on technological aspects and gives less attention to human resource factors, socio-cultural considerations and detailed target groups/beneficiary analysis leaves little scope for the application of the guidelines that have been developed to facilitate the consideration of women. For the same reason it is problematic at this stage to address the issue in routine project appraisal.

Extensive staff sensitization and training programmes are necessary. These will need to be built on practical experience gained in design, implementation and evaluation as foreseen under 4.1 and in research to be carried out under 4.2. Case studies based on UNIDO field programmes will be developed from the evaluation missions referred to in 4.1.3 which assess the impact of UNIDO assistance on women. In addition, training materials from other organizations in the United Nations System, member governments and non-governmental organizations are being reviewed and will be adapted for use in UNIDO staff training. Workshops will be organized for different target groups in UNIDO including both policy level, programme and project design level personnel. The outcome of these workshops should be an increasing awareness of the role and contribution of women in industrial development, an understanding of the rationale of gender analysis in specified programming contexts and familiarity with techniques of gender analysis in the programme formulation process.

The development of audiovisual material for internal use in staff training and expert briefing as well as for use in developing countries and donor countries will support overall efforts to promote the issue of women in industry.

4.4.2 Briefing materials

General briefing kits will be prepared for selected country programming and project formulation missions containing guidelines, any statistics and country/sector-specific information on the role of women that may be available in a data base.

4.4.3 Data base on women in industry

A computerized data base on women in industry is being established. It contains country and sectoral data and information on WID and will serve to support programme and project development.

4.4.4 Affirmative action

Women professionals at headquarters, as senior industrial development field advisers, junior professional field officers and as technical co-operation experts are role models for women in industries. A Plan of Action to improve the status of women in the Secretariat was issued in November 1988 (see supplement). It addresses recruitment and placement, promotions, attitudes and other measures.

Member governments are urged to nominate women, particularly to senior management positions.

At the same time, efforts to increase the number of qualified women on UNIDO's roster of technical co-operation experts are under way. However, recipient governments are often reluctant to accept women candidates as international project staff.

PLAN OF ACTION - SUMMARY TABLE

Activities foreseen during the biennium 1990/1991

4.1 Integration of women in programme/project cycle

Long-term objective: To promote the integration of women in the design, implementation and evaluation of UNIDO technical co-operation programmes.

To assess the impact of UNIDO programmes on the socio-economic position of women.

Mandate: GC.1/Dec.29, IDB.2/Dec.21, IDB.3/Dec.13, GC.2/Dec.16, IDB.4/Dec.24

Operational objectives statement	Two-year achievement indicators	Implementation responsibility	Consultancy 1/ requirements
<u>4.1 Integration of women in programme/project cycle</u>			
- To formulate subsector-specific guidelines for the integration of women in UNIDO industrial development programmes	!- Sector-specific guidelines developed !* Textiles and garment !* Food processing !* Leather production !* Small-scale industry !- Terms of reference for field experts and briefing materials !for field missions include reference to guidelines !- Case study material for use in staff training available	! PPD/ICFM/WOMEN ! ODC/EVAL ! PPD/SMA/APP ! PPD/AREA ! IO	
<u>4.1.1 Programme/project design</u>			12 w/m 2/
- To include gender-specific baseline data and indicators in design of UNIDO technical co-operation programmes in priority areas through attachment of WID specialists	!-Projects in the priority programme sectors of agro-industry and small-scale industry are designed with gender-specific baseline data and indicators for achievement of objectives !- Staff participating in missions gained practical experience in the integration of women	! PPD/AREA ! IO ! PPD/ICFM/WOMEN	
<u>4.1.2 Programme/project implementation</u>			84 w/m
- To fully integrate women in on-going industrial planning, agro-industry and small-scale industry promotion projects	!- Positive project impact on women, practical experience with WID issues gained by national and international project staff and backstopping officers	! IO ! PPD/ICFM/WOMEN	

1/ Terms of reference and job descriptions will be elaborated by PPD/ICFM/WOMEN in co-operation with the responsible branches of PPD and IO.

2/ w/m: work/month

Operational objectives statement	Two-year achievement indicators	Implementation responsibility	Consultancy ^{1/} requirements
<p><u>4.1.3 Programme/project evaluation</u> - To include gender-specific issues and indicators in terms of reference of evaluation of technical co-operation programmes - To assess the impact of UNIDO projects on the socio-economic position of women in priority programme areas</p>	<p>!- Evaluations of technical co-operation projects have assessed project impact on women !- Experience gained for use in guidelines and case study material for staff training available</p>	<p>! ODG/EVAL ! IO ! PPD/ICFM/WOMEN</p>	<p>6 w/m</p>
<p><u>4.1.4 Subsector-specific guidelines and terms of reference for technical co-operation programmes/projects</u> - Consideration of women in technical co-operation in projects dealing with industrial planning, agro-industries and small-scale industries</p>	<p>!- guidelines completed</p>		

^{1/} Terms of reference and job descriptions will be elaborated by PPD/ICFM/WOMEN in co-operation with the responsible branches of PPD and IO.

PLAN OF ACTION - SUMMARY TABLE

4.2 Integration of women in studies and research activities

Long-term objective: To promote the integration of women in the design and implementation of country and subsector studies so as to:

- Monitor the effects of growth trends and structural changes in industry on employment conditions and opportunities, and incorporate this data in designing specific measures to ensure women's participation.
- To make policy recommendations for an enhanced participation of women in industry.

Mandate: GC.1/Dec.29, IDB.2/Dec.21, IDB.3/Dec.13, GC.2/Dec.16, IDB.4/Dec.24

Operational objectives statement	Two-year achievement indicators	Implementation responsibility	Consultancy ^{1/} requirements
4.2 <u>Integration of women in studies and research activities</u>		PPD/IPP	
- Introduction of a human resource focus in studies with gender-specific considerations			
- To promote consideration of the role of women in industry and undertake special studies on women in industry	!- Increased information on women's role in industry and on the impact of industrialization on women	PPD/ICFM/WOMEN	
4.2.1 <u>Gender-specific industrial employment statistics</u>		PPD/IPP/STAT	6 w/m
-To promote gender-specific employment data collection systems in National Industrial Statistics Packages (NISP)	!- An increasing number of national industrial statistics packages to provide gender-specific data on the workforce		
4.2.2 <u>Regional and country studies</u>			24 w/m
- To assess skill requirements of industry and industry related services and women's role and conditions of participation in industry	!- Country and/or sector studies increasingly include gender-specific employment data and identify skill requirements as a basis for effective human resource planning !- Constraints to women's participation identified and remedial action proposed !- Experience gained for use in guidelines and staff training !- Seven studies on women in industry completed ^{2/}	PPD/IPP/REG	

1/ Terms of reference and job descriptions will be elaborated by PPD/ICFM/WOMEN in co-operation with the responsible branches of PPD and IO.

2/ Resources required for the execution of seven women-specific studies and expert group meetings are given in the annex (budget).

Operational objectives statement	Two-year achievement indicators	Implementation responsibility	Consultancy ^{1/} requirements
<p>4.2.3 <u>Subsectoral typology studies</u> - To include gender-specific employment and skill level data in methodology for assessment, programming and management of production and consumption systems</p>	<p>!- Women-specific indicators included !in subsectoral typology studies of !agro-industries in Africa</p>	<p>! PPD/SMA/PDSU ! PPD/ICFM/WOMEN</p>	<p>! 4 w/m</p>
<p>4.2.4 <u>Expert group meetings</u> - Issues defined and analyzed, recommendations formulated</p>	<p>!- Meeting completed, report published, !recommendations disseminated</p>	<p>! PPD/ICFM/WOMEN ! PPD/IPP/REG ! IO/T/AGRO ! IO/IIS/PLAN</p>	

^{1/} Terms of reference and job descriptions will be elaborated by PPD/ICFM/WOMEN in co-operation with the responsible branches of PPD and IO.

PLAN OF ACTION - SUMMARY TABLE

4.3 Programmes/projects specifically targeting women

Long-term objective: To facilitate the integration of women in industrial development through specific measures and projects

Mandate: GC.1/Dec.29, IDB.2/Dec.21, IDB.3/Dec.13, GC.2/Dec.16, IDB.4/Dec.24

Operational objectives statement	Two-year achievement indicators	Implementation responsibility	Consultancy ^{1/} requirements
<u>4.3 Programmes/projects specifically targeting women</u>			
- Technically, economically and socially sound technical co-operation project design	!- 10-15 formulation missions undertaken and project documents submitted for funding	! PPD/ICFM/WOMEN ! PPD/AREA ! IO	
<u>4.3.1 Advisory services to governments</u>			18 w/m
- To advise governments and strengthen national machineries for the advancement of women to integrate women in industry	!- Policy recommendations made and specific technical co-operation projects formulated	! PPD/ICFM/WOMEN ! PPD/AREA ! PPD/IIS/PLAN	
<u>4.3.2 Skill development programmes</u>			
- To assist training institutions to run training programmes for women	!- Training packages developed, tested !- Trainers trained and training institutions familiarized with the use of the packages	! IO ! PPD/AREA	
<u>4.3.3 Appropriate technologies for rural women</u>			
- To put at the disposal of women time- and energy-saving equipment for income generation	!- Pilot equipment designed and dissemination strategy tested	! PPD/T/ENG ! IO/T/AGRO ! PPD/AREA ! IPCT/TP/BT ! PPD/ICFM/WOMEN	
<u>4.3.4 Small-scale production</u>			
- To promote women's small-scale production activities	!- Pilot projects established	! IO	

^{1/} Terms of reference and job descriptions will be elaborated by PPD/ICFM/WOMEN in co-operation with the responsible branches of PPD and IO.

PLAN OF ACTION - SUMMARY TABLE

4.4 Supporting activities

Long Term Objective: To promote the integration of women in the design, implementation and evaluation of UNIDO technical co-operation programmes and industrial studies.

Mandate: GC.1/Dec.29, IDB.2/Dec.21, IDB.3/Dec.13, GC.2/Dec.16, IDB.4/Dec.24

Operational objectives statement	Two-year achievement indicators	Implementation responsibility	Consultancy ^{1/} requirements
<u>4.4 Supporting activities</u>			
<u>4.4.1 Staff training</u> - To create awareness and understanding among UNIDO staff of the need to integrate women in UNIDO programmes/projects	- Ten staff training courses held and programme designers and implementers trained in gender-sensitive project design	PPD/ICFM/WOMEN DA/HR	6 w/m
<u>4.4.2 Briefing materials</u> - To provide information on women's situation to field missions and project staff	- Briefing kits prepared	PPD/ICFM/WOMEN	
<u>4.4.3 Data base on women in industry</u> - To provide country/sector-specific information on WID in support of programme and project development	- Data base fully operational	PPD/ICFM/WOMEN	

^{1/} Terms of reference and job descriptions will be elaborated by PPD/ICFM/WOMEN in co-operation with the responsible branches of PPD and IO.

PLAN OF ACTION

PROPOSED BUDGET PLAN FOR WHICH DONOR FUNDING ASSISTANCE IS REQUESTED

Element	Activity	Duration	Scheduled in		Budget	
			1990	1991	à 2/	total
<u>4.1</u>	<u>Integration of women in programme/project cycle</u>					
<u>4.1.1</u>	<u>Programme/project design</u>					
	Attachment of WID specialist to missions					
4.1.1.1	Country programming mission	1w/m	3 missions	3 missions	11,000	66,000
4.1.1.2	Project formulation mission	1w/m	3 missions	3 missions	11,000	66,000
<u>4.1.2</u>	<u>Programme/project implementation</u>					
	Attachment of WID specialists to general technical co-operation projects					
4.1.2.1	Industrial planning projects	12 w/m	1 project	1 project	120,000	240,000 3/
4.1.2.2	Agro-industries projects	30 w/m	2 projects		300,000	600,000 4/
4.1.2.3	Small-scale industry promotion projects	12 w/m	1 project	1 project	120,000	240,000
<u>4.1.3</u>	<u>Programme/project evaluation</u>					
	Attachment of WID specialist to evaluation mission teams	1 w/m	3 missions	3 missions	11,000	66,000
<u>4.2</u>	<u>Integration of women in studies and research activities</u>					
<u>4.2.1</u>	<u>Gender-specific industrial employment statistics</u>	3 w/m	1 mission	1 mission	30,000	60,000
<u>4.2.2.</u>	<u>Regional and country studies</u>					
4.2.2.1	WID human resources specialist attached to PPD/IPP/REG	24 w/m	attachment of an expert throughout		65,000	130,000
4.2.2.2	Current and prospective contribution of women to human resource development for industry	8 months	2 studies	2 studies	75,000	300,000
4.2.2.3	Subsector studies on the impact on women of the introduction of new technologies in the textile and garment industries	6 months	1 study	2 studies	45,000	135,000
<u>4.2.3</u>	<u>Subsectoral typology studies</u>	4 w/m	1 study		40,000	40,000
<u>4.2.4</u>	<u>Expert group meetings</u>					
4.2.4.1	African Regional Expert Group Meeting on Women in Agro-Industries	1 week	1 meeting			70,000
4.2.4.2	Asia Regional Expert Group Meeting to Enhance the Contribution of Women to Human Resource Development for Industry	1 week	1 meeting			80,000

Element	Activity	Duration ^a	Scheduled in		Budget	
			1990	1991	a	total
4.2.4.3	WCO Expert Group Meeting on Skill and Training Requirements of Women in Transnational Corporations	1 week		1 meeting		50,000
4.2.4.4	Workshop on the Participation of Women in Industrial Planning and Decision-Making in Latin America	1 week	1 meeting			15,000 5/
<u>4.3</u>	<u>Programmes/projects specifically targeting women</u>					
	Project formulation	2 years				120,000
<u>4.3.1</u>	<u>Advisory services to governments</u>					
	Advisory missions	3 w/m	3 countries	3 countries	30,000	180,000
<u>4.3.2</u>	<u>Skill development programmes</u>					
4.3.2.1	Training programme in food processing for women entrepreneurs	6/				260,000
	- finalization of training package					480,000
	- expansion of training programme to other countries		3 countries	3 countries	80,000	
4.3.2.2	(a) Technical skill training programme for women supervisors and managers in textile industry	6/				
	- development of training package		1 country		400,000	400,000
	- application to three other countries			3 countries	80,000	240,000
	(b) Technical skill training programme for women supervisors and managers in electronics industry	6/				
	- development of training package		1 country		400,000	400,000
	- application to two other countries			2 countries	80,000	160,000
<u>4.3.3</u>	<u>Appropriate technologies for rural women</u>					
4.3.3.1	Local production and dissemination of improved cereal processing equipment (Mali)	2 years	1 project			1,100,000 7/
4.3.3.2	Solar drying of fruit and vegetables (Senegal)	3 years	1 country			700,000 8/
4.3.3.3	Transfer of Malian shea butter press to Guinea, pilot project	6 months	1 project			100,000
4.3.3.4	Assistance to the dissemination of improved stoves in Madagascar	2 years		1 project		450,000
4.3.3.5	Upgrading of salt production through the introduction of solar evaporation techniques		1 project		130,000	130,000
4.3.3.6	Assistance in dissemination of appropriate technology for women (Sri Lanka)	9 months	1 project			60,000

Element	Activity	Duration ^a	Scheduled in		Budget	
			1990	1991	à	total
4.3.4	Small-scale production					
4.3.4.1	Establishment of training cum production centres for women (Sudan)	3 years		1 project		1,000,000
4.3.4.2	Pilot training cum production centres for textiles and batik making (Kenya)	1 year	1 project			250,000
4.3.4.3	Assistance to Women Entrepreneurs Association of Nepal (WEAN)	1 year		1 project		245,000
4.3.4.4	Advisory Services to Women in the Promotion of Micro- and Small-Scale Industry (Haiti)	1.5 year		1 project		300,000
4.4	Supporting activities					
4.4.1	Staff training	6 w/m	1 training	1 training	60,000	120,000
	Development of audiovisual promotional materials					60,000
4.4.3	Data base on women in industry					
4.4.3.1	Acquisition of computer software and materials for data base				2,500	5,000

Grand Total Budget US\$ 8,918,000

NOTES

- 1/ Duration: duration per activity (i.e., mission/project/meeting/study/country)
w/m: actual length of experts' working time
week/month/year: actual duration of projects
- 2/ à: amount indicated is cost per activity (i.e., mission/project/meeting/study)
- 3/ 6 w/m funding secured through a contribution from the Government of the Federal Republic of Germany.
- 4/ 24 w/m will be covered through a contribution from the Government of the Federal Republic of Germany.
- 5/ Funding will be shared together with the International Federation of Business and Professional Women (IFBPW).
- 6/ Course duration is six weeks
- 7/ Funding partly secured (US\$ 628,000) through the International Fund for Agricultural Development (IFAD).
- 8/ Funding secured through a contribution from the Government of Japan.

10. Integration of women in industrial development

The challenge 11/

Women are contributing increasingly to the process of industrialization.

43. Women are increasingly participating in and contributing to the industrialization process: be it in the small-scale and informal production sector where their contribution is largely unrecorded but indispensable to supplying rural and urban community needs, or be it in the modern industrial sector where the overwhelming majority of women work in a limited number of low skill and poorly rewarded jobs. The contribution of women to manufacturing, however, is not restricted to production work alone. Women are also involved as industrial entrepreneurs and active in such related areas as government administration, industrial research, quality control and marketing. Yet training opportunities for women in industrial production skills are insufficient and largely limited to traditional occupations in most developing countries. Vocational guidance and career counselling for women students are generally inadequate. Great scope still exists for instituting specific measures to increase the number of trained and qualified women. Serious obstacles continue to impinge upon women participating in decision-making processes, as well as in planning and management in both the public and private sector.

The introduction of new technologies and the related changes in skill content bear major implications for women.

44. It is particularly essential that women be involved in work related to the promotion of science and technology so as to ensure that they benefit from the technologies available and any adverse effects are reduced to a minimum. The emergence of high technologies is rapidly changing the skill content in manufacturing activities. The significance of this development for women is obvious. The present situation in different developing countries and regions needs to be carefully analysed in this respect, and the prerequisites for the future participation of women on an equal footing with men have to be determined.

The response

UNIDO will ensure that women are fully integrated in all its programmes ...

45. In accordance with the decision of the Second General Conference of UNIDO on the integration of women in industrial development, and in line with the System-Wide Medium-Term Plan for Women and Development for the period 1990-95, UNIDO will ensure that women are more fully integrated in technical co-operation and promotion activities as well as in policy study and research programmes.

... and that they are equal beneficiaries in all projects.

46. Through the application of the guidelines established in UNIDO, it will be possible to evaluate the impact of the Organization's technical co-operation projects on women and to ensure that in all projects women are equal beneficiaries with men. Women will be taken into particular consideration in projects related to the small-scale and agro-industry sectors and to the development of appropriate technologies. The consideration of women is also of paramount importance to the development of human resources. Special training programmes for women in technological, managerial and entrepreneurial skills will be continued and training institutes in developing countries will be encouraged and assisted to organize appropriate courses for women. In this context, attention will also be paid to the changing skill requirements that women have to meet. An improved statistical data system should be developed to look into the various aspects of the participation of women in industrial activities with a view to assisting the policy-making bodies in individual developing countries. The System of Consultations should ensure that the issue of women receives still more active attention on the part of both governments and industrial communities.

Annex

SYSTEM-WIDE MEDIUM-TERM PLAN FOR WOMEN AND DEVELOPMENT (E/1987/520): SUBPROGRAMME 2.4 INDUSTRY

Intergovernmental objectives

- (i) To consider women as contributors to and beneficiaries of industrial development;
- (ii) To ensure that women and men have equal access to a wide variety of industrial employment opportunities;
- (iii) To increase at all levels the number and proportion of women engaged in industry and related activities in both rural and urban areas in developing countries.

United Nations system objectives

- (i) To integrate women in the design and appraisal of all industrial projects supported by the United Nations system with special attention to those dealing with small-scale industry;
- (ii) To identify the social, cultural and economic costs and benefits to women of large- and small-scale industrial projects;
- (iii) To complete guidelines on the integration of women in UNIDO technical co-operation projects and in industrial studies programmes and research;
- (iv) To complete at least one round of monitoring international standards relating to industrial workers, especially women industrial workers, and to the treatment of migrant workers and their families.

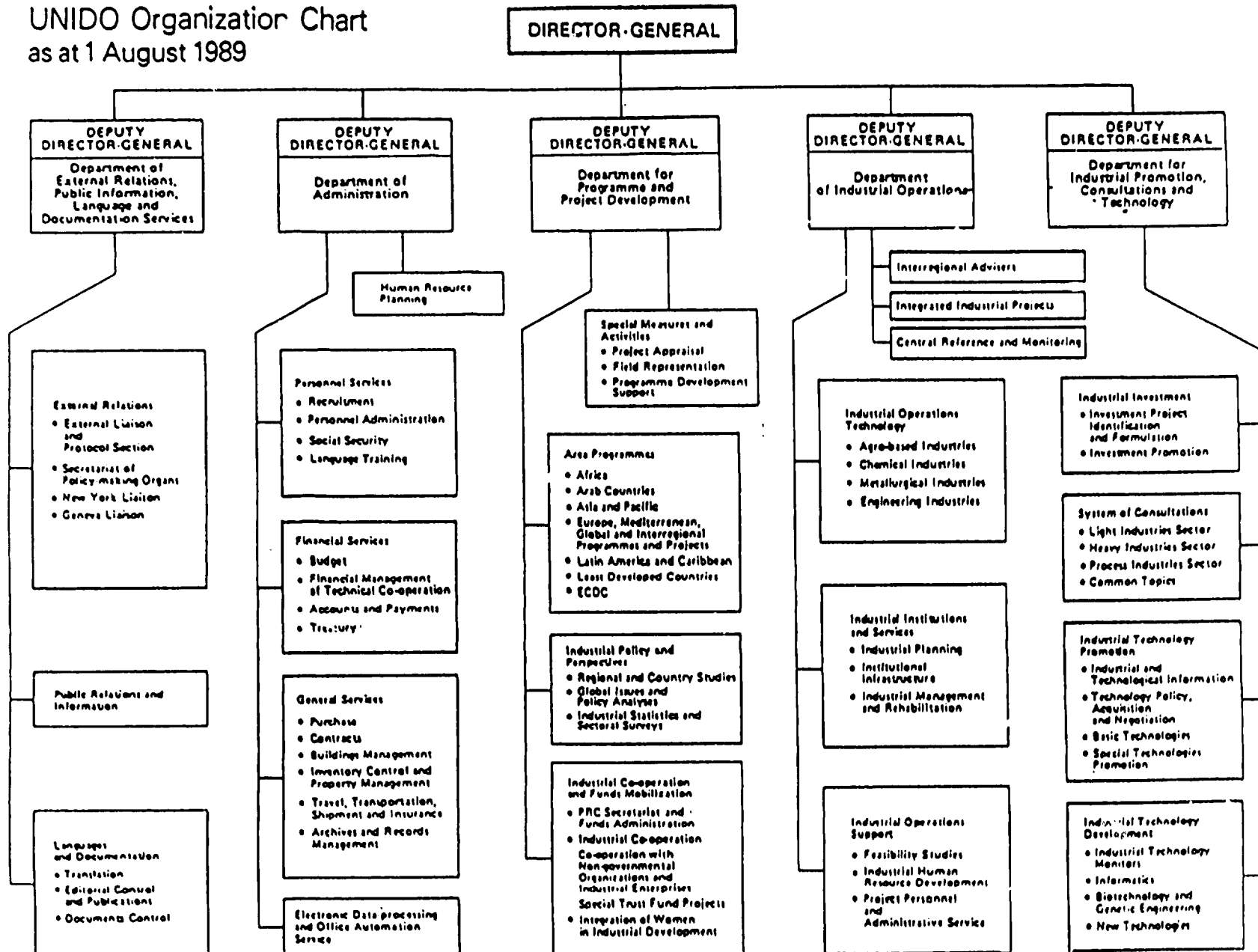
Strategy

The establishment of more effective systems for collecting data on women's participation in industry (subprogramme 5.1), on both a sectoral and country basis, will facilitate the monitoring of the extent to which the objectives are achieved. Methods will be

developed for making consideration of the impact on women an integral part of industrial project design, which should gradually lead to its consideration in the appraisal of industrial projects supported by the United Nations system. The impact of industrial development strategies and programmes on women's participation in industrial activities will be evaluated. Major technological changes in branches of industry employing mainly women will be monitored. Particular emphasis will be given to the emergence of new technologies that are changing the conditions of the international production system and the skill content in manufacturing activities. In-depth studies will be made of the current and potential role of women in industry, including small-scale industries, and appropriate measures devised to enable women to participate in the industrialization process at all levels on an equal footing with men. Policy analysis will be conducted on the type of supporting infrastructure and regulations, such as those for child care and maternity leave needed to promote women's employment in industry. Training and advisory services will be increased for women in industrial production skills, in industrial management and entrepreneurship and in the development of small-scale industries and will not be limited to traditional occupations. The inclusion of more women in the decision-making process for industrial policy formulation and management will be promoted by management training programmes. Technical support will be given to the small-scale and informal sector and for linking this sector to medium- and large-scale industry and increasing women's participation therein.

Note: The organizations primarily responsible for implementing this subprogramme are UNIDO, United Nations Development Fund for Women, Economic and Social Commission for Asia and the Pacific, Economic Commission for Africa and Economic and Social Commission for Western Asia.

UNIDO Organization Chart
as at 1 August 1989



**UNIT FOR THE INTEGRATION OF WOMEN
IN INDUSTRIAL DEVELOPMENT
(PPD/ICFM/WOMEN)**

I. Functions

PPD/ICFM/WOMEN acts as focal point for the promotion and co-ordination of UNIDO's activities for the integration of women in industrial development. The Unit's functions can be summarized as follows:

- Development of policies and procedures for the implementation of the mandate;
- Promotion, co-ordination and monitoring of the Organization's activities for the integration of women in industrial development;
- Mobilization of resources for programmes and projects for the integration of women in industrial development;
- Provision of advisory services to governments on the integration of women in industrial development;
- Co-ordination and co-operation with United Nations organizations, inter- and non-governmental organizations on WID issues;
- Preparation of reports on a regular basis to UNIDO's policy-making bodies, to the Division for the Advancement of Women, United Nations Centre for Social Development and Humanitarian Affairs (CSDHA), to ACC Subcommittee on Rural Development and to the Commission on the Status of Women, and ad hoc preparation of reports to other United Nations fora and organizations or individuals requesting such reports;
- Representation of UNIDO in United Nations and other national and international meetings on WID issues;
- Operation of a data base on women in industry in support of programme and project development;
- General advocacy of the issue of women in industry within UNIDO and outside.

Within the Secretariat the Unit maintains a regular working relationship with Area Programmes Division which has the main responsibility for programme and project formulation and with sectoral specialists in the Industrial Operations Department, in particular with the Agro-Based Industries Branch, the Institutional Infrastructure Branch and the Industrial Planning Branch.

PPD/ICFM/WOMEN also maintains working relationships with the Industrial Policy and Perspectives Division of the Department for Programme and Project Development, particularly with the Regional and Country Studies Branch and more recently also with the Industrial Statistics and Sectoral Surveys Branch to promote gender-specific data collection in national industrial statistics packages.

PPD/ICFM/WOMEN also maintains contacts with the Systems of Consultations Division, Department for Industrial Promotion, Consultation and Technology to ensure attention to the role of women in industry is given in the regional and global system of consultation meetings.

PPD/ICFM/WOMEN has conducted two one-day WID sensitization workshops for managerial and headquarters staff and regularly briefs field staff on the subject.

PPD/ICFM/WOMEN has thus mainly assumed a role of initiator, fund raiser and adviser to the responsible technical divisions. It has also assumed full responsibility for developing and field-testing new approaches to training and technology packages for women, in consultation with the substantive branches of IO, IPCT and AREA.

Outside contacts include:

- Contacts with focal points for WID in donor government administrations and with national machineries for the advancement of women in developing countries;

- Within the United Nations System good working relationships have been developed with the Division for the Advancement of Women, CSDHA, with UNDP, ILO, ITC, UNESCO, FAO, IFAD, UNFPA, UNIFEM and INSTRAW;

- Following the organization of an NGO/UNIDO workshop in 1988, regular contacts with major NGOs dealing with WID issues have been established.

II. Staff and Budget

PPD/ICFM/WOMEN was established in May 1986 with one professional post, a co-ordinator, and one general service post, i.e. with the same staffing as its predecessor, the Focal Point for the Integration of Women. Both posts were financed under the Operational Budget (OP). These two posts were transferred to the Regular Budget (RB) in the Programme and Budget 1988-1989 (PBC.3/2). In October 1987, the Unit was expanded with two associate experts through support from the Governments of the Federal Republic of Germany and Japan. In April 1988, PPD/ICFM/WOMEN was strengthened with one additional professional staff through departmental redeployment. Also through departmental redeployment a second general service post under the Operational Budget was assigned to the Unit in November 1988. In the same month an associate expert funded by the Government of Norway joined the Unit. Thus, PPD/ICFM/WOMEN

is currently composed of five professional staff (one co-ordinator, one researcher under RB, and three associate experts) plus two general service staff (one RB and one OB).

The associate experts are initially assigned to the Unit for a period of one year with prospects for extension by a second year. They are highly motivated junior professionals, requiring professional staff time for training, guidance and supervision. However, the associate expert scheme can also be seen as a training scheme and since expertise on women in industry is still very scarce, it is desirable that the experience gained by associate experts during their assignment to PPD/ICFM/WOMEN can subsequently be capitalized in UNIDO projects and programmes both at headquarters and in the field.

In the proposed Programme and Budget 1990-1991 (PBC.5/9) the two professional posts are foreseen to be maintained under RB and the two general service posts under RB and OB respectively, plus US\$ 24,000 for consultancy funds.

However, one associate expert from the Federal Republic of Germany has transferred to a field project and the contract of the associate expert from Japan will expire in December 1989 so that PPD/ICFM/WOMEN will be reduced to three professionals as of October 1989 unless member governments assign new associate experts to it.

Extrabudgetary resources provided to PPD/ICFM/WOMEN by the Government of Norway since 1987 in the form of "Seed Money for the Co-ordinator, Integration of Women in Industrial Development" enabled the Unit to operate effectively, despite the low level of resources from the Regular Budget. In 1987 an amount of US\$ 66,500 and for the biennium 1988/89 an amount of US\$ 168,800 was made available under a Norwegian Trust Fund Agreement. PPD/ICFM/WOMEN was also able to acquire two personal computers from this Seed Money which are used for word processing and for initiating a data base on women in industry.

Altogether, the Unit has, since its inception in 1986, secured extrabudgetary resources for activities for the integration of women in industrial development totalling US\$ 4.7 million.

ACTIVITIES CARRIED OUT TO DATE

Experience has been gained with activities specifically targeting women while progress in visibly integrating women in general projects and programmes has been meager. Overall the activities can be grouped as follows:

Technical co-operation

Projects specifically targeting women have aimed at upgrading technologies traditionally used by women. This includes local production of equipment, with support schemes for financing, dissemination and training in the use and maintenance of the equipment. These technologies include: improved salt production through solar evaporation techniques, fruit and vegetable processing, oil pressing and grain milling. Other technical co-operation projects covered: garment making and business advisory services.

Training

In the field of training, every effort is made to encourage the participation of women in all UNIDO's training activities. Moreover, training institutions in developing countries are encouraged to offer special courses for women. A training package in food processing for women entrepreneurs in the SADC region has been developed and field-tested. It will be ready for publication in late 1989.

Advisory services

Advisory services to governments on policy measures and specific projects to promote the integration of women in industrial development were undertaken to Guinea and to Chad. They resulted in policy recommendations and specific project proposals. Similar advisory missions are foreseen to Cameroun and Senegal.

Studies and research

In 1985, UNIDO initiated a sector-by-sector analysis on the role and condition of women's participation in industrial development. The first sector to be analyzed was agro-industries. This analysis was reviewed by an Expert Group Meeting on Women in Agro-Industries at Vienna in October 1985.

This Expert Group Meeting recommended follow-up at the regional level. Two in-depth subsector studies of agro-industries have since been initiated - a study on the integration of women in the fisheries industrial system and a study on the impact on women of the introduction of new technologies in the textile and garment industry. These studies are substantiated by country case studies.

Country case studies on the current and prospective contribution of women to human resources for industrial development have been conducted in Nepal, Sri Lanka and Zimbabwe. They examine women's contribution in informal, micro- and small-scale production and in medium- and large-scale industry as well as in industry-related activities and lead to policy recommendations and project proposals for enhancing the participation of women.

A study on the "Role of Women in Industrial Development" has been prepared as UNIDO's contribution to the First Update of the World Survey on the Role of Women in Development.

To remedy the dearth of statistical data and information on women in industry, the establishment of a data base on women in industry has been initiated. It comprises country data, sectoral data, and reports and publications on the subject and will eventually serve as a factual basis for programme and project development. It is currently being organized, according to the Information System on Women (WIS) with support from the Division for the Advancement of Women, CSDHA.

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UNIDO PROGRAMME
FOR THE INTEGRATION OF WOMEN
IN INDUSTRIAL DEVELOPMENT
1990-1995

Supplement to Plan of Action*

Prepared by

Unit for the Integration of Women
in Industrial Development

* This document has not been edited.

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PREFACE

This supplement to the Plan of Action contains information on the expertise required in order to implement the activities referred to under section 4 in the Programme document for the integration of women in industrial development.

It comprises examples of job descriptions, terms of reference for consultancies and project concepts as well as documents. The materials included in this document are in various stages of development and implementation. The examples are to illustrate the type of activities for which donor funding assistance is requested. In response to donor interest all additional materials are available or will be finalized upon request.

The supplement is structured in such a way that each document is numbered in accordance with the relevant paragraphs in the Plan of Action. The summary and budget tables included at the end of section 4 of the Programme have the same numbering system for cross-reference purposes.

The Plan of Action specifies activities and estimated extrabudgetary resource requirements for the biennium 1990-1991. Individual resource requirements for the remaining three years of the Medium-Term Plan (1992-1995) will be formulated in late 1990, early 1991, when extrabudgetary resources will be required if the objectives of the Medium-Term Plan are to be achieved.

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Abbreviations

COMPAR	Computer Model for Feasibility Analysis and Reporting
DA	Department of Administration
DA/HR	Human Resource Planning Unit
ECOSOC	Economic and Social Council
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization
GC	General Conference
IDB	Industrial Development Board
ILO	International Labour Organization
IO	Department of Industrial Operations
IO/IIS	Industrial Institutions and Services Division
IO/IIS/INFR	Institutional Infrastructure Branch
IO/IIS/PLAN	Industrial Planning Branch
IO/T/AGRO	Agro-Based Industries Branch
IO/T/ENG	Engineering Industries Branch
IPCT	Department for Industrial Promotion, Consultations and Technology
IPCT/TP	Industrial Technology Promotion Division
IPCT/TP/BT	Basic Technologies Unit
NFLS	Nairobi Forward-Looking Strategies
NGO	Non-Governmental Organization
NISP	National Industrial Statistics Programme
ODG	Office of the Director-General
ODG/EVALU	Evaluation Staff
PPD	Department of Programme and Project Development
PPD/AREA	Area Programmes Division
PPD/AREA/LDC	Least Developing Countries Unit
PPD/ICFM	Industrial Co-operation and Funds Mobilization Division
PPD/ICFM/WOMEN	Unit for the Integration of Women in Industrial Development (former PPD/SPA/WOMEN)
PPD/IPP	Industrial Policy and Perspectives Division
PPD/IPP/REG	Regional and Country Studies Branch
PPD/IPP/STAT	Industrial Statistics and Sectoral Surveys Branch
PPD/PRA	Project Review and Appraisal Division
PPD/PRA/APP	Project Appraisal Section (now PPD/SMA/APP)
PPD/PRA/PDSU	Programme Development Support Unit (now PPD/SMA/PDS)
PPD/SPA	Special Programmes and Activities Division
PPD/SPA/WOMEN	Unit for the Integration of Women in Industrial Development (now PPD/ICFM/WOMEN)
PVO	Private Organization
SSI	Small-scale industry
UNCTC	United Nations Centre on Transnational Corporation

UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
WID	Women-in-Development

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

JOB DESCRIPTION

Post title: Consultant on the integration of women in micro- and small-scale industry, to be attached to project SI/BOL/88/801

Duration: One month

Date required:

Duty station: La Paz, Bolivia, with extensive travel in the country

Purpose of project: The objective of project SI/BOL/88/801 is to enable the Government to take policy decisions on the future development of the small-scale industry in Bolivia. The attachment of a Women-in-Development (WID) consultant has the purpose to facilitate an adequate consideration of women entrepreneurs in the future policy on SSI.

Duties: The consultant will participate in all activities of project SI/BOL/88/801 which undertakes an assessment of the conditions of small-scale industrial enterprises in Bolivia, including a review of support programmes for SSI and an analysis of problems at plant level. On basis of that the mission will formulate recommendations for a coherent strategy for small-scale industrial development, and will prepare a final report. The WID consultant will be responsible for ensuring an adequate consideration of women entrepreneurs at all stages of project execution.

This will involve specifically:

The consultant will participate in the assessment of programmes for small-scale industry development undertaken by the mission and evaluate if women are adequately considered by these and which support programmes for them exist. Particular attention should be paid to an analysis of factors which might constrain women from participating in and benefitting from existing promotional schemes.

In the visits to selected small-scale enterprises the consultant will ensure that women entrepreneurs are adequately taken into consideration and attention is given to their specific problems. The consultant should look into the basic patterns characterizing the activities of women in this

sector, e.g. number of women involved in small-scale industrial activities as entrepreneurs/employees, type and scale of activities in which they mainly participate.

With regard to the recommendations formulated by the mission, the consultant should ensure that the specific difficulties and constraints women entrepreneurs face are taken into consideration. The policy proposals established should include activities to secure women's access to support programmes and should contain concepts to give special promotion to women entrepreneurs.

Qualifications: Socio-economic background, with experience in Women-in-Development issues and in small enterprise promotion.

Language: Spanish

Background information

UNIDO is mandated by several General Conference and IDB decisions as well as by the System-Wide Medium-Term Plan for Women and Development to "take feasible measures to facilitate the integration of women in the identification, formulation and implementation of the technical co-operation activities" (GC.1/Dec.29). Specific attention should be paid to women especially with regard to training, small-scale industry and agro-industry activities (GC.2/Dec.16).

In order to work towards the fulfillment of the mandate a number of approaches have been developed for facilitating the consideration of women in UNIDO's technical co-operation activities and for exerting a sizeable influence on the design and implementation of projects. One approach is to attach Women-in-Development (WID) experts to general UNIDO projects with the aim of ensuring an effective integration of women. Specialized Women-in-Industrial-Development experts can facilitate this by assisting technical experts in identifying measures that will enable women to participate in general project activities.

One of the priority fields for the promotion of women is the small-scale industry sector. In most countries women constitute a considerable part of entrepreneurs and workers in this sector. Despite this fact, experience shows that women entrepreneurs often face specific constraints in their performance, and often are not able to benefit adequately from industrial support programmes, such as extension services, credit schemes, etc.

Women, because of their discriminated role in society, sometimes also need specific promotinal efforts to benefit from project activities on equal terms with men.

In Bolivia, 96% of all existing industrial enterprises belong to the "micro"- and small-scale industries, which employ some 57% of the labour force.

During a recent UNIDO mission, it was confirmed that a programme for strengthening this sub-sector is of a high priority. UNIDO has been requested to field a mission to review the problems and perspectives of micro- and small industries in Bolivia and to formulate recommendations on policy matters and programmes geared to a more coherent development of that sector, including specific technical assistance activities to be implemented by UNIDO.

In view of the important role women play in the Bolivian micro- and small-scale industry, a specific consideration of the difficulties and constraints women entrepreneurs face is of a high priority. This has recently also been emphasized by UNDP on the occasion of a high New York representative, and has also been welcomed by the UNDP field office.

It has therefore been proposed to attach a Women-in-Development expert for a one month's period to the mission who will ensure an adequate consideration of women in all project activities.

Terms of Reference - Workplan

for

Associate Expert in the Integration of Women into Industrial Development attached to DP/NEP/86/005 - Assistance in Industrial Planning and Monitoring.

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A. INTRODUCTION

A.1. Background

In 1987 UNIDO conducted a study on "The Current and Prospective Contribution of Women to Nepal's Industrial Development" (PPD. 105). This study analyzed the main characteristics of industrial development and human resource planning in Nepal, assessed the contribution of women to the manufacturing sector and discussed prospects, policies and measures for strengthening women's participation in industry. With the objective to review and discuss the findings and recommendations of this study, a "National Workshop on the Role of Women in the Industrial Development of Nepal" was held in July 1988.

The workshop, which equally aimed at ensuring attention and follow-up to the main issues and conclusions emphasized by the study, led to the proposal of attaching an adviser on the integration of women into industrial development to the UNDP/UNIDO industrial planning project/the Ministry of Industry. It was stipulated that this should on the one hand contribute to an increased consideration of women within the national industrial development strategy and existing industrial support mechanisms, and on the other hand lead to the elaboration of specific promotional measures and activities to strengthen women's participation in industry.

A.2 Purpose of Document

The purpose of the present terms of reference is to translate this broad objective into a practical approach and to indicate detailed steps towards its achievement. To this end, some main issues relevant for integrating women into mainstream industrial development will be recalled in the following and feasible methods for implementation discussed. On this basis, the scope of the assignment of the associate expert and detailed activities will be determined.

Discussed and agreed upon by all concerned, these terms of reference define in detail the role and responsibilities of the associate expert and constitute at the same time an understanding of the parties concerned to extend full support to the objective and activities set out in this document.

B. TERMS OF REFERENCE

B.1 Policy

The objective of attaching a Women-in-Development adviser to an industrial planning project is to effectively link overall industrial policies and programmes with measures enabling women to participate in mainstream development despite certain social and cultural constraints they may face.

Its aim is to avoid the common tendency of exclusively promoting certain sideline activities allegedly particularly suitable to women which rather force them into a corner of the economy than to permit their economic integration.

Integration of women into mainstream development implies for example that policies and support measures care about ensuring women's participation from the design stage on, and that, where necessary, complementary activities provide for a specific promotion of women's capabilities where they are particularly disadvantaged: Though industrial support services are in principle open to both men and women, there exist various reasons limiting women's participation - be it the bias of considering men as sole income-providers of the family or women's household responsibilities which reduce their mobility. Such specific limitations should be observed and certain provisions be foreseen to permit women equal access to and equal benefits from industrial support mechanisms. Special promotional measures are also necessary in order to enable women to integrate at all levels of hierarchy instead of being concentrated at the unskilled, least paid, and least protected levels of the employment ladder.

Integration of women equally implies that women-specific projects are in line with the pace and direction of economic development. Economic feasibility must be granted before orienting women towards certain activities.

A basic problem in this context is that - due to a frequent omission of collecting information in a gender-specific way - neither such specific constraints nor a particularly strong role of women in certain areas can be properly recognized. The first important step is thus to make women's specific role visible. Regarding women's contribution to the industrial sector this implies for example:

- gender-specific data collection, in particular analysis of gender distribution on different hierarchy and skill levels, evaluation of differences between men and women in qualification, promotional prospects, etc.;
- consideration of those sectors of the economy where women are highly represented (often informal sector, cottage and village industries, assembly work, etc.), including an analysis of reasons for differences in participation patterns;
- specific attention to differences of participation and access of men and women to all kinds of support mechanisms, such as education, training, credit, extension services, etc.

B.2 Statement of Problem

Based on this general definition of issues relevant for an effort to strengthen women's participation in industry the scope to incorporate these considerations within the present project shall be discussed.

Limitations are particularly encountered in the following context:

- Industrial planning is a sectoral exercise within the overall economic framework based on existing secondary statistical data. These data generally cannot be disaggregated in such a way to provide information on the issues mentioned. At that level of abstraction, scope for information on social considerations is in general limited.
- Data on the issues indicated as of relevance to women (and even more so on women's specific role) may often not be available at all. In particular the informal sector hardly can be captured statistically. Also with regard to information on supply and demand of human resources, there exists a severe shortage of data.

However, within these limitations, modalities to obtain at least basic indicators regarding the above issues should be identified, both by widening, where possible, the scope of data collection and studies foreseen by NEP/86/005 and through complementary research and analysis. In this respect, the following issues are considered to be of relevance:

- When employment data are collected or analyzed, a gender-differentiation should, where possible, always be foreseen;
- Possibilities of increasing the data availability for industrial manpower planning within the industrial data system and the studies undertaken should be assessed. On a general level, this could contribute to improved overall human resource planning for industry needs, in more specific, it could greatly facilitate the efforts to better prepare women to meet up-coming skill requirements;
- Strategies to better capture the role of the cottage industry within economic data-collection and analysis should be discussed. On the one hand, this would facilitate the promotion of this sector which can make an important contribution both to HMG's basic needs policy and to export earnings. On the other hand, this would better reflect women's economic contribution, and could thus lead to their increased consideration in industrial support policies.

In this context, a first suggestion to consider would be to include a gender-specification of overall employment into the format for the one-monthly report (in addition to the differentiation into Nepali/Non-Nepali labour force). The monthly

comparison of employment figures by gender (in addition to their compilation in Industrial Census and Annual Surveys) seems important in order to reflect differential patterns of labour force contracting. Women tend to be much more frequently employed on an irregular basis, and are thus much more subject to dismissal in case of slump.

Where data are available on a gender specific basis, this should be maintained in any secondary analysis; gender differentiation should be included in any primary data collection (e.g. in the subsector studies).

While gender specification could be relatively easily introduced into the industrial data system, it appears to be more difficult to obtain information on labour force classification within that structure. It might be discussed to include a classification of labour force in unskilled operatives, skilled operatives, technical and professional workers, administrative and managerial workers into the one-monthly report. However, in order to receive data suitable as basis for human resource planning, the specification requirements would, in fact, be much higher. One eventually feasible proposal to increase the data base on manpower needs could be to foresee a labour force annex to the annual survey (perhaps for selected enterprises).

Within the subsector studies, however, all efforts should be made to obtain data as specific as possible on employment, labour-intensity, labour force classification, present skills applied, and in particular estimates on expected labour force demand, technology and organizational/management concepts to be introduced, anticipated skill and specialization requirements, etc.

With regard to possibilities for an increased consideration of the cottage industry sector, one important step seems to be to introduce computerization of registration data also in the Department of Cottage and Village Industries. In order to obtain at least an approximate picture of the role of cottage industry in the frame of the subsector studies, strategies like extrapolation of existing data or of studies available at a local level should be envisaged. It might also be considered to carry out a sample study in one or two sectors with a particularly high relevance of cottage industry.

Research and data collection on women's role in industry to be undertaken by the associate expert should also permit to complement the information base at a more general level, particularly in the case of the subsector studies. To this end, and at the same time in order to permit a systematic inclusion of information on women's specific role and position in the subsectors under question, a close co-operation between the different teams and the associate expert is most necessary. A continuous exchange of information should ensure compatibility of approaches.

The following chapter has the purpose to briefly summarize the activities considered as most essential for the assignment under question. Following that, the exact duties involved will be defined in more detail.

B.3. Activities

1. Participation in the activities of the industrial planning project with the aim to ensure an adequate consideration of women's specific role and needs in the industrial strategy and the respective policies and support measures to be developed. To this end, it must be made sure that the industrial data system to be introduced and the sub-sector studies to be undertaken reflect gender-specific differentiations.
2. Assessment of existing industry-related support systems and promotional schemes such as training, credit, extension services, as to their effectiveness to facilitate women's integration in industrial activities.
3. To co-ordinate and co-operate with existing (governmental and non-governmental) women organizations, and to assist them in the development of activities and projects for strengthening women's participation in industry.

At the end of the assignment, a final report will be prepared which summarizes the main results of the analysis as well as recommendations on how to institutionalize consideration of women's specific role and conditions in industrial policies and support programmes. It will also imply the elaboration of specific projects oriented towards improving women's access to industrial activities.

3.1 Definition of Activity 1

The objective of ensuring an effective consideration of women in the activities of the planning project implies of course a factual participation of the associate expert in these as part of the project team. Steady flow of information and continuous involvement is necessary in order to allow full familiarization with the project approach and the progress of activities. (Similarly, a certain involvement in related NOI activities seems desirable.) On the other hand, it implies independent data collection and analysis, as well as its presentation in such a way that the work of the specific teams can efficiently be complemented.

Among others, this task will include the following main aspects:

- Assess the approach for industrial data collection and research of NEP/8G/005 with regard to possibilities for capturing information reflecting women's role in industry, e.g. through gender-specific data collection,

increased consideration of labour force data and of the role of the informal sector, or through complementary research;

- Identification of relevant sources of information permitting to supplement as necessary the approach of NEP/86/005;
- Analysis of existing relevant material/studies/data on the role of women in Nepal's economy, with particular reference to the industrial sectors under question;
- In order to obtain a more complete picture on women's contribution to these sectors, particular attention should be paid to the collection of data on the role of cottage industry within the relevant sectors and to an evaluation of linkages between formal and informal sector. (This analysis should also contribute to provide a more general picture of the role of cottage industry within the sectors under question);
- Equally, specific emphasis will be given to an evaluation of hierarchy levels and skill requirements in the industrial sectors under question, assessing women's position in these;
- Visits to selected industrial enterprises as well as cottage industries, either as a part of the UNIDO study team or individually, to collect first hand data on skill requirements and role and position of women;
- To put data and information collected in a form in which they can be used or included in the approach of the subsector studies in particular, and the planning project in general;
- Regular participation in meetings of UNIDO teams, providing inputs as outlined, and ensuring the consideration of the above issues;
- On basis of the above data collection and analysis formulation of guidelines and specific measures on how to strengthen promotion of women in the frame of the industrial policies to be developed.

3.2 Definition of Activity 2

This activity implies the establishment of an inventory of institutions in the field of education, training, entrepreneurship development, credit, extension services, investment and export promotion by analyzing the services they provide. This evaluation will concern relevant MOI departments and institutions, various other governmental organizations as well as non-governmental services and technical co-operation projects.

The assessment will deal both with the question in how far these services are compatible in general with the requirements of economy and industry and with an evaluation if women's specific needs and constraints are taken into due consideration.

The analysis will involve visits (where necessary more than one) to relevant organizations, analysis of literature, discussions with resource persons as well as members of the target group. Continuous consultation with MOI and NEP/86/005 will be sought, both for their assistance in determining appropriateness to industry needs and to discuss scope for implementation of proposed improvements.

On basis of this assessment recommendations on how to better adapt the services reviewed to women's specific needs and constraints will be formulated, where appropriate.

3.3 Definition of Activity 3

Already during the execution of the study and the workshop on the role of women in industry in Nepal, a close contact and cooperation have been established with several governmental and non-governmental women organizations. At that stage, a number of projects for strengthening women's role in industry has been proposed and discussed. Obviously, these contacts have to be followed up closely and the comments and contributions of these organizations in determining the appropriateness of envisaged measures to women's needs will be sought.

The project proposals presented to UNIDO at an earlier stage will be followed up respectively finalized (e.g. proposals contained in the UNIDO study, feasibility study for a cooperative marketing complex presented by the Women Entrepreneurs Association of Nepal, WEAN, proposals for improving women's access to entrepreneurship development schemes). It is, however, essential, to analyze these proposals in detail as to their economic feasibility, their market potential and their congruence with perspectives of industrial development in Nepal. (This assessment should be linked to the analysis carried out by the planning project.)

Furthermore, ongoing and planned programmes of these organizations will be analysed as to their contribution to facilitate women's integration in industry. Where necessary, suggestions will be formulated how they could be reorganized in order to better prepare women to enter in industrial employment or entrepreneurial activities. Of particular interest in this regard may be the skill development programmes for women as well as the small scale production credit schemes which have been established by different women organizations in co-operation with donor agencies.

A first step will be to establish an inventory of all women organizations and of their policies and activities. Continuous work relations will be established with those organizations which can provide an effective input towards women's integration into industry and can thus constitute a valuable counterpart for representing women towards MOI and for developing specific programmes.

C. WORKPLAN

C.1 Introduction

The present workplan has been prepared on the basis of a contract duration of 6 months.

It should be noted that the work plan is tentative at this stage and should indicate only approximate goals for completion of activities. Changes may be in particular necessary in order to synchronize activities with the schedule and progress of NEP/86/005.

More specific workplans will be elaborated on a monthly basis.

It may be added that the first four weeks of the assignment were used for studying various kinds of papers prepared in the frame of NEP/86/005, of government documents as well as of related studies, first discussions with the CTA, meetings with particularly relevant institutions, and, on basis of the above, the preparation of the present TOR.

C.2 Workplan Table

Date of completion:	Activity 1	Activity 2	Activity 3
	:Discussions with :institutions and persons :involved in NEP/86/005 :- MOI counterpart :- National Computer Centre :- Team for Econometric Plan :- UNIDO staff :- ADB responsible :- CTA CSI Project :- Relevant MOI departments	:First contacts and dis- :cussions with most relevant :MOI departments (Sec 1) and :relevant industrial support :services	:Discussions with most relevant :institutions
19/5	:Discussions finalized		
21/5	:Workplan finalized as :input for TOR		

Date of completion:	Activity 1	Activity 2	Activity 3
31/5	Workplan fully finalized incorporating discussions with WIPD; Back-stopping officer + TPE	Elaboration of outline for analysis of support services for inventory;	Establishment of outline for inventory and analysis
15/6	(Arrival expatriate consultants) Identification of relevant sources of information	Finalization of outline for inventory and criteria for analysis; Begins of visits to institutions	Finalization of outline analysis of all organizations and activities with regard to the promotion of women, assessment of their relevance for industry, establishment of inventory
30/6	Discussion with study teams; Presentation of detailed outline on how to implement data collection & study	Visit of relevant organizations, analysis of literature, discussions with resource persons, filling of inventory	Discussion and assessment of proposed project proposals
15/7	Discussion; Analysis/Evaluation of information in existing material, data collection; visits to enterprises	Continued visits; First review of information, additional visits to receive full picture	Continued visits; Selection of organization for co-operation; Finalization of relevant projects
31/7		Analysis of information, first conclusions and proposals; Further visits & discussion of conclusions	Rework project proposals; Analysis of information collected, first conclusions and proposals
15/8	First drafts, discussions with study teams, complementary analysis.	Further elaboration, complementary visits, discussion with higher officials	Elaboration of project concepts
31/8	Put data in format for utilization in sector studies & other activities of planning project		
	Formulation of recommendations/guidelines on how to ensure consideration of women in policies to be elaborated	Finalization of proposals, discussion on how to implement reorganizations/complementary services proposed	Discussion; Finalization
20/9			
13/10	Finalization of final report		

Annex 1: Tentative List of Organizations to Contact

1. Relevant Women Organizations/Projects

National Organizations

- Women Development Section (WDS)
Ministry of Panchayat and Local Development (MPLD), HMG
Programmes: Women Training Centre (WTC)
Production Credit for Rural Women
Participating in Regional ILO Project
'Self-employment for female headed households'
- Women Development Division (WDD)
Ministry of Labour and Social Welfare
- Women Service Co-ordination Committee (WSSC)
- Nepal Women Organization (NWO)
National political movement
Programmes: Women Skill Development Project
Women Legal Services Project

Research/project implementation

- Centre for Economic Development and Administration (CEDA)
Tribhuvan University
Women Cell
- Centre for Women and Development (CWD)
- Integrated Development System (IDS)
- Programmes within Integrated Centre for Integrated Mountain Development (ICIMOD)

Professional Associations

- Women Entrepreneurs Association of Nepal (WEAN)
- Business and Professional Women's Club (BPWC)
- Women's Entrepreneurship Development Committee under the Federation of Nepalese Chambers of Commerce and Industry (FNCCI)

Programmes

- Association of Craft Producers
- Women Education Project
Ministry of Education and Culture

International

- Women Development Offices in multilateral and bilateral Organizations

2. Other Institutions (Preliminary List, to be Completed)

Government

Ministry of Industry

- Department of Cottage and Village Industries (DCVI)
- Cottage Industries Development Board
- Technology Transfer and Manpower Development Section
- Foreign Investment Promotion Division
- Economic Services Centre
- Cottage and Handicraft Sales Emporium
- Textile Development Board
- Cottage and Small Industry Project
- Rural Training for Employment and Income Generation Project (TRUGA)
- Leather Industries Co-ordination Cell
- Small Business Promotion Project

Other Ministries

- National Planning Commission
 - Human Resources Section of NPC
- Ministry of Labour and Social Welfare
- Ministry of Education
- Vocational Education Directorate
- Ministry of Panchayat and Local Development (Panchayat Training Centre)
- Ministry of Commerce
 - Trade Promotion Centre
 - Export Services Centre

National Organizations

- Federation of Nepalese Chambers of Commerce and Industry (FNCCI)
- Nepal Readymade Garment Industry Development
- Nepal Carpet Industry Association
- Nepal Handicrafts Association
- Nepal Textile Industries Association

Banks

- Nepal Rastra Bank
- Agriculture Development Bank
- Intensive Banking Programme
- Nepal Industrial Development Corporation

International Organizations

- ILO
- ADB
- USAID
- GTZ
- SNV
- UNICEF
- World Bank

Training Institutions

- Tribhuvan University
 - Institute of Engineering
 - Institute of Management
- Nepal Administrative Staff College

Annex II: First Outline for Inventory of Industrial Support Services

1. Statistical Questions

- Type of institution, source of funds
- Type of service provided
- Target group
- Sector of economy or administration addressed
- Degree of relevance for industry
- Type of industry (scale and sector) benefitted
- Amount of funds per year
- Number of beneficiaries per year
- Representation of women
- Age distribution
- Regional scope
- Level of decentralization (number and level of employees of different regional institutions)
- Schedule

2. Questions for Analysis

- Evaluation of appropriateness to industry needs (using quantitative and qualitative indicators)
- Accordance with government priorities
- Evaluation of appropriateness to target groups
- Evaluation of appropriateness to women beneficiaries
- Identification of eventual shortcomings as well as underlying reasons
- Scope for improvement
- Concrete proposals for improvement

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

Job description

- Post title:** Technical Advisor to the Ministry of Industry/Women's Ministry in the field of integration of women in the industrial sector
- Duration:**
- Duty Station:**
- Purpose of project:** The objective of the project is to elaborate a programme for implementation by Ministries for the effective integration of women in the industrial development process of the countries concerned.
- Duties:** The expert will be assigned as Adviser to the relevant Ministry and will assist this Ministry in the establishment of an action programme for the integration of women in industry. To ensure a co-ordinated and effective consideration of women in the national development strategy, he/she will be linked to selected technical co-operation projects in the area of industrial planning. The exact use of time of the expert will be determined in accordance with the Ministry and the CTA of the selected project, depending on the schedule of activities of the specific strategic groups. The duties of the expert will comprise specifically:
- I. Analyse the participation of women in manufacturing activities with particular reference to priority sectors within the UNIDO Industrial Planning Project. This will comprise:
 1. To assess national industrial development policy, and to analyse women's role and conditions of participation, and identify the main obstacles and constraints to their equal participation.

2. To select among the priority sectors within the industrial planning project those which are particularly relevant to women and to analyse the role of women in these sectors as well as the structures, obstacles and constraints determining their participation.

3. To analyse policy measures and specific promotional activities in the sectors of specific relevance to women and identify areas requiring support programmes for women.

4. To make an inventory of technical co-operation projects in the field of industrial development and ascertain whether women are addressed as a target group by these projects.

II.

On the basis of the above findings, the expert will identify ways and means of promoting the integration of women in the country's industrial development, and, in close co-operation with the co-operating Ministry, draw up a concise action programme to more effectively integrate women in industry. This should include particularly:

1. To formulate specific projects designed to improve the capabilities and possibilities of women to participate in industry on equal terms with men.

2. To elaborate practical suggestions for a better consideration of women as a target group by the ongoing technical co-operation projects reviewed.

3. To formulate guidelines to be applied by the Ministry to ensure the adequate consideration of women in future projects.

4. To establish a close co-operation between multilateral, governmental and non-governmental organizations both of the North and the South regarding the promotion of women in industrial development.

III. The expert, who will work under the guidance of the UNIDO Industrial Planning Project, will participate in the establishment of the development strategy in those sectors which are considered of priority relevance of women. This will include:

1. To establish close links between the co-operating Ministry, national training and financial institutions and institutions promoting small and medium scale industrial development and contribute towards a more co-ordinated and concerted programme to consider women as a target group in industrial programmes and projects.

2. To be part of any sectoral strategies groups which may exist in selected sectors and participate in the preparation of specific sectoral programmes for the development/restructuring and promotion of the selected sectors, ensuring the adequate consideration of women on basis of the analysis established as mentioned under I.

3. To recommend the establishment of supportive activities.

IV. As a conclusion of the project a concise report should be established on the findings collected and the recommendations made, addressed to the relevant ministries and to multilateral, governmental and non-governmental organizations.

Qualifications:

Socio-economist with extensive experience in the integration of women in development, experience in industrial planning and industrial project preparation, practical work experience in developing countries.

UNIDO
UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

JOB DESCRIPTION
US/RAF/88/100/11-11/J13104

Post title Expert in the promotion of women in human resource development in leather industries.

Duration Twenty four months

Date required January 1990

Duty station Nairobi, with travel to the participating countries.

Purpose of project To promote the integration of women in the tanning and leather industries and to develop sector specific policies, strategies and guidelines for the full participation of women in the tanning and leather industry on the basis of the experience with the present regional project

Duties Under the supervision of the Chief Technical Advisor and in co-operation with the regional team and the national co-ordinators the expert will be required to ensure full participation of women in the activities of the project.

Specifically the expert will be required to:

1. To assess by gender the labour supply and skill requirements at all levels in the leather footwear and leather products industries of the participating countries.
2. To devise a systematic method of gender specific statistical employment data collection, to be introduced under the project for the participating countries as well as for the region and monitor gender specific statistical employment data collection systems throughout the programme.

3. To analyze current employment patterns of women in the leather footwear and leather products industries.
4. In collaboration with the regional team and sub-contractors to assess the training needs for skill upgrading for current and prospective jobs in the industry, thereby giving specific attention to the training needs of women and advising on appropriate training strategies and programmes to promote their participation in such programmes.
5. To devise strategies and methods to identify and mobilize women to participate equally in training courses at the regional and national level, to be organized within the framework of the regional project.
6. To assist the National Leather Institute of Zimbabwe in devising and organizing training courses for female instructors and female stitching machinists in modern methods of production. To advise and assist in organizing similar training courses in other participating countries, on the basis of an earlier training needs assessment.
7. To monitor and promote the participation of women in regional and national training programmes and to assess the effects of such training on women's job opportunities and conditions.
8. To advise on further training programmes for women, which would be needed as an expansion of and/or follow-up to the training programme, offered under the project at the regional and national level.
9. On the basis of the experiences in the project to recommend policies, strategies and guidelines to promote the integration of women workers in the leather footwear and leather products industries at all levels.

Qualification

University degree in economics/social sciences or similar academic background with a specialization in Women-in-Development studies and human resource planning and development. Working experience in women's projects, in particular in the mobilization and training of women, preferably in East and/or southern Africa.

Techno-economic background knowledge of the leather industries is needed. Willingness and ability to work in a multi-disciplinary team.

Language

English

Background information

The Regional Meeting on the Leather and Leather Products Industry in Africa, held from 12-15 January 1987 in Alexandria, Egypt, focused on the constraints and shortcomings experienced in the African leather industry as a whole and emphasized the need, as a first priority measure, to upgrade the quality of raw hides and skins and to improve the collection systems. As a follow-up the proposed scheme was presented to the First Session of the FAO Intergovernmental Sub-Group on Hides and Skins, convened in Rome, 21-23 January 1987, and was as such welcomed and accepted. For the implementation of the integrated sectoral improvement scheme UNIDO was entrusted to seek the required funds. After receiving the approval and support of many African countries, it was agreed that eight East-African and eight West-African countries should be grouped under the envisaged umbrella project, the immediate objectives of which are:

- a) to establish a regional pilot scheme and to demonstrate, in practical terms, the process of hides and skins improvements from butchering and flaying to conservation, grading and collection;
- b) to act as catalyst to national authorities to introduce incentives for improved quality performance;
- c) to rehabilitate existing infrastructures and selected leather tanning and processing plants by increasing their efficiency and capacity utilization, upgrading technical standards, operational methods and skills, product quality and marketing performance, as well as knowledge of those attached to these industries at various levels, starting from primary producers.

The participation of women in leather industries, and in particular in the footwear and other leather products industry and the need of training women in modern techniques has been recognized in the main project document.

It is also realized that women's participation in leather finishing, effluent treatment and leather production could be increased at all levels, including chemical engineering, management and administration. Strategies and appropriate training programmes will have to be devised to promote an increased participation of women at all levels in the industries.

The position of an expert in the Promotion of Women in Leather Industries has been created and added to the core regional team to promote such increased participation of women in Leather Industries under the framework of the Regional Leather Programme.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

Job Description

Post Title: Associate Expert on the Integration of Women in Industrial Development to be attached to DP/KEN/87/009 - Technical Support for KIE Assisted Micro-Business and KIE's Extension Services - Nyanza Province

Duty Station: Kisumu, Kenya, with travel within the country

Duration: two years

Date required: as soon as possible

Purpose of Project:

The objective of the project DP/KEN/87/009 is to improve the capacity of Kenya Industrial Estates Ltd. (KIE) to provide effective extension services in the Nyanza Province and to design and implement a supervision and monitoring system for the small-scale and micro-businesses in the Nyanza Province in order to develop small-scale industries and entrepreneurship and increase the productivity of the informal sector. An associate expert is to be attached to the project with the purpose of ensuring the effective support to women entrepreneurs in the formal and informal sector.

Duties:

The associate expert will be attached to the project DP/KEN/87/009 and will work directly with two experts, economist/small industry advisor and industrial engineer, as well as the staff of the Regional Office of KIE Ltd. She will make recommendations and assist the Regional Manager and the staff in promoting women's participation in the development of small-scale industries in the Province. Specifically, the expert is expected:

- to conduct in-depth studies, in co-operation with the Small-Scale Business Adviser and Production Engineer, on women's role and contribution in manufacturing activities as well as on the problems women entrepreneurs face in the province. This analysis will include, inter alia, women's micro businesses by sector, type and scale of activity, and existing constraints with particular emphasis on access to credit, management and technical skill training and information, availability of raw materials and access to markets.
- In connection with the studies mentioned above to prepare an inventory of various financial and technical support schemes operational in the region. Based on the findings of the studies as well as the survey on available support schemes, the expert will make recommendations for the proper incorporation of women's needs in the forthcoming implementation of a supervision and monitoring system for small-scale and micro-businesses in the Nyanza Province.
- to identify areas requiring specific support programmes ("needs assessment") for already established women entrepreneurs and for potential women clients in the informal sector who would benefit from KIE assistance.
- to establish contacts with women's organizations, NGOs, small-enterprise associations with a view to developing an effective information network among women entrepreneurs in the region

and, if required, to co-ordinate with other related on-going projects and programmes at district or local levels in order to achieve maximum impact of this project on women at district level

- to assist the Small-Scale Business Advisor and Production Engineer in the development of procedures, methods/ guidelines for successful implementation of a supervision and monitoring system with a view to incorporating appropriate schemes and support measures for women engaged in small-scale and micro-businesses

- to assist the Regional Manager of KIE Ltd., in consultation with the Small-Scale Business Advisor and Production Engineer, that women participate fully in all training activities of the project and, where appropriate, in designing specific training courses and seminars for women entrepreneurs. The expert will conduct sensitization training sessions (for KIE staff as well as counterpart staff) to spell-out special problems faced by women entrepreneurs.

- to assist the Business Asvisor and Production Engineer in carrying out extension service work (for women entrepreneurs).

Qualifications: Economist with experience in women-in development issues and the promotion of small-scale industries

Language: English

Background Information

UNIDO is mandated by several General Conference and IDB decisions as well as by the System-Wide Medium-Term Plan for Women and Development to "take feasible measures to facilitate the integration of women in the identification, formulation and implementation of the technical co-operation activities" (GC.1/Dec.29). Specific attention should be paid to women especially with regard to training, small-scale industry and agro-industry activities (GC.2/Dec.16).

In order to work towards the fulfillment of the mandate a number of approaches have been developed for facilitating the consideration of women in UNIDO's technical co-operation activities and for exerting an influence on the design and implementation of projects. One approach is to attach Women-in-Development (WID) experts to general UNIDO projects with the aim of ensuring an effective integration of women in project activities. Specialized Women-in-Industrial Development experts can facilitate this by assisting technical experts in identifying appropriate activities to enable women to participate fully in general project activities.

One of the priority fields for the promotion of women is the small-scale industrial sector. In most countries women constitute a considerable part of entrepreneurs and workers in this sector. Despite this fact, experience shows that women entrepreneurs often face specific constraints in their performance, and often are not able to benefit adequately from industrial support programmes, such as extension services, credit schemes, etc. Women, because of their confined role in society, sometimes also need specific promotional efforts to benefit from project activities on equal terms with men.

In 1986, the Government of Kenya established a new development strategy for informal non-farm activities (the Sessional Paper No.1 of 1986 on Economic Management for Renewed Growth). The new governmental development strategy describes a wide range of measures to attain the six inter-related objectives, three of which are fundamental to industry, i.e., increased productivity, employment, and improved rural-urban balance with emphasis on gradual structural change from an agrarian society to an urban-based industrial economy.

Implementation of the new strategy calls for industrial decentralization through the "District Focus for Rural Development" as a development unit. These objectives require, in particular, supportive measures in favor of the micro-level industrial sector, both rural and urban, accelerated promotion of the small-scale industry sector where women traditionally constitute a part of entrepreneurs and workers. The project document points out that the target beneficiaries will be small-scale entrepreneurs from both the formal and informal industrial sector and the activities undertaken in the framework of the project will have a substantial impact on the productive contribution of rural women to industrial development.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

Job description (Tentative draft)

- Post title:** Associate Expert in the Integration of Women in Industrial Development, to be attached to project DP/MOZ/86/015 - Rehabilitation of the Small-Scale Industries
- Duration:** Two years
- Date required:** January 1989
- Duty station:** Maputo
- Purpose of project:** The objective of project DP/MOZ/86/015 is to strengthen industrial capacity utilization through development of small-scale industries. The immediate objectives are (1) To rehabilitate existing small-scale industries; (2) To specify the conditions for development of small-scale enterprises; (3) To strengthen the capacity of the Institute of Local Industry Development (IDIL) in dealing with the concrete needs of small-scale industries. The attachment of an associate expert in the integration of women in industrial development has the purpose to facilitate the effective consideration of women entrepreneurs and workers in the activities undertaken by the project, thus contributing to an increased integration of women in the industrial development of Mozambique.
- Duties:** The associate expert will be attached to project DP/MOZ/86/015 and will work under the supervision of the Chief Technical Advisor. She will be responsible for ensuring that women's opportunities for income earning are duly considered and promoted within the framework of the project.

This will involve in specific:

The associate expert should carry out, in co-operation with the CTA, a specific analysis covering the issue of involvement of women in small-scale industries, foreseen in the activities under 2.2.3. This will be part of a comprehensive report analysing the needs of small-scale industries in terms of technical assistance and development of human resources. This analysis should include, among other aspects, an identification of women's small enterprise activities by sector, type and scale of activity, an analysis of existing constraints to entrepreneurs on focussing on terms of access to credit, management and technical skills and access to raw materials and markets.

In order to contribute to the strengthening of the Institute of Local Industry Development in dealing with needs of small-scale industries (immediate objective 3) the associate expert should undertake an analysis of the services offered and the activities developed by IDIL with regard to women. This will require a review of representation of women in the professional staff, of participation of women in services, such as fellowships, extension services, training programmes, etc. Main fields of consideration of women and characteristics of services offered to women should also be reviewed.

The associate expert should conduct sensitization and training sessions with project and counterpart personnel to increase sensitiveness to special problems of women entrepreneurs, to inform on concepts and approaches to adequately consider women in small-scale industrial development and to discuss approaches suggested.

The associate expert should liaise with national institutions and counterparts and governmental and non-governmental organizations active in the field of women in development.

If deemed appropriate the associate expert might also assist national women's organizations in establishing a co-operation with multilateral and bilateral donor agencies, and might support them in the establishment of specific projects to improve women's capabilities to integrate in industry and to facilitate their integration into small-scale industrial activities.

Suggestions to increase consideration of actual and potential women entrepreneurs in the frame of the follow-up programme of activities which will be elaborated, and specific suggestions to give assistance to women entrepreneurs should be prepared. The proposals might include to reserve a specific part of project services, e.g. study tours, training courses or credit to women. It can also involve programmes specifically addressing women, specific training for women in managerial and entrepreneurial skills. Particular attention may be given to those sectors with a comparatively high participation of women.

Qualifications: Socio-economic background, with experience in women-in-development issues and the promotion of small-scale industries.

Language requirements: Portuguese and English

Background information:

UNIDO is mandated by several General Conference and IDB decisions as well as by the System-Wide Medium-Term Plan for Women and Development to "take feasible measures to facilitate the integration of women in the identification, formulation and implementation of the technical co-operation activities" (GC.1/Dec.29). Specific attention should be paid to women especially with regard to training, small-scale industry and agro-industry activities (GC.2/Dec.16).

In order to work towards the fulfillment of the mandate a number of approaches have been developed for facilitating the consideration of women in UNIDO's technical co-operation activities and for exerting a sizeable influence on the design and implementation of projects. One approach is to attach Women-in-Development (WID) experts to general UNIDO projects with the aim of ensuring an effective integration of women. Specialized Women-in-Industrial Development experts can facilitate this by assisting technical experts in identifying appropriate activities to enable women to participate in general project activities.

One of the priority fields for the promotion of women is the small-scale industrial sector. In most countries women constitute a considerable part of entrepreneurs and workers in this sector! Despite this fact, experience shows that women entrepreneurs often face specific constraints in their performance, and often are not able to benefit adequately from industrial support programmes, such as extension services, credit schemes, etc. Women, because of their discriminated role in society, sometimes also need specific promotional efforts to benefit from project activities on equal terms with men.

The project DP/MOZ/86/015 addresses the specific problems of small-scale industries of Mozambique which have until now been neglected in relation to large-scale industries. They particularly lack management skills and basic knowledge on production technologies, accounting principles, etc. The project - in its primary direct support function - aims at rehabilitating ten existing small-scale enterprises and to train their staff in small-scale industry management. Another objective is to specify the conditions for small-scale enterprises on basis of a business environment study carried out by the World Bank and of an analysis of the needs of small-scale industries in terms of technical assistance and development of human resources. In its institution building component the project aims at strengthening the newly created Institute of Local Industry Development (IDIL) by providing assistance in the definition of its policies and by training of IDIL staff in small-scale industry support services. At the end of the project a phased development programme for small-scale industries will be available.

The project document points out that special emphasis will be given to the involvement of women in small industrial development through an analysis to be prepared on the issue by the CTA and through selection of women entrepreneurs to be trained. In order to facilitate this process it has been proposed to attach an associate Women-in-Development expert to the project which should assist the CTA in further defining appropriate activities to promote the important role of women in small-scale industrial activities.

The associate expert will be backstopped by the Industrial Infrastructure Branch and be monitored by the Unit for the Integration of Women.

Briefing Notes on National Industrial Statistics Programme

Ethiopia

I) Consideration of Women in Industrial Planning

The Government of Ethiopia in its National Development Policy aims to integrate women in the national development drive and eventually eradicate economic and social inequalities. Since 1974, the Government's particular concern for the advancement of Ethiopian women has also been manifested through the ratification of the United Nations Convention for the Elimination of all Forms of Discrimination Against Women. The Government's determination to facilitate women's active contribution to development and their sharing in its benefits is even more clearly demonstrated in the provisions of the Labour Proclamation, the Civil Code and the Trade Union Proclamation, and particularly in the formation and hard work of the Revolutionary Ethiopian Women's Association.

One of the major obstacles towards the full consideration of women in development planning is, however, the lack of data and statistics on women's economic activities.

UNIDO is mandated to ensure that the current and prospective role of women in industry is more systematically explored and more extensively covered in the statistical data collection. The computerization of the Statistical Bulletin with the Ministry of Industry provides an opportunity to establish a way to obtain data which will help to plan, promote and evaluate the integration of women into industrialization.

Although the industrial sector of Ethiopia is relatively small, and women's participation in it is not yet extensive, the rising educational levels of Ethiopian women, their increasing demand for paid employment and the importance of satisfying this demand to alleviate social and economic pressures, make the incorporation of a dimension relating to women's contribution, present and future in industry, an important prospect.

II) Collection of gender-specific data

The valuable figures of the Employment Services Division of the Ministry of Labour and Social Affairs and their Labour Statistics Bulletins might be extended and completed by data from the publicly owned enterprises which are collected by the Ministry of Industry.

The precise method of incorporating the indicators which will give planners further important information about women's participation and the factors which influence it, would call for detailed discussion between the Ministry, the UNIDO mission and the Revolutionary Ethiopian Women's Association.

However, some of the major areas which, according to extensive research on Women-in-Development issues, require more gender-specific data, are listed below. A number of them are already included in UNIDO's prototype NISP table.

1. Employment - including

- a) total number employed
- b) the level at which they are working -i.e.
 - unskilled operatives
 - skilled operatives
 - technical and professional workers
 - administrative and managerial workers
- c) age group

2. Education and Training

- a) primary education
- b) secondary education
- c) post secondary technical or vocational training
- d) other
- e) tertiary education
- f) participation in formal on the job-training programmes
- g) apprentices employed

3. Compensation of Employees

- a) Average wage
- b) supplements and services provided on site by the enterprise including
 - meals
 - accomodation
 - health services
 - child care

4. Union Membership

- number of members

5. Turnover

- a) number of workers employed for over 1 year
 - over 2 years
 - over 5 years
- b) number of workers ceasing employment during the census period
- c) number whose employment was terminated
 - by the enterprise
 - by employee

It may be that some of these indicators, for example accommodation, are not applicable to the enterprises to be covered and so they could be excluded at once. However, if this type of question is relevant in some situations, the information would be valuable. Some of the data, for example about Union membership, might be collected in another way; data relating to educational levels, for instance, might already be collated by the Ministry's employment division.

However, the suggestions here are directed at obtaining as complete a picture as possible of women's participation in industrialization 1) a and b and factors like education 2) and support systems 3) b and 5) which affect it. Data collected under 4) and 6) could be used to assess the validity of social stereotypes and attitudes which may present barriers to women's employment and promotion.

In all cases gender-specific data collection is essential to provide a clear base for policies which will enhance the contribution of both men and women to nation-building.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

Draft job description

Post title: Human Resource Research Expert on Women in Industry

Duration: 2 years

Date required: January 1990

Duty station: Vienna, Austria

Purpose of Project: To systematically integrate in human resource planning for industry a focus on women's role and contribution within the overall framework of UNIDO's study and research activities.

Duties:

The incumbent is responsible for carrying out economic research and policy analysis on all aspects of human resource planning for industrial development at all levels. The focus of the work is in particular on issues concerning women's role in industrialization at the country and regional level and/or specific subsectoral level. Duties include carrying out research on human resource aspects in relation to short-, medium- or long-term industrial prospects and structural changes and their impact on the employment of women. On the basis of such research and analysis, the incumbent provides inputs to UNIDO studies and advice to Governments on special measures for women within the framework of national/ regional/ subsectoral human resource planning.

Specifically, the expert will be required to carry out the following research tasks, incorporate the findings into the on-going study and research work, formulate and backstop research covering the topic:

- 1) On the basis of the current industrial structure, anticipated growth patterns for the next 3-5 years, and the impact of such patterns in terms of overall employment and at broad occupational and skill levels, identify on a gender-specific basis various job tasks both in manufacturing sectors (production, supervisory, managerial, marketing, accounting, etc.) and in industrial support service industries (engineering and management consultancy, specialized marketing research, standardization and export production, etc);
- 2) Identify specific industrial and occupational areas that are especially relevant for increased employment participation of women. Specific sectors and branches of

industry should be identified along with the special equipment or technology likely to be utilized. The occupational areas identified should be within the context of the industrial sector or branch where they are found;

3) Analyze and identify particular level and type of training and experience that growing branches of industry (identified in 2) may require;

4) Analyze current educational and training infrastructure for preparing human resources for industry. The analysis should cover educational and training facilities for both adults and youth. Both formal and informal education and training systems are to be included. In-plant, on-the-job, apprenticeship, and private or NGO-sponsored training as well as retraining schemes should be incorporated into the analysis. The analysis should incorporate gender-specific participation rates and should identify those areas in which women are under-represented;

5) Recommend policy measures conducive to matching national and regional, short-, medium and long-term responses of educational and training systems to emerging requirements of industrial sectors and specific measures to enhance women's participation.

Background:

There is a general lack of awareness about the current and potential contribution of women to industrial development and the absence of reliable data on the subject prevent countries from making full use of their human resources and from designing appropriate strategies for improving the integration and participation of women in industry. Neither in development planning nor in specific economic policy measures are gender-specific data and other information, particularly on women's participation and working conditions in industry, incorporated. In order to advance overall human resource development it becomes indispensable to look into women's role in industrial activities. An analytical framework based on the distribution of labour by gender will be required to set up priorities and to identify specific target groups for given actions and beneficiaries for policy measures.

The attachment of a human resource expert with Women-in-Development experience to the Regional and Country Studies Branch will enable that Branch to give a strong focus to women's studies in the context of human resource issues and to develop a framework for the systematic consideration of gender issues in its study and research work, a task that cannot be adequately addressed within the present staffing constraints of the Branch.

Qualifications:

Advanced degree in economics with specialization in human resource research or industrial development planning and policies. A basic knowledge of quantitative analysis, expertise in international education/training development analysis is essential. Work experience and background in women-in-development issues and labour market information/analysis is important.

Good communication, especially written, skills essential.

Language: Fluency in English. Knowledge of French or Spanish is an asset.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PROJECT PROPOSAL

PART A - BASIC DATA

COUNTRY: MADAGASCAR

PROJECT NUMBER:

PROJECT TITLE: Human resources in Madagascar's industrial development - the current and prospective contribution of women

SCHEDULED START: October 1986

SCHEDULED COMPLETION: March 1987

ORIGIN AND DATE OF OFFICIAL REQUEST:

GOVERNMENT COUNTERPART AGENCY:

UNIDO CONTRIBUTION: \$33,000 (excl. overhead)

GOVERNMENT CONTRIBUTION:

CURRENCY REQUIRED FOR UNIDO INPUT:

Convertible: \$33,000

Other:

UNIDO SUBSTANTIVE BACKSTOPPING BRANCH: IS/REG

PROGRAMME COMPONENT CODE: 62.2.2.

DATE OF SUBMISSION: May 1986

PART B - NARRATIVE

I. Objectives

A. Development Objectives

The development objective of the project is the accelerated development of human resources for industrial development and specifically the participation of women in and their contribution to the industrial development process in Madagascar.

B. Immediate Objectives

The immediate objectives are:

- (i) To assess the current role of women in the process of the country's industrial development.
- (ii) On the basis of trend projections and the established industrial strategies, goals and priorities, as well as of emerging new challenges to and patterns of industrialization, assess the implications for human resource development and, in particular, for women's participation in industry in the coming years.
- (iii) Outline policies and measures conducive to enhancing the role of women in the framework of human resource development for industry.
- (iv) Identify areas and key issues for bilateral and multilateral co-operation in this field.

II. Special Considerations

UNIDO has a strong mandate to promote the integration of women in industrial development from its General Conferences and the Industrial Development Board. In 1975, the Lima Declaration and Plan of Action stressed that in order to render effective the full utilization of available human resources, there is a need for the full integration of women in social and economic activities and in particular in the industrialization process on the basis of equal rights. In 1980, the Third General Conference of UNIDO, in its resolution on women in industry, inter alia, called on UNIDO to assist Governments in developing data collection systems and reporting methods on the integration of women in industrial development. In 1984, the Fourth General Conference of UNIDO, in its resolution on women in industrial development, called on member states to collect data on the existing and potential contribution of women to the industrialization process. This Resolution was endorsed by the General Conference of UNIDO in December 1985 which also stressed the essential role UNIDO has to play in the implementation of the Nairobi Forward-Looking Strategies for the Advancement of Women. A general lack of awareness about the current and potential participation of women in industry and the absence of reliable data on the subject prevents countries from making full use of their human resources and from devising appropriate strategies for improving the integration and participation of women in industry. As part of its programme for the integration of women

in industrial development, UNIDO is therefore undertaking studies on the current and prospective participation of women in the process of industrial development.

III. Background and Justification

Madagascar is a country with a relatively high female labour force participation rate (45 per cent) when compared to most other countries. This makes it on the one hand a "pioneering" country in terms of women's participation in development experience in the context of third world countries. On the other hand, it is essential that the dynamic role of women be ensured in the economic and industrial development process in the 1980s and 1990s.

UNIDO has been involved in a series of in-depth analyses on industry in Madagascar, the recommendations of which have been viewed by the Malagasy Government as a base line from which follow-up projects may be implemented. Against this background of UNIDO's involvement in the development of Madagascar's industry, an analysis of the role of women will constitute an important dimension in identifying potential technical assistance.

IV. Project Outputs

The project output will consist of a report covering the analyses, assessments and recommendations relating to the immediate objectives outlined above (see section I-B.). The annex to this project proposal provides a preliminary study outline.

V. Project Activities and Modalities of Implementation

The study to be carried out under the project will put the issue of women's participation in the perspective of overall human resource formation in particular concerning the institutional, structural and skill-related requirements in order to maintain and reinforce the dynamic role of the industrial sector in Madagascar's development process. It will thus have to be based on a disaggregate (by industrial branches, skill levels, types of work organization etc.) empirical analysis of the status quo of the role of women within the industrial labour force as well as on a solid medium-term projection of the nature and degree of structural changes affecting the industrial sector's internal composition. Only by comparing the presumptive future structure with the present structure of industrial activities will it then be feasible to assess the potential of increased women's participation in industry, the resulting benefits to be reaped for overall socio-economic development, the policy measures required to bring about a smooth adjustment process as well as the general orientation that the process of increasing women participation should be given.

The following tasks will be given particular attention:

- (a) to provide an overall picture in quantitative terms of the structure of the Malagasy economy and population, the educational background of the male and female labour force segments, their respective employment/unemployment profiles etc.;
- (b) to analyze the legal status of women in general and of female industrial workers in particular;

- (c) to determine the actual status and patterns of female employment in the country's industrial sector including structural analyses of their shares in different industrial branches, in various skill categories, in the formal/informal industrial sectors, in large-scale/small-scale enterprises, in urban/rural areas and in permanent/seasonal activities;
- (d) to throw light on the role of women in industry-related employment such as industrial research, administration and services;
- (e) to undertake a medium-term projection of future development trends and their impact on the human resource requirements of Madagascar's industrial sector,
- (f) to assess the major supporting factors and constraints for an enhanced participation of women in industrial development including those emanating from the socio-cultural and legal framework;
- (g) to evaluate the chances offered as well as the threats posed to the industrial employment of women by Madagascar's current and prospective future integration into the international division of labour;
- (h) in the light of the study's findings to design appropriate policy measures mainly at the national level in order to ensure a symbiotic relationship between overall industrial policy objectives and an increased and efficient contribution of women to achieve them.

The following timing for the various phases of work is foreseen:

Activity

Timing

IS/REG will undertake the initial collection of information and data pertinent to the project in order to consolidate all available studies, reports etc. (both in-house and from outside sources) on the subject.

October 1986

One IS/staff member will undertake a mission to Madagascar to ascertain the views and aims of the Government, to solicit government support in implementing the project, to assess the availability of data and to identify suitable local consultants, to make a first review of the current and prospective development pattern in industry and in its human resources and to discuss with authorities current trends and forces affecting the process of industrialization.

November 1986

Upon return to Headquarters and on the basis of the information gathered and specific requirements of the Government, appropriate expertise will be identified, and recruitment of experts will be effected against specific job descriptions.

Nov./Dec.
1986

Consultants will prepare analytical papers on the basis of data gathered by UNIDO staff.

January
1987

Together with staff of IS/REG, consultants will prepare at Headquarters draft consolidated report.

Jan./Feb. 1987

Two UNIDO staff members (IS/REG plus Focal Point) will undertake a field mission to Madagascar to present draft report to Government and concerned organizations in a workshop and obtain feedback on draft findings.

February 1987

Report will be finalized and submitted to the Government.

March 1987

VII. Evaluation Plan

A terminal self-evaluation exercise will be required for this project in accordance with the requirements of UNIDO's internal evaluation system, preferably at completion of project operations.

Annex

Preliminary study outline

**Human resources in Madagascar's industrial development -
the contribution of women**

I. EMPIRICAL EVIDENCE

1. The general setting

- Population structure
- Educational structure
- Employment/unemployment structure
- Social and legal framework

2. Female participation in industrial employment

- Overall participation rate
- Participation rates for industrial subsectors and branches
- Participation rates according to skill categories
- Formal vs. informal sector
- Large scale vs. small scale sector
- Rural vs. urban sector
- Permanent vs. seasonal employment

3. Female participation in industry-related employment

- Government administration
- Supporting institutes
- Industrial research
- Industrial services
- Export-processing of plantation crops

II. CAUSAL EXPLANATIONS

1. Demand-related constraints (preference for men)
2. Supply related constraints (skill availability)
3. Social, cultural and legal framework
4. Government policies

III. PROSPECTIVE DEVELOPMENTS

1. Trend observations of women participation
- ~~2. Economic projections: scenarios of future industrial production and employment growth and structures~~
3. Assessment of technology effects
4. Assessment of future trends in supply and demand in terms of women participation in various skill categories
5. Assessment of changing constraints to women participation (economic, social, political, educational, etc.)

IV. POLICY TASKS

1. Policies and measures required at the national level
2. The potential role of UNIDO.

**UNITED NATIONS FUND FOR POPULATION ACTIVITIES
UNFPA**

Project of the Government of
Ethiopia

Project Document

Title: Human Resources in Ethiopia's Industrial Development
Current and Prospective Contribution of Women

Number: XX/ETH/89/XXX
Duration: 8 months

Project site: Ethiopia

Sector (Gov. class): UNFPA class and code:

Sub sector (Gov. class): UNFPA class and code:
UNFPA Financing: US\$ 70 000

Host Country Implementing Agency: Ministry of Industry in cooperation with Revolutionary
Ethiopian Women's Association (REWA)

Executing Agency: UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)

Estimated Starting Date:

Government Inputs:

Brief Description:

The project will, based upon an analytic study of the current situation and likely prospects, make recommendations to the Government for the accelerated development of human resources to serve the country's industrialization process, specifically for the increased participation of women in the industrial progression. It will also assess the optimal role of UNIDO, other agencies, and donors in this process.

<u>On behalf of:</u>	<u>Signature:</u>	<u>Date:</u>	<u>Name/Title:</u>
The Government	_____	_____	_____
UNIDO	_____	_____	_____
Donor	_____	_____	_____

UN official exchange rate on (date of last signature): US\$ 100 =

HUMAN RESOURCES IN ETHIOPIA'S INDUSTRIAL DEVELOPMENT CURRENT AND PROSPECTIVE CONTRIBUTION OF WOMEN

Part A. Context

1. Description of sector

Ethiopia is among the least developed of the Least Developed Countries (LDCs) in the world. Its predominantly rural population (86 per cent of the total) depends on small scale agriculture and livestock production for its subsistence. During the past decade, significant growth rates in the national economy have been achieved, averaging 3.2 percent per year between 1976/77 and 1980/81. However, due to the recurrence of drought and famine as well as internal security problems in the northern parts of the country, national resources have been diverted from productive investment. Consequently, social progress and economic growth have slowed down or even deteriorated in the past few years - both GDP and MVA growth rates were estimated to be negative in 1987 and 1988 although a substantial improvement in these indexes is forecasted by UNIDO for 1989.

Available data and other information, although quite limited in scope and coverage, indicate that female participation in the formal industry of Ethiopia is comparatively low: 15.6 per cent in the public sector and 22.4 in the private part of the economy in 1981. In manufacturing, some 25 per cent of the total work force is female in both the private and the public sector. In rural areas, i.e. in agriculture, women work longer hours (16 - 18 hours a day) than men and are responsible for one half of all subsistence level agricultural work. Nonetheless women's 'visibility' in official statistics is low because they are mostly engaged as unpaid family members. Thus, officially the female participation in agriculture was only 9.2 per cent in 1981.

In the urban sector, two thirds of all women in wage labor are engaged in manufacturing (mostly textiles) and social services (mainly clerical occupations). More than one half of all men earn two to three times as much as women, 59 per cent of the latter being paid the minimum wage. The share of women in administrative and managerial positions in both the private and the public sector is negligible: 0.9 and 4.2 per cent, respectively.

2. Host country strategy

Within the framework of a broad and sustained development effort, the current Ten-year Perspective Plan (1984 - 1994) was formulated, and adopted in September 1984. The Plan aims at a gradual improvement in material and social well-being through accelerated economic growth, achievable by expanding productive capacities and increasing productivity, especially in agriculture, mining, and

industry. Among the main and most urgent priorities are the mobilization of the country's human and natural resources in directly productive activities so as to rapidly raise the utilization level of the productive capacities and the standard of living of the working people.

3. On-going activities

Particular efforts are now being made in the following priority areas to attain established national objectives: (a) agriculture, with particular emphasis on peasant farming; (b) farm settlement and cattle raising cooperatives for the improvement of the life of the nomadic population; (c) industry, with special emphasis on efficiency and on the development of labor intensive production and cottage industries; (e) science and technology, with the establishment of a national capability in selecting, adapting, and generating technical applications.

4 Institutional framework

According to the New Constitution, entered into force in September 1987, all developmental efforts should reflect Women in Development concerns, in particular within all machineries of development planning at the local, regional and sectorial levels.

In support of women, the Revolutionary Ethiopian Women's Association (REWA) attempts to assure that equality of women is reflected in Government laws and regulations as well as in their implementation. Its activities focus on increased knowledge and participation of women in productive activities, and on accelerating the trend towards independence and self-sufficiency of women

Part B. Project Justification

1. The present situation

Ethiopia must draw on all available resources to accelerate its economic and social development. In more than one way, human resources development, in particular women's role in the industrialization process is here in a key position.

The interdependence between the improvement in women's position in the economy and basic objectives of development policy (such as increased economic growth, improved productivity, full employment, a more equitable income distribution, elimination of poverty, improved balance of payment, reduced birth rate) is such that providing women with an opportunity to enhance their contribution to economic development is an important means for achieving basic development goals.

There is a direct relationship between gainful employment for women and reduced fertility rates. Moreover, women's earnings usually are spent on family health and education. Both of these effects

- smaller families and better health care - contribute to raise the real standard of living of women. This in turn allows an even greater participation of women in industrial activities and hence gainful employment. And the positive effects of women's employment keeps on multiplying.

Currently women in Ethiopia are referred to in the Ten-year Perspective Plan as beneficiaries from overall economic development measures. But very little attention is being paid to gender specific objectives and/or strategies in the sphere of economic activities. Clearly, for women to be able to fully benefit from the proposed economic measures, they must be active participants and contributors to the industrial development process in Ethiopia.

For example, the Plan attaches great importance to education in order to raise the level of skills among workers by eradicating illiteracy and providing people with vocational and technical know-how. Accordingly, education in science and technology comes into focus. But this emphasis is not gender neutral as long as enrollment ratios of women in primary education remain lower than those of men and access to higher level education for women is very limited. Only in urban areas has education allowed a small number of women access to a more diversified set of also skilled occupations than is the case in most of the country.

Despite existing legal instruments, for instance the New Constitution of 1987 and the Rural Land Proclamation of 1975, as amended in 1982, the fostering of women's contribution to and participation in rural and urban industrial branches have been mostly neglected. Women's roles are usually discussed without necessary specificity, based on scarce and limited data supporting the issues raised. Neither in development planning nor in specific economic policy measures are gender specific data and other information, particularly on women's participation and working conditions in industry incorporated.

In order to advance overall human resource development in Ethiopia, it becomes indispensable to look into women's role in industrial and other economic as well as social activities. An analytical framework based on the distribution of labor by sex will be required to set up priorities and to identify both specific target groups for given actions and beneficiaries of policy measures.

2. Expected end-of-project situation

Following the successful completion of the project, Ethiopia will have at its disposal a program for human resources development, specifically for the training of women but also for providing women with information on labor markets and relevant social legislation. The program will also contain related technical assistance projects, possible investment activities, and policy recommendations considered necessary to implement the program in order to accelerate economic and social development in Ethiopia's industry in both the short and the longer term.

3. Target beneficiaries

Industry as well as women in industry, both in the private and the public sector, will benefit directly from the study results and the implementation of the ensuing policy and other recommendations as well as from follow-up technical assistance projects. The Government of Ethiopia and its officials, particularly those of the counterpart agency will learn certain skills and attitudes in assessing the requirements and potentials of the country's human resource base. In the long run economic and social development, both the country itself and especially its female population will benefit from these skills and attitudes.

4. Project strategy and institutional arrangements

The study work will be undertaken by UNIDO/IPP/REG professional staff (economist) together with short term international consultants (with specialized expertise) as well as with national economic researchers. The research will be carried out in close cooperation with Government policy makers and planners as well as with the Ethiopian industry and concerned institutions and organizations. The proposed study would commence with a desk review of available data and other information at UNIDO Headquarters and at the home bases of external team members. This would be followed by a one week mission by a staff member to Ethiopia to assess further information requirements and to finalize the terms of reference for the analytical part of the project in cooperation with representatives of the Ethiopian industry, Government, and other concerned organizations. After that, a three week mission by the study team would be undertaken to gather data and information and to conduct interviews with industry and government representatives as well as with educational and training institutes. Following a thorough analysis of the gathered information, a study report addressing the issues would be prepared for review by the Government and UNFPA and for discussion at a national workshop to be held in Ethiopia. Finally, incorporating comments and changes, a program would be developed consisting of technical assistance projects, possible investment activities, and policy recommendation required to implement the required HRD program for Ethiopia's industry.

5. Reasons for assistance from UNFPA/UNIDO

A general lack of awareness about the current and potential participation of women in industry and the absence of reliable data on the subject prevent countries from making full use of their human resources and from designing appropriate strategies for improving the integration and participation of women in industry.

Deriving from decisions and resolutions of its General Conference and the Industrial Development Board, UNIDO has a strong mandate to promote the integration of women in industrial development. In particular, the Fourth General Conference of UNIDO in 1984 called for the collection of data on the existing and potential contribution of women to the industrialization process. The vital

importance of the development of human resources is recognized as a priority activity in UNIDO's work program. In particular, it is recognized that the current and prospective role of women in industry should be systematically explored and extensively covered in statistical data collection (GC. 2 Res. 4 and Dec. 16).

As part of its program for the integration of women in industrial development, UNIDO is therefore undertaking studies on the current and prospective participation of women in the industrialization process in developing countries. This is done to be able to assess the actual situation correctly and to formulate appropriate policies and identification of key areas for technical assistance. Such studies have already been undertaken in Sri Lanka, Nepal, and Zimbabwe resulting in concrete recommended plans of actions.

6. Special considerations

The scope and size of female employment in industry directly relates to industrial strategies and potentials. Therefore, special consideration will be given to development alternatives focusing on labor intensive rather than capital intensive technologies; on full utilization of by-products and wastes from industrial and agro-industrial processing; and on promotion of small and cottage industries in rural areas. Special attention might be accorded to actual and potential employment opportunities in the informal sector as supplementary to formal sector employment, secondary employment (multiplier effect), and to the income effect on the demand for basic consumer goods.

7. Coordination arrangements

It will be necessary to ensure that the project neither interfere with any on-going project nor duplicate present or already existing efforts to achieve the same goals. For example, there are already many training programs in place, especially for women. Field visits must be coordinated in advance with the respective authorities.

8. Counterpart support capacity

During the study itself, only minimal support such as arrangement of appointments and transportation in Ethiopia, will be required. However, it is highly desirable that high level Government officials are available for in-depth discussions with study team members regarding the Government's overall objectives and strategies vis-a-vis the country's human resources development, taking into account Ethiopia's capacities.

Part C. Development Objective

It is the Government's intention to accelerate the evolution of human resources required for the

implementation of its development programs and strategies in all fields and at all levels of competence in Ethiopia.

Part D. Immediate Objectives, Output and Activities

The study to be carried out under the project will put the issue of women participation into the perspective of overall human resource formation. Special emphasis will be placed on institutional, structural and skill related requirements in order to reinforce the dynamic role of the industrial sector in Ethiopia's development process. The study will be based on disaggregate (by industrial branch, skill level, type of work organization etc.) empirical analyses of the existing situation with respect to women's role within the labor force as well as on a solid medium term projection of the nature and degree of structural changes affecting the industrial sector's internal composition. Only by comparing the forecasted future structure with the present framework of industrial activities will it be feasible to assess the potential for increased participation by women in industry, the resulting benefits to be gained for overall socioeconomic development, policy measures required to support a smooth adjustment process as well as the general orientation that should be given to the process of increasing the participation by women in economic activities.

1. Immediate objective 1

Assess the current role of women in the country's industrial development process.

1.1 Output 1.1

An overall quantitative picture of the structure of the Ethiopian economy, industrial sector, the educational system and background of the male and female labor force segments and their respective employment and unemployment as well as educational profiles.

Activities for Output 1.1

- 1.1.1 Desk study of available information (staff travel to selected European research institutions or to ILO in Geneva may be required);**
 - 1.1.2 Staff travel to Ethiopia to ascertain the views and aims of the Government, to solicit Government support in implementing the project, to assess the availability of data and to identify suitable local consultants, and to make preliminary review of the employment situation in Ethiopia's industry;**
 - 1.1.3 Finalize terms of reference and job descriptions, recruit international and national experts, and finalize study outline;**
 - 1.1.4 Field mission to collect additional data and information;**
 - 1.1.5 Conduct interviews with industry and government;**
 - 1.1.6 Conduct interviews with education and training institutions.**
- To be completed concurrently by end of week 8**

1.2 Output 1.2

Set of consultants' analytical issue papers on the dynamics and patterns of general and in particular female employment in Ethiopia's industry.

Activities for Output 1.2

1.2.1 Analyze the dynamics and patterns of employment in terms of male and female shares in

(a) various industrial branches and skill categories;

(b) in enterprises of various sizes;

(c) in urban versus rural areas;

(d) in formal and informal activities; and

(e) in permanent versus seasonal jobs.

1.2.2 Description of occupations where the number of female workers has increased lately.

1.2.3 Investigation of existing obstacles and constraints to female employment.

To be completed by end of week 12

2. Immediate objective 2

On the basis of trend projections and established industrial strategies, goals and priorities and taking into account emerging employment challenges and patterns of industrialization, assess the implications for human resources development, in particular for women's participation in industry over the medium term.

2.1 Output 2.1

Medium term projection of development patterns and their impact on the human resource requirements of Ethiopia's industrial sector - Consultant input.

Activities for Output 2.1

2.1.1 Trend projections of current employment patterns adjusted for foreseeable changes in industrial structure and technology.

To be completed by end of week 16

3. Immediate objective 3

Develop policies and measures conducive to enhancing the role of women within the overall framework of human resources development for industry

3.1 Output 3.1

Consultant input together with staff work.

Activities for Output 3.1

3.1.1 Assess supporting factors and constraints for an enhanced participation by women in industrial activities including those emanating from the sociocultural and legal structures;

3.1.2 Evaluate chances offered as well as threats posed to the employment of women; and

3.1.3 Evaluate educational and training opportunities offered to women.

To be completed by end of week 20

4. Immediate objective 4

Identify areas and key issues for bilateral and multilateral cooperation in the field of human resources development for industry in Ethiopia.

4.1 Output 4.1

Final study report.

Activities for Output 4.1

4.1.1 Draft final report

4.2 Output 4.2

National workshop to discuss study findings, recommended government policies to enhance the role of women in Ethiopia's industrialization process, and identify areas for technical assistance.

Activities for Output 4.2

4.2.1 Draft Government policy measures required to support a smooth adjustment process for the integration of women into industrial activities;

4.2.2 Suggest areas for technical assistance; and

4.2.3 Organize national workshop in Ethiopia.

To be completed by end of week 32

Part E. Inputs

(a) Government Inputs

Assist with making all appropriate appointments in Ethiopia.

Provide local transportation.

Provide offices and secretarial services.

Provide premises for national workshop.

(b) UNFPA/UNIDO Inputs

<u>Budget line</u>	<u>Title</u>	<u>Total m/m</u>	<u>Required date</u>	
	<u>Amount</u>			
11-50	International short term consultants	4.0	Weeks 5 through 21	\$37 835
15-00	Project travel within Ethiopia			2 000
16-00	Staff travel			10 264
	1. See Activities 1.1.1 and 1.1.2			
	2. See Activity 1.1.4			

	3. See Activity 4.2.3			
17-99	National Experts	4.0	Weeks 7 through 32	8 000
	One or more national experts on the Ethiopian industry will be hired to collect information and formulate a preliminary program for a field mission prior to that mission, and for the duration of the field mission to facilitate the mission's work by establishing local contacts, setting up appointments, and acting as a guide to the industry in the country, especially away from the major urban centers.			
33-00	National Workshop		Week 32	3 000
41-00	Expendable Equipment			7 101
	Micro computer with printer and software (useful service life less than five years) to facilitate project execution and, after transfer to the Ethiopian Government upon completion of the project, to increase the country's managerial, technical, administrative, and research capacity in the field of human resources planning for industry.			
59-99	Total Miscellaneous			1 800
99-99	PROJECT TOTAL			\$70 000

Training

The above mentioned National Experts will receive on-the-job training in the field mission's work methods and approach to specific human resources issues in industry.

Part F. Risks

As the success of the project depends heavily on field data collected primarily from within the Ethiopian industry itself, any lack of genuine cooperation from individual firms and manufacturers' associations could seriously hamper the project. However, judging from UNIDO's past experience in Ethiopia, the probability of this risk materializing must be considered modest.

Part G. Prior Obligations and Prerequisites

(a) Prior obligations

The agreement in principle of the Ethiopian Government and industry representatives to cooperate with UNIDO and especially its field mission must be obtained before operations can commence.

The Project Document will be signed by UNFPA, and UNFPA assistance to the project will be provided only if the prior obligations stipulated above have been met to UNFPA's satisfactions.

(b) Prerequisites

A schedule for visits to individual plants and interviews with top management should be established before fielding the mission to Ethiopia.

The Project Document will be signed by UNFPA, and UNFPA assistance to the project will be provided, subject to UNFPA receiving satisfaction that the prerequisites listed above have been fulfilled, or are likely to be fulfilled. When anticipated fulfillment of one or more prerequisites fails to materialize, UNFPA may, at its discretion, either suspend or terminate its assistance.

Part H. Project Reviews, Reporting and Evaluation

The project will be subject tripartite review within 12 months of the start of full implementation. UNIDO will submit to the UNFPA office in Ethiopia at least three months before the review meeting a Project Performance Evaluation Report (PPER). Due to the short duration of the project, the PPER will also serve as the project terminal report.

Part I. Legal Context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Agreement between the Government of Ethiopia and the United Nations Development Programme, signed by the Parties on 1981-02-26.

Part J. Budgets :

The total budget for the project is \$70 000. For details, see attached standard budget forms.

<u>BUDGET LINE</u>	<u>BUDGETED</u>
EXPERT TRAVEL 1: TICKET	\$2 500
EXPERT TRAVEL 1: DSA	1 911
EXPERT TRAVEL 2: TICKET	2 500
EXPERT TRAVEL 2: DSA	637
DSA Vienna	10 287
EXPERT FEES	20 000
11-99 INT'L EXPERT	37 835
15-99 LOCAL TRAVEL	2 000
STAFF TRAVEL 1: TICKET	2 250
STAFF TRAVEL 1: DSA	1 182
STAFF TRAVEL 2: TICKET	2 100
STAFF TRAVEL 2: DSA	1 995
STAFF TRAVEL 3: TICKET	2 100
STAFF TRAVEL 3: DSA	637
16-99 STAFF COST	10 264
17-99 NATIONAL EXPERT	8 000
33-00 NATIONAL WORKSHOP	3 000
41-00 EXPENDABLE EQUIPMENT	7 101
59-99 TOTAL MISCELLANEOUS	1 800
99-99 PROJECT TOTAL	\$70 000

ANNEX

Preliminary Study Outline

Human Resources in Ethiopia's Industrial Development - Current and Prospective Contribution of Women

Part I. Empirical Evidence

1. General Setting

- population structure;
- educational structure;
- employment structure;
- economic, social, and legal framework;
- technological trends.

2. Female Participation in the Industrial Process

- overall share of women in employment;
- shares by industrial branch;
- skills distribution;
- formal versus informal sector;
- large versus small scale industries;
- rural versus urban sector;
- permanent versus seasonal employment.

3. Female Participation in Supporting Activities

- government administration;
- services;
- research;
- other industrial services.

4. Causal Factors in Current Level of Female Participation in Industrial Activities

- historical factors;
- determinants of demand;
- supply related constraints;
- social framework (attitudes);
- government policies and legal framework.

Part II. Prospective Developments

1. Trends in Female Participation Rates
 - focus on areas where the number of female workers has risen relatively more than elsewhere
2. Projections of Future Industrial Production and Employment Structure
 - trends;
 - planned developments in both the public and the private sectors.
3. Assessment of Technology Effects
 - changing technologies affecting female participation rates;
 - new industrial activities, e.g. utilization of wastes and by-products.
4. Projections of Demand for and Supply of Female Workers by Skill Category
 - population projections;
 - trends;
 - educational enrollment and planned output.
5. Assessment of Changing Constraints to Women's Participation in Industrial Activities
 - economic factors;
 - demographic factors;
 - social factors;
 - educational and training opportunities.
6. Prospective Contribution of Women as a Resource to Ethiopia's Industrial Development Process
 - summary assessment of the net impact of above trends etc.

Part III. Recommendations

1. Policy Recommendations at the National Level
2. Strategy Recommendations at the Enterprise Level
3. Recommended Government Actions
 - public sector employment practices;
 - education and training.
4. Scope for Bilateral and Multilateral Assistance
 - the role of UNIDO and UNFPA;
 - other agencies.

15 July 1988

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATIONPROJECT PROPOSALPART A - BASIC DATA

COUNTRY:	PHILIPPINES
PROJECT NUMBER:	
PROJECT TITLE:	Women in the informal sector: A survey on capabilities and opportunities linked with manufacturing activities
SCHEDULED START:	October 1988
SCHEDULED COMPLETION:	April 1989
ORIGIN AND DATE OF OFFICIAL REQUEST:	Cable MISC 078 from UNDP/RR, 11 January 1988
GOVERNMENT COUNTERPART AGENCY:	
UNIDO CONTRIBUTION	\$72,000
GOVERNMENT CONTRIBUTION:	In kind
CURRENCY REQUIRED FOR UNIDO INPUT:	
Convertible:	\$7 ,000
Other:	
UNIDO SUBSTANTIVE BACKSTOPPING BRANCH:	PPD/SR/REG
PROGRAMME COMPONENT CODE:	EO3200
PROPOSAL SUBMITTED BY:	N. Ramm-Ericson
DATE OF SUBMISSION:	

PART B - NARRATIVE

1. OBJECTIVES

(a) Development objective

The overall development objective of the project is to contribute to the fulfilment of the socio-economic goals and targets articulated in the Philippine Development Plan 1987-92 with the primary thrusts on the alleviation of poverty, the generation of more productive job opportunities and the promotion of equity and social justice, in the context of the country's achievement of an adequate level of sustainable economic growth. The project will be concerned with the large segment of the country's economy, the informal sector, and the enhancement of the potential contribution of women in income-generating activities in that sector.

(b) Immediate objectives

The immediate objectives of the project are:

- (i) to establish a data base for a development-oriented approach in planning aimed at harnessing the capabilities of women pursuing income-generating activities in the informal sector; and
- (ii) to provide baseline information on training needs and support services of women economically active in the informal sector with a view to increasing their productivity and upgrading them to the formal sector.

The focus will be on activities of women in the informal sector related to the manufacturing industry sector, such as subcontracting and other contract work in the homes e.g. in the fields of textiles, leather goods and processed food; and utilization of various waste materials from manufacturing.

2. BACKGROUND AND JUSTIFICATION

Women in the informal sector are generally treated as economically invisible, that is, the very small trades and projects they engage in are neglected in the Philippine official statistics. There is a serious lack of information about women in micro-business resulting from a failure in recognizing and realizing their contributions to economic development. This lack of basic information has also been referred to by National Economic and Development Authority (NEDA) as constituting a serious hindrance for the preparation of technical co-operation projects in particular in relation to the designing of training programmes and support measures.

A considerable number of women in the Philippines are engaged in small income-generating projects to augment family finances. Labour force data in 1983 classified 2,233,000 women (or some 10 per cent of the total labour force) to be own-account workers whose occupations were home job contractors, storeowners and vendors/hawkers, among others. In the light of the adverse economic conditions during the ensuing years, it may be assumed that more women have engaged in micro-business activities to provide additional income for the family.

These undertakings, if properly attended to, can make significant contributions to the economy but there is no concerted effort to assist these women. Women have shown initiative in both the economic and political fronts in crisis situations, yet very little is being done towards more efficiently harnessing their capabilities and potentials. The larger concern is the absence of a comprehensive programme designed to recognize and realize the substantial contributions of women to economic development.

A problem lies in the treatment of women in the sector as economically invisible. Their very small businesses are not reflected in the accounting of the Gross National Product and grossly neglected by official statistics. Thus, there is currently no available information on the characteristics, needs and problems of this women sector. This results in neglect and waste of productive human resources. The present research project hopes to provide the initial step towards a better understanding by establishing a data base for an enlightened approach in planning for the sector.

At the same time, the research study will provide baseline information on the training needs of women in the informal business sector. Based on the needs assessment, appropriate programmes and support services will be developed.

The research proposal has been initiated by the Population Centre Foundation (PCF) which is a private resource institution set up in 1972 to provide technical and management services and harness the private sector for population and income generators programmes in the Philippines to help attain national socio-economic development and individual well being. One of the programme areas of PCF is women in development. The programme is directed towards enhancing the roles of women in the home, community and labour force. It seeks to establish linkages with government and non-government organizations and engage in joint activities which will (a) increase women's critical awareness regarding their rights, privileges and interests; (b) improve their access to opportunities for educational and economic advancement; and (c) strengthen their control over the use of their time, skills and resources.

3. PROJECT OUTPUTS

The outputs of the project will be a report providing:

- (a) The characteristics, circumstances, needs and potentials of economically active women in the informal sector, specifically in terms of:
 - an inventory of their skills and resources;
 - describing the extent of their involvement and contribution to the invisible economy, related manufacturing-linked activities, such as subcontracting work;
- (b) Baseline information on the training needs of women in the informal sector for skills and entrepreneurship development;
- (c) A data base for a development-oriented approach in planning for the informal sector's contribution to the country's socio-economic development aimed at harnessing the capabilities in manufacturing-linked activities of the women in the sector;
- (d) Recommendations as to ways and means by which these women's participation in or their linkages with the formal economy may be improved, with special attention to potentials of linkages with the manufacturing sector.

The report will consist of three major parts:

1. Secondary data analysis, including
 - (a) A review of the accepted definitions and classifications of work in the informal sector, and of statistics on working women in the invisible economy;
 - (b) An analytic review of the existing research literature, to identify patterns, trends, and problems of women's work in the informal manufacturing sector.
2. A descriptive analytic report on women in the invisible economy, with emphasis on the following:
 - (a) The incidence of women engaged in informal occupations in the selected barangays of the three Regions;
 - (b) An inventory of women's skills, resources and occupations/business in the invisible economy;

- (c) A description of the work/business engaged in by the 'invisible' women, including mode of work, intensity and schedules, working conditions, employers/financiers, clientele and marketing arrangements, sales volumes, profit-loss margins, and other relevant data, linkage with formal sector (e.g. subcontracting relationships);
 - (d) An assessment of the entrepreneurial potential of the working women, in terms of their reported risk-taking behaviours, achievement/success strivings, and the extent to which their plans for future effort are concrete and realistic;
 - (e) An inventory of the felt needs of the respondent women, especially in terms of skills training, technical and credit assistance needs for enterprise development.
3. On the basis of #1 and #2, and results of a national seminar (reviewing the draft report) a report containing specific recommendations on support measures for the benefit of the women in the informal sector.

4. PROJECT ACTIVITIES

The research project has two major components, namely, the collection of data from secondary sources and a field survey of selected areas to generate primary data. The information gathered from the research survey will constitute the raw data from which insights about economically invisible women will be drawn. The results of the field survey and the draft study report will be discussed at a national seminar before finalization of the study report.

(a) Secondary data collection

Information from secondary sources will be gathered to serve as background material on the sector and to supplement data from the primary survey. Secondary data will consist essentially of available statistical data, research papers, write-ups and the like dealing with women in the informal sector. It will specifically provide guidance for the purposive interview survey (see below). The secondary data collection will essentially be done by the local subcontractor.

National government agencies, private organizations and concerned offices in the selected survey areas will be approached for the research. Possible sources of information are:

- National Economic and Development Authority (NEDA)
- Regional Offices of the Department of Trade and Industry (DTI)
- National Commission on Women (NCW)
- Department of Social Welfare and Development (DSWD)
- Department of Labour and Employment (DOLE)
- Local Governments
- University of the Philippines, esp. Institute of Small-Scale Industries (UP-ISSI)
- Private non-governmental organizations, foundations and similar groups.

(b) Primary data collection and analysis

To generate first-hand information on economically invisible women, a field survey will be conducted in three selected regions of the country. Questionnaires will be designed to guide interviewers on specific characteristics of these women. In designing the questionnaire, the above cited agencies, specifically NEDA and DTI, will be consulted on their information needs relevant to the development of more responsive approaches to assist women in the informal sector. In addition to a random sample survey covering 1,000 households, a supplementary purposive interview survey of some 200 households with (contractual or informal) linkages with industrial undertakings (e.g. in garment or food processing) will be made in the same areas.^{1/} The results will be tabulated and analyzed to draw insights on the

^{1/} The analysis of this purposive interview survey material will be done by the international consultants and the national expert (not under the subcontract).

sector. A note on the area coverage, sample size and content of questionnaire is given in Annex 1. The note will serve as basis for the agreement for local subcontract.

Time schedule

	1988			1989			
	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Apr.</u>
- Collection of data from secondary sources							
- Finalization of questionnaires and programme for field survey							
- Field survey							
- Preparation of draft report							
- National seminar and preparation of final report							

5. PROJECT INPUTS

(a) Government inputs

In kind.

(b) UNIDO inputs

Budget line

11-50	Short-term consultants (2 m/m)	\$,000
16-00	Staff travel [for study initiation (2 weeks) and concluding seminar (1 week)]	\$10,000
17-00	National expert (SSI-linkages) (2 m/m)		..	\$ 6,000
21-00	Subcontracts (national consultants for primary and secondary data collection and analysis)		..	\$36,000
51-00	Reporting and sundries	\$ 4,000
				<u>\$ 000</u>
				=====

6. EVALUATION

A terminal self-evaluation exercise will be undertaken in accordance with the requirements of UNIDO's internal evaluation system.

7. ENVISAGED FOLLOW-UP

Needs for further assistance, in particular related to specific schemes and measures of promotional nature and training programmes will be considered on the basis of the study report (including the recommendations of the national seminar).

A note on the area coverage

1. AREA COVERAGE

The primary survey will be conducted in three regions pre-selected based on their comparative levels of development. The selection criteria used is the categorization of regions by the National Economic and Development of Authority-Development Academy of the Philippines (NEDA-DAP) into highly developed, developing and less developed areas. The purpose of categorizing the regions in the primary research is to provide for a comprehensive coverage of the informal trades women may be engaged in. Arguably, the state of regional economic development may have an effect on the types of informal businesses existing in a given area or barangay.

Based on the criteria, the study proposes that the primary surveys be undertaken in the following regions and provinces:

<u>Regions</u>	<u>Provinces</u>	<u>Category</u>
National Capital Region	Metro Manila	Highly developed
Region IV	Laguna, Batangas, Cavite	Developing
Region VII	Cebu, Bohol, Negros Oriental	Less developed

2. SAMPLE SIZE

Primary data will be drawn from a proposed sample of 1,000 households, representing urban and rural barangays. The breakdown of the households across regions and provinces will be as follows:

<u>Regions</u>	<u>Urban households</u>	<u>Rural households</u>
National Capital Region (400)	n=400	n=0
Region IV (400)	n=200	n=200
Laguna	(n=67)	(n=66)
Batangas	(n=66)	(n=67)
Cavite	(n=67)	(n=67)
Region VII (200)	n=100	n=100
Cebu	(n=50)	(n=33)
Bohol	(n=0)	(n=34)
Negros Oriental	(n=50)	(n=33)

The household samples will be allocated equally across the three Regions, with equal number from urban and rural barangays. The exception to this rule will be NCR, which is completely urban in character, and the province of Bohol in Region VII, which is more rural than urban. Systematic random sampling methods will be employed to obtain the household sampling units.

Within each household in the sample, the principal housewife (most senior or most responsible for the household) will first be interviewed to obtain a general profile of the incidence of working women in the sampling unit. Afterwards, one of the identified working females aged 15 and over, will be selected at random to obtain in-depth information on the circumstances of representative women in the informal sector. Criteria for selection of the female respondents for the in-depth interviews are as follows:

- (a) Wage/salary earners in private or government offices employed full time but have secondary sources of income such as:
 - production of food, garments and accessories, toys and other sundry items;
 - buying and selling of goods;
 - providing paid services but excluding those providing domestic services (i.e. domestic helpers)
- (b) Self-employed or those engaged full-time or part-time in the activities mentioned in (a).
- (c) Subcontracting of jobs within the household premises in crafts, garments, footwear and other study items.

In cases where the female respondents in a household meet the criteria but are engaged in the same activity, only the acknowledged head of the group engaged in the activity will be interviewed extensively on the income-generating project.

In addition to the random sample survey of 1,000 households, a supplementary purposive interview survey will be carried out of some 200 households with - contractual or informal - linkages with industrial undertakings, e.g. in garments making or food processing. (The analysis of this material is to be done by the international UNIDO consultants and national expert.)

3. PRIMARY DATA TO BE GENERATED

The guided questionnaire will deal with the following areas of concern, among others:

- Household census
 - Relation to family head
 - Education level
 - Occupation (main, secondary)
 - Estimated household income, expenditures, surplus for the last 12 months

- Sources of income (primary and supplementary)
- Other social indicators.
- Profile of Respondent engaged in an income-generating activity
 - Academic background
 - Work experiences in the formal and/or informal business sector
 - Skills acquired/area of expertise
 - Personal considerations/reasons for engaging in the activity.
- Profile of the income-generating activity
 - Type of activity engaged in/linkages with the formal sector (subcontracting)
 - Benefits derived from the activity (explore: economic, social psychological, etc.)
 - Profitability of the activity
 - Management practices
 - Sources of funds
 - Perceived problems/assistance needed
 - Awareness of government and private assistance programmes
 - Experience with assistance programmes.
- Personal attitudes/values
 - Towards self
 - Towards family (spouse and children) and work
 - Towards responsible parenthood (explore: concept of birth spacing)
 - Towards participation in community development.
- Prospects
 - Technology/skills required
 - Opportunities for improvement.

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PROJECT PROPOSAL

PART A - BASIC DATA

COUNTRY/REGION: MEXICO

PROJECT NUMBER: /MEX/

PROJECT TITLE: Programme of Action to increase the role of women in the industrialization of the State of Yucatan

SCHEDULED START: April 1988

SCHEDULED COMPLETION: September 1988

ORIGIN AND DATE OF OFFICIAL REQUEST: Requested by the State Government of Yucatan (cable 19 January 1988) through the Mexican Federal Ministry of Industry.

GOVERNMENT COUNTERPART AGENCY: Ministry of Economic Development, State of Yucatan

UNIDO Contribution: US\$ 89,835

GOVERNMENT CONTRIBUTION: in kind

CURRENCY REQUIRED: U.S. dollars

FOR UNIDO INPUT: US\$ 89,835

CONVERTIBLE: US\$ 89,835

OTHER:

UNIDO SUBSTANTIVE BACKSTOPPING SECTION: Regional and Country Studies Branch in collaboration with the Unit for Integration of Women in Industrial Development

PROGRAMME COMPONENT CODE: E03200

SUBMITTED BY: Herman Muegge

DATE OF SUBMISSION: 12 April 1988

PART B - NARRATIVE

1. OBJECTIVES

(a) Development objectives

To enhance the participation of women in the industrial development process of the State of Yucatan (Mexico), within the framework of the development of human resources for industry. The problem addressed is the lack of sufficient contribution of women of Yucatan to the economic development of their state.

Immediate objectives

On the basis of an analytical assessment of the current and prospective contribution of women to the different sectors of industry in Yucatan, to formulate policy guidelines and support programmes towards enhancing the role of women in this state.

2. SPECIAL CONSIDERATIONS:

As per the decision of the Second Session of the General Conference (GC.2/Dec.16), UNIDO has been requested to integrate women in technical co-operation projects; and to accord special attention to women in industrial studies and research and in the collection of industrial data.

3. BACKGROUND AND JUSTIFICATION:

As one of the major objectives of its industrial policy, the Federal Government of Mexico is endeavouring to promote regional industrial development and thereby a process of decentralization of industry in the country. To serve as a model, the State of Yucatan was chosen, as it remains one of the poorest in the whole of Mexico. Located in the south-east of Mexico in the north-west part of the Yucatan Peninsula, Yucatan covers an area of 39,340 km², and has a population of 1.3 million. With 1.6 per cent of the Mexican population, Yucatan produced 1.2 per cent of the country's GDP in 1980.

Throughout the seventies, as commercial manufacturing and service industries assumed greater importance, a swelling migration of the peasants began from the countryside to the larger cities, and particularly to Merida, the State capital. The women migrants, mainly from the neighbouring villages, were totally unequipped to do any other work excepting domestic work. Being unskilled, they provided cheap and abundant labour which made them ideally suitable for working in the labour intensive industries known as the maquiladora industry or the in-bond industry.

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There are at present 13 in-bond companies now operating in Yucatan with a total employment of 1,300 employees, mainly women who provide the cheap labour. These maquiladora industries are plants operating in Mexico but are mainly owned by foreign companies. Mexican workers assemble goods with materials produced in a foreign country, combining foreign technology and capital with Mexican labour. The finished products are then delivered back to the foreign country. The incorporation of women in these labour-intensive industries is however limited to unskilled and low-paid jobs. In addition, the work in the maquiladora industries is often characterized by difficult working conditions.

Although the proportion of women in the labour market has increased from 10.2 per cent in 1970 to 25.43 per cent in 1980, their participation is mainly in the service sector, at the managerial level it remains minimal.

On the other hand, as education is free in Mexico, many women are taking advantage of it. An increasing number of women are studying in schools, colleges and universities. Compared to the 1970s, when women used to enter service sectors, such as nursing, teaching, clerical and office work and mainly domestic work, many of them are now keen in joining the higher professions and having careers in industry and business.

Within its decentralization policies, the Mexican Government decided that the State of Yucatan be examined for its industrial development potential and for the subsequent design of a comprehensive development programme. Such a programme would involve industrial investment, human resources development, research and infrastructure development. UNIDO was requested to initiate a series of analytical studies to identify the development and international co-operation potentials of Yucatan. Within this framework, an Industrial Assessment Mission consisting of Swedish entrepreneurs, experts and a UNIDO staff member visited Yucatan to assess jointly with the state government and the private sector, the prospects of industrial development in this state and promote on this basis bilateral and multilateral co-operation.

On the basis of the suggestions made by the Industrial Assessment Mission, the Government of the State of Yucatan requested UNIDO to assist in the preparation of a special programme for women's development.

As an initial step a detailed survey would need to be undertaken to analyze the current status, constraints and trends of women's participation in the development process - such an analysis would provide a factual basis for designing and launching programmes to train and widen the participation of women in the industrial development of the State as well as create a greater awareness of the issues involved. The findings of the survey would then be considered at a national workshop to be held in Merida from 24 - 26 January 1988. At this workshop, concrete measures will be elaborated to further the participation of women in the industrialization of Yucatan.

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An Association of the Women of Yucatan (Asociación de las Mujeres de Yucatan, AMY) has meanwhile been established. This Association would play a major role in the envisaged programme. The aims of this Association would be to ensure an awareness of issues regarding women, to assist in data collection and to promote training and advancement of women.

4. PROJECT OUTPUT:

The project output will consist of

..... a) A comprehensive report on the role of women, according to the attached outline, in the industrial sector of the State of Yucatan (Mexico) consisting of the following:

- Assessment of the current role of women in the process of the country's industrial development.

- Identification of obstacles/constraints limiting the participation of women.

- Assessment of the implications for human resource development and, in particular, for women's participation in the coming years.

- An outline of policies and measures conducive to enhancing the role of women in the framework of human resource development for industry.

b) The findings of the survey will be considered in a national workshop where recommendations will be adopted to promote the participation of women in the industrial development of Yucatan specifically related to the following areas:

- Identification of areas and key issues for human resource development with specific reference to women;

- Training programmes for women in entrepreneurship, sales management and export marketing;

- Specific programmes for enhanced educational and vocational training for women in the industrial sector to be financed from national, multilateral and bilateral sources or from commercial entities.

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5. PROJECT ACTIVITIES AND MODALITIES OF IMPLEMENTATION

The project activities and their timing will be as follows:

Initial consultations and report

- | | |
|---------------------|---|
| April/May 1988 | Approval of the project and contact with the final users to ensure the best possible concordance between their policy-oriented information needs and the aims of the survey. Initial collection of information and data pertinent to the project in order to consolidate all available studies, reports etc. Identification of local researchers. Finalization of study outline and definition of research tasks. |
| June/September 1988 | Field research by local researchers and by international team of short-term consultants. |
| September 1988 | Preparation of the preliminary study report with recommendations for a set of programmes. |
| October 1988 | Preparation of the final report based on consultations with concerned authorities. |

National workshop in Merida

- | | |
|----------------------|--|
| September 1987 | Preparation of an Aide Memoire concerning this Workshop which will be jointly organized by UNIDO and the State Government. |
| October 1987 | Invitations to be sent to the participants in the Workshop. |
| 24 - 26 January 1989 | National Workshop to be held in Merida from 24 - 26 January 1989, where representatives of the Federal Mexican Government, the State Government of Yucatan will participate together with those of the Asociación de las Mujeres de Yucatan (AMY). Also participating will be the international consultants who prepared the report, local experts and a UNIDO staff member as well as potential donors and investors. |

6. PROJECT INPUTS:

(a) Government inputs:

- offices and secretarial services
- local transportation
- conference facilities
- costs of participation of Mexican officials in the workshop to be borne by the Mexican Government

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(b) UNIDO inputs:

Budget line

11.50	Short-term consultants (including consultants travel to Vienna, Merida and return, together with their participation in the workshop)	6 w/m	US\$56,000
-	Economist (international industrial trends and developments)	3 w/m	
-	Human resource development specialist	3 w/m	
17.00	National experts	12 w/m	US\$18,000
-	3 national experts for 4 w/m each		
16.00	Staff travel (for participation in workshop)		US\$ 4,000
51.00	Sundries including printing of the report		<u>US\$ 1,500</u>
		Total	US\$79,500
	plus 13% overheads		<u>US\$10,335</u>
		Total	<u>US\$89,835</u>

7. EVALUATION AND FOLLOW-UP:

A terminal self-evaluation exercise will be undertaken in accordance with the policies and procedures established for this purpose by UNDP and UNIDO.

The evaluation exercise will determine the nature and scope of additional support and assistance to the Government's endeavours in enhancing the contribution of women to the country's industrial development process.

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PRELIMINARY STUDY OUTLINE

To assess the current and prospective active participation of women in the industrial development process and to draw up policy guidelines for enhancing this participation.

This survey will cover the role of women in the manufacturing sector, per se, and in the directly related parts of the services sector (public administration, institutional infrastructure etc.). This survey will not cover other parts or sectors of the economy (such as agriculture, household work, trade).

Assessment of current participation of women in the industrial development process

1. Overall structure

- Population structure (age, sex)
- Educational structure (age, sex)
- Overall employment/unemployment (age, sex)
- Overall economic employment structure, rural/urban employment (age, sex)

2. Share of women in manufacturing employment

- Overall share
- Industrial subsector shares
- Shares in skill categories
 - managerial level
 - administrative level
 - supervisory level
 - skilled work level
 - unskilled work level
- formal vs. informal sector of industry
- medium versus small-scale sector of industry
- seasonal employment

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3. Share of women in manufacturing-related employment

Relevant Government administration, supporting institutes, industrial research etc.

4. Assessment of causal factors for current level of participation

- demand by enterprises and institutions
- supply-related constraints of skill availability, entrepreneurship shortage
- social framework
- government policies and legal framework

5. Prospective developments

- Trend observations of women participation
- Economic projections: Scenarios of future industrial production and employment growth and structure; linkage factors; subcontracting work; forms of co-operative arrangements;
- Assessment of technology effects (including possible additional industrial activities, e.g. through waste utilization of by-products);
- Assessment of future trends in supply and demand in terms of women participation in various skill categories;
- Assessment of changing constraints to women participation (economic, social, educational, etc.);
- Assessment of the prospective contribution of women as (additional) human resource in Yucatan's industrial development process;
- Prospects for training of women in entrepreneurship, sales management, export marketing;
- Scope for incentives for local and foreign companies to initiate training, re-training and upgrading of skills of their employees.

6. Conclusions and Recommendations:

- Policies and measures required at the national level to enhance development of women's participation.
- Possible programmes for training and their modalities for international co-operation.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

Job description

Post title: Industrial Planning Expert with women-in-development expertise

Duration: 4 months

Date Required: September 1990

Duty Station: Vienna, Austria with possible travel to a selected Africa or African countries

Purpose of Project: To include gender-specific employment data and indicators in sub-sectoral typology studies of agro-industries to be implemented by UNIDO's Programme Development Support Unit.

Duties: The industrial planning expert is to be responsible for developing gender-specific employment and participation indicators to be included in sub-sectoral typology studies of agro-food industries that UNIDO's PDSU is preparing on Africa. The expert will work closely with PDSU staff in the selection of the particular industrial system and the country or countries for which indicators are to be developed. By the time the expert is employed, the production and consumption components of the selected industrial system will have been defined by PDSU and the expert will use these components as the framework for developing the indicators.

Using the identified components, the expert is to be responsible for selecting characteristics for each component, related to women's participation to determine the following: employment and task patterns of women's participation; demographic profile of women working in the industry; and constraints, obstacles and enhancements that impede or enhance women's participation. Once characteristics are specified,

variables must be chosen to define the characteristics.

The expert will assess data availability in relation to the chosen variables. Where data gaps exist, procedures for either generating the data are to be made or proxy indicators developed from existing information.

The data is to be incorporated into the MEPS programming package being prepared for analyzing the industrial system. The expert will assist PDSU staff in this task, taking major responsibility for refining and validating all data related to women's employment and participation patterns.

The expert will then test the relevance and completeness of the gender-specific data included in the MEPS analytical framework by applying the framework to the issue of women's participation in the industrial system. A brief examination will be made of the likely impact of industrial/national development policies for the system on women's employment. Also, a set of prioritized recommendations are to be made regarding technical assistance, investment, training and technological initiatives to enhance women's participation/employment throughout all components of the system.

Based on experience gained from this exercise, the expert will develop guidelines that include recommendations for data and indicators to be developed for other agro-food-related industrial systems being examined by the PDSU (i.e., fertilizers and pesticides, and agricultural machinery).

Background:

The Programme Development Support Unit has been established at UNIDO to promote the application of the programme approach to project identification and formulation for industrial systems. In 1989, the Unit is devoting its effort mainly to the preparation of the 1990/1991 Industrial Development Decade for Africa (IDDA) programme, which concentrates on the development and rehabilitation of agro-related industries in Africa.

In accordance with its objective of integrating women's issues into UNIDO's study and research activities and into all phases of programme and project planning, an industrial planning expert is required for the Unit to develop gender-specific employment and participation indicators to use in conjunction with economic and industrial development data that are used by the Unit to define and analyze industrial systems. Gender-specific employment data and participation indicators will strengthen the use of industrial systems analysis for human resource planning. Also, the inclusion of such information will enhance PDSU's ability to add a socio-dimension to their industrial programming, and project formulation exercises.

Qualifications:

A background in industrial development and human resource planning is essential. Expertise in the area of labour economics, women-in-development issues, and labour market information and analysis is required. The incumbent should also have work experience in the agro-food industrial sector and field experience in Africa. Good writing skills are important.

Language:

English fluency is required. Knowledge of French is helpful.

AFRICAN REGIONAL EXPERT GROUP MEETING
ON WOMEN IN AGRO-INDUSTRIES

The size and complexity of the subject of women in industry make it necessary to take a sectoral approach to the question of how to promote a greater involvement of women in industry. A consideration of the various branches of agro-industries provides an appropriate starting point for the sectoral approach, in view of women's historical role in most societies of responsibility for provision of basic consumption needs derived from agricultural products, such as food, clothing, etc.

In 1985 UNIDO organized an Expert Group Meeting on Women in Agro-Industries (report of meeting attached).

The Eighth Conference of African Ministers of Industry held in Bujumbura, Burundi, (17-19 September 1989) called upon UNIDO to follow-up this meeting by organizing an African Regional Meeting to define a practical programme specifically aimed at helping African women overcome the constraints inhibiting their full contribution to industrial development, especially in Agro-Industries.

The proposed African Regional Meeting on Women in Agro-Industries will focus on the identification of practical policies, strategies and measures aimed at helping women to overcome constraints to their full participation in agro-industrial development. The content of the meeting would need to focus on the following:

1) The interplay between macro-level agro-industrial development policies and micro-level actions, and responses needed to support the policies;

2) Recent developments and emerging trends in agro-industries. Special attention is to be paid to shifting structural trends within specific sub-sectors of the industry, new equipment and technological processes and significant, expected changes in marketing, consumer demand and distribution channels. The implications of these trends for skill development and training needs to be examined;

3) Identification of economic, social and cultural constraints affecting women's participation.

On the basis of the above, the meeting will provide recommendations on policies and practical measures to enhance women's participation in the agro-industries sector in Africa and provide assistance for developing comprehensive technical assistance measures to facilitate women's fuller participation in agro-industries.

It is anticipated that the meeting will be held in Tanzania in March 1991.

The number of participants will be 30. The participants will represent three categories - Ministries of Industry, National Machineries for the Advancement of Women, entrepreneurs, and NGOs. ECA and other UN agencies will be invited to participate as observers.

Documentation: UNIDO will prepare a background paper on the present situation and emerging trends in Food-processing industries, especially in relation to the introduction of new and appropriate technology and its impact on women. The participants will be requested to contribute a brief background paper on their policies and programmes and its effects in relation to the topic of the Meeting. UNIDO will provide a brief outline for these background papers.

REGIONAL EXPERT GROUP MEETING
TO ENHANCE THE CONTRIBUTION OF WOMEN
TO HUMAN RESOURCE DEVELOPMENT FOR INDUSTRY

I. BACKGROUND AND JUSTIFICATION

Major trends in manufacturing employment point to a declining importance of manual skills in the overall production process. The adoption of new production techniques as well as the development of new products significantly change the nature and organization of work. The demand for unskilled and semi-skilled workers is expected to decrease and the proportion of managers, engineers and technicians is expected to increase along with specialists in various industrial services.

Obviously these developments will have significant effects on women's active participation, as their overwhelming majority are concentrated in unskilled or low-skilled jobs. However, the prior nature and pace of those changes are yet to be ascertained.

Identification and monitoring is needed of skill requirements in industrial sectors affected by technological and workplace changes. Women need to acquire more technical skills in management, technology, sciences and technical functions. The overall educational structure for women in developing countries needs therefore attention. Apart from access to overall general education and literacy training women must have access to specific industry related skill training and be motivated to take advantage of it. Support structures and training for self-employment and entrepreneurship is required.

The overall objective of an Expert Group Meeting would be to identify skill requirements and training needs for industry, in such a way that the resulting information can be used to better prepare women for industrial-sector jobs in the medium-term and long-term future.

The content of the meeting would need to focus on the following:

- 1) the current industrial structure, anticipated growth patterns for the next 3 - 5 years, and the impact of such patterns in terms of overall employment, and employment at broad occupational and skill levels. This should include besides various functions in manufacturing per se (production, supervisory, managerial, marketing, accounting, etc.), also functions in supporting services to industry (engineering and management consultancy, specialized market research, standardization, export promotion, etc.).

2. the identification of specific functional and skill areas particularly relevant for an increased participation of women;

3. an analysis of the current educational and training infrastructure for preparing human resources required by industry

On the basis of the above, the meeting will make recommendations regarding educational/training and other human resources facilities requiring new or increased capacities in order to bridge emerging gaps between industry requirements and available/forthcoming skills, on a short-, medium- and long-term basis as well as recommendations regarding special measures to ensure equitable access by women to such capacities.

It is suggested that the first Expert Group Meeting on this subject focuses on countries in South East Asia (Republic of Korea, Malaysia, Thailand and Philippines, Sri Lanka). Co-operation with ESCAP and UNESCO will be sought.

II. THE PROJECT

(a) Project Objective

To identify skill requirements and education/training needs of women for employment and career development in industry.

(b) Output

Output 1

An overview of the supply of and demand for skills for current and prospective employment in industry and industry-related services in selected countries with particular reference to employment prospects for women.

Output 2

An overview of the existing educational and training structure of selected countries in relation to current and prospective industry needs and in relation to girls'/women's participation/access to such training and education.

Output 3

Sets of policy measures conducive to national short-, medium- and long-term responses of the country's educational and training system to the emerging skill requirements of the industrial sector.

Output 4

Recommendations for measures to promote girls'/women's access to and participation in such education and training.

Output 5

Areas and modalities for common approaches by the countries concerned.

(c) Activities

Review of current and future (3-5 years) human resource requirements of industry and industry-related services in selected countries;

Review of existing educational/training infrastructure for human resource development for industry in selected countries;

Organization of Expert Group Meeting;

Dissemination of recommendations regarding short-, medium- and long-term measures required for adequate human resource development for industry and for women's equitable participation including guidelines for educational/vocational counselling and career guidance for girls/women.

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NGO EXPERT GROUP MEETING
ON SKILL AND TRAINING REQUIREMENTS OF WOMEN
IN TRANSNATIONAL CORPORATIONS
WITHIN AND OUTSIDE EXPORT PROCESSING ZONES

The UNIDO/NGO Meeting on the Contribution of Women to Human Resource Development in Industry, held in Vienna in March 1988, expressed, inter alia, its concern about prospects of women workers in foreign owned industries within and outside Export Processing Zones and their long-term employment prospects and requested UNIDO to enter into a dialogue with Transnationals and NGOs regarding ways of improving women's long-term employment prospects.

Women in these industries are usually employed in un- or semi-skilled jobs for a relatively short period of their working lives (five to seven years, from 16 to 23). In many companies there is a practice to dismiss female employees after five to seven years of service to keep wages low and avoid payment of maternity leave. During that period women generally do not acquire any saleable skills which would qualify them for employment or self-employment after dismissal by Transnational Corporations.

In view of these exploitative employment conditions and practices the NGO Meeting recommended to UNIDO, inter alia, to monitor the impact of industrialization on women in developing countries and to enter into a dialogue with transnational corporations with a view to improving the situation of women in industry.

An NGO Expert Group Meeting on Skill and Training Requirements of Women in Transnational Corporations within and outside Export Processing Zones will look into ways and means of imparting saleable skills to women during their brief period of employment with foreign-owned companies.

A dialogue among representatives of Transnationals, NGOs, women's organizations and Government officials could lead to the formulation of policies and to concrete actions which will provide women with training opportunities for alternative employment or self-employment.

The number of participants will be around 30. It will include participants from Transnational Corporations, NGOs, Ministries of Industry and Labour, researchers from University and from women's organizations. ILO and UNCTC will also be invited to co-operate in this effort. UNIDO will prepare a background document and participants will be invited to prepare a paper on their policies, programmes, research findings and other experiences in relation to the topic of the meeting.

**WORKSHOP ON THE PARTICIPATION OF WOMEN
IN INDUSTRIAL PLANNING AND DECISION-MAKING
IN LATIN AMERICA**

Background and justification

Female participation in the modern industrial sector in developing countries has tended to be characterized by a concentration of female employment in low-age, low-skill jobs whereas only few women are found at the higher technical and managerial levels. ILO statistics indicate that in the early 1980s women are advancing somewhat in professionally managerial and administrative occupational categories; however, in-depth examination indicates progress is more in services, teaching and health sectors and in industry women are notably absent at the upper levels. If the potential of women's contribution to industrial development is to be maximized, women need to be integrated more fully at the upper range of occupations across all manufacturing sectors; also, co-operation is needed between government and non-governmental organizations involved in industrial development and training to identify areas where special measures are needed to promote a stronger participation of women in technical and managerial employment.

UNIDO was requested by the international NGO, the International Federation of Business and Professional Women (IFBPW), to organize a workshop on the participation of women in industrial planning and decision-making in Latin America which will focus on the identification of obstacles to women's access and advancement to higher-level decision-making positions in manufacturing and an examination of policies and measures to accelerate women's participation in higher-level industrial planning and decision-making positions. Also, workshop attendees (all of whom are to be IFBPW members) are to be trained to work with their membership in their respective countries to design and implement effective strategies.

Objectives

Workshop objectives are as follows:

- (a) To determine the impact of current industrial development policies on women's participation in industry
- (b) To identify obstacles which impede women's advancement in industry to decision-making positions

(c) To identify skill and training needs for women in higher-level industrial planning and decision-making positions

(d) To train 24-30 members of the IFBPW in the Latin American Region to work with their membership in developing/implementing strategies to accelerate women's advancement to higher-level positions in manufacturing

Venue and Dates

The workshop is to be held in 1990. The location has yet to be selected.

Participants

24 to 30 participants of IFBPW affiliates in Latin America will be selected as workshop participants.

ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIELONUUDIMission exploratoire au Cameroun

Description de poste

Désignation du poste: Economiste, spécialisée dans l'intégration de la femme dans le développement industriel

Durée: 1.5 mois

Date d'entrée en fonction: Début mai

Lieu d'affectation: Yaoundé, Cameroun, avec déplacements dans le pays

But du projet: Mission explorative pour évaluer la situation de la femme camerounaise dans le secteur de transformation et pour élaborer un programme d'assistance pour promouvoir l'intégration de la femme dans l'industrie. En collaboration avec les Ministères concernés la mission analysera les conditions et contraintes de l'intégration de la femme dans la production industrielle et évaluera particulièrement le programme de développement industriel établi par le Plan Directeur d'Industrialisation (PDI) et proposera des activités de promotion susceptibles de faciliter l'accès des femmes aux mécanismes compris dans le PDI.

Cette analyse engendrera des propositions pour des activités concrètes pour faciliter l'accès des femmes au secteur industriel et artisanal et pour leur donner une meilleure considération dans les projets de l'ONUUDI dans les secteurs d'intérêts pour les femmes, surtout la petite et moyenne industrie et la production agro-industrielle.

Attributions:

Le programme de travail de la mission peut être divisé en trois phases centrales:

1. La première phase: collecte d'information générale à l'égard du rôle de la femme dans le développement industriel
2. La deuxième phase: analyse détaillée d'un ou de plusieurs secteurs choisis
3. La troisième phase: établissement et discussion d'un programme d'assistance pour l'intégration de la femme

1) Première phase (collecte d'information générale)

Dans cette phase, la consultante devra

- se renseigner auprès des Ministères de la Promotion Féminine et le Ministère de l'Industrie, ainsi que les autres ministères concernés, sur les orientations et politiques du Gouvernement à l'égard de la promotion de la femme, et discuter domaines possibles d'intervention. En particulier la mission discutera les orientations principales du Plan Directeur d'Industrialisation envers les femmes,
- se familiariser en détail avec les mécanismes et politiques établis par le PDI, en analysant dans quelle mesure ceux-ci affectent le rôle de la femme dans l'industrie. Cet analyse s'adressera d'une part à l'évaluation des mécanismes qui peuvent servir en faveur des femmes, et d'autre part il revisera dans quelle mesure les femmes peuvent être affectés négativement.
- discuter avec les représentants et les experts de l'ONUDI les projets en cours et en état de planification. On discutera de l'intérêt de ces projets pour les femmes et en quelle mesure les activités des projets s'adressent aux femmes. La mission s'informerait aussi auprès du PNUD et des autres organismes internationaux, bilatéraux et des organisations non-gouvernementales de leurs activités respectives en cours et en état de planification.
- consulter d'autres sources secondaires/statistiques disponibles sur la participation des femmes dans les différents secteurs industriels et sur les principaux facteurs qui freinent leur intégration;
- examiner les politiques nationales de développement industriel et analyser si celles-ci considèrent les femmes comme groupe cible. A cet égard, s'analysera

particulièrement l'accès des femmes aux prêts, aux programmes de formation, et au service d'aide à la gestion.

En base de l'étude des priorités et mécanismes du PDI et du rôle de la femme dans les différents secteurs industriels, la mission décidera sur les priorités de son intervention et sélectionnera plusieurs secteurs d'intérêt particulier pour les femmes pour établir un programme d'assistance qui servira aussi de faciliter l'accès des femmes aux activités du PDI.

2) Deuxième phase (analyse des secteurs choisis)

Dans cette phase, la mission étudiera en détail le rôle de la femme dans les secteurs choisis en déterminant les conditions de leur participation et les principaux facteurs qui freinent leur intégration. Cette phase s'appuyera, dans la mesure du possible, plus sur la recherche des données primaires que sur l'étude des sources secondaires. La mission se déplacera aux provinces pour collecter aussi des informations des villes secondaires et zones rurales. L'étude englobera des discussions avec des autorités locaux, représentants d'entreprises etc. Une grande partie du travail sera consacrée aux discussions avec les femmes pour se familiariser en détail de leurs conditions et besoins: avec des femmes déjà employées dans les secteurs en question et avec des femmes non-employées.

Bien qu'il fera partie des responsabilités de la mission de définir, en base des informations déjà collectées, le programme de travail détaillé, l'analyse devra englober une évaluation du développement et de toutes les données économiques des secteurs en question, par exemple la disponibilité des matières premières; le marché actuel ainsi que le potentiel du marché au niveau local, national et international; une analyse du processus de production aux échelles différentes en évaluant la division de travail et la participation respective des femmes, les technologies utilisées et les exigences de qualification; une étude approfondie du rôle de la femme dans l'industrie, analyse des principaux facteurs qui déterminent la participation dans l'industrie, surtout dans les secteurs en question, en particulier au niveau culturel (les différentes coutumes et religions qui empêchent les femmes de s'intégrer dans le processus de développement industriel, exemple: l'accès des femmes à la propriété foncière), au niveau juridique (les dispositifs juridiques en défaveur de la femme en ce qui concerne son intégration dans le secteur industriel, tel que l'accès des femmes à la terre et à la propriété foncière et au niveau économique: l'accès des femmes au crédit, la formation des femmes (particulièrement en gestion et en technologie), l'accès à l'information; mais aussi au niveau culturel et au niveau juridique.

3) Troisième phase (établissement d'un plan d'intervention)

Compte tenu des résultats des études ci-dessus, se feront des recommandations spécifiques et s'établira un programme d'action pour la promotion de l'intégration des femmes dans les secteurs sélectionnés. Celui-ci se déterminera de la manière suivante:

- l'élaboration d'un ou plusieurs projets précis conçus pour améliorer les aptitudes et le potentiel des femmes à participer dans la production industrielle, par exemple en facilitant l'accès des femmes aux prêts, à la formation (dans le domaine de gestion et de technologie), l'accès aux technologies appropriées et à l'information.
- faire des suggestions viables pour atteindre une majeure partie des femmes en tant que groupe cible dans les activités du PDI

La mission élaborera un rapport préliminaire sur ses conclusions qui sera discuté en détail avec les autorités concernées. A l'issue du projet, un rapport concis sera élaboré qui met en valeur des recommandations appropriées ainsi que des documents de projets précis.

Qualifications: Economiste avec une spécialisation dans l'intégration de la femme au développement, expérience en Afrique, expérience dans le développement de projets

Connaissances linguistiques: Français

ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIELONUUDIMission exploratoire au SénégalTermes de Référence

La mission sus-citée est la réponse à la requête de Monsieur le Vice-Président de l'Assemblée Nationale de la République du Sénégal. Elle sera composée d'un économiste industriel spécialisé de l'agro-industrie et d'une socio-économiste spécialisée de l'intégration de la femme; durée de la mission: 1.5 mois

But de la mission

Mission exploratoire pour évaluer la situation de la femme sénégalaise dans le secteur industriel et artisanal et pour élaborer un programme d'assistance pour la promotion de son intégration dans l'industrie. En collaboration avec des Ministères concernés, la mission analysera les conditions, contraintes et possibilités de l'intégration de la femme dans la production industrielle, particulièrement dans le secteur agro-industriel. Cette analyse engendrera des propositions pour des activités concrètes pour faciliter l'accès des femmes au secteur industriel et artisanal et pour leur donner une meilleure considération dans les projets de l'ONUUDI dans les secteurs d'intérêt pour les femmes, surtout la petite et moyenne industrie et la production agro-industrielle.

Le programme de travail de la mission peut être divisé en trois phases centrales:

1. La première phase: collecte d'information à l'égard du rôle de la femme dans le développement industriel
2. La deuxième phase: analyse détaillée des secteurs prioritaires pour la participation des femmes
3. La troisième phase: établissement et discussion d'un programme d'assistance pour l'intégration de la femme et rédaction des documents de projets

1) Première phase (collecte d'information générale)

Dans cette phase, l'équipe devra

- se renseigner auprès des Ministères concernés sur les orientations et priorités du Gouvernement à l'égard de l'intégration des femmes au développement industriel, et discuter leurs propositions pour un programme de promotion intégré;
- discuter avec les représentants et les experts de l'ONUDI les projets en cours et en état de planification. On discutera de l'intérêt de ces projets pour les femmes et en quelle mesure les activités de ceux-ci s'adressent aux femmes. La mission s'informerait aussi auprès du PNUD et des autres organismes internationaux, bilatéraux et des organisations non-gouvernementales de leurs activités respectives en cours et en état de planification,
- consulter des sources secondaires/statistiques disponibles sur la participation des femmes dans le secteur industriel et sur les principaux facteurs qui freinent leur intégration;
- examiner les politiques nationales de développement industriel et analyser si celles-ci considèrent les femmes comme groupe cible. A cet égard, s'analysera particulièrement l'accès des femmes aux prêts, aux programmes de formation et d'aide à la gestion.

En base de la discussion des priorités avec les autorités gouvernementales et l'étude du rôle de la femme dans les différents secteurs industriels, la mission décidera sur les priorités de son intervention. Elle sélectionnera un ou deux secteurs d'intérêt particulier pour les femmes pour établir un programme d'assistance qui inclura aussi le développement de mécanismes appropriés pour faciliter leur participation dans les projets de l'ONUDI.

2) Deuxième phase (analyse des secteurs choisis)

Dans cette phase, la mission étudiera en détail le rôle de la femme dans les secteurs choisis en déterminant les conditions de leur participation, les principaux facteurs qui freinent leur intégration et les possibilités pour stimuler une intégration plus élevée des femmes dans le développement industriel. Cette phase s'appuyera, dans la mesure du possible, plus sur la recherche des données primaires que sur l'étude des sources secondaires. La mission se déplacera aux provinces pour collecter des informations des villes secondaires et zones rurales. L'étude englobera des discussions avec des autorités locaux, représentants d'entreprises etc. Une grande partie du travail

sera consacrée aux discussions avec les femmes mêmes pour se familiariser en détail avec leurs conditions et besoins: avec des femmes déjà employées dans les secteurs en question et avec des femmes non-employées.

Bien qu'il fera partie des responsabilités de la mission de définir, en base des informations déjà collectées, le programme de travail détaillé, l'analyse englobera les aspects suivants:

- Evaluation des données économiques principales des secteurs en question, par exemple les conditions du marché actuel ainsi que le potentiel du marché au niveau local, national et international;
- Analyse du processus de production aux échelles différentes en évaluant en particulier la division de travail et la participation respective des femmes, les technologies utilisées, et les exigences de qualification;
- Etude approfondie du rôle de la femme dans l'industrie, analyse des principaux facteurs qui déterminent la participation dans l'industrie, surtout dans les secteurs en question, en particulier au niveau économique: l'accès des femmes au crédit, la formation des femmes (particulièrement en gestion et en technologie), l'accès à l'information; mais aussi au niveau culturel et au niveau juridique.

3) Troisième phase (établissement d'un plan d'intervention)

Compte tenu des résultats des études ci-dessus, se feront des recommandations spécifiques et s'établira un programme d'action pour promouvoir l'intégration des femmes dans les secteurs sélectionnés. Celui-ci se déterminera de la manière suivante:

- l'élaboration d'un ou plusieurs projets précis conçus pour améliorer les aptitudes et le potentiel des femmes à participer dans la production industrielle, par exemple en facilitant l'accès des femmes aux prêts, à la formation (dans le domaine de gestion et de technologie), l'accès aux technologies appropriées et à l'information.
- faire des suggestions réalistes pour donner une considération particulière aux femmes en tant que groupe cible dans les projets de coopération technique dans le secteur industriel.

La mission élaborera un rapport préliminaire sur ses conclusions qui sera discuté en détail avec les autorités concernées. A l'issue du projet, un rapport concis sera élaboré qui met en valeur des recommandations appropriées ainsi que des documents de projets précis.

Les deux experts, l'économiste industriel et la socio-économiste travailleront en étroite collaboration pour atteindre une considération des aspects économiques, techniques et sociaux dans toutes les activités proposées. Une certaine spécialisation sera établie selon les lignes suivantes.

L'économiste industriel, qui devra posséder une spécialisation dans la domaine de l'agro-industrie et l'expérience dans l'élaboration de projets industriels, sera responsable des aspects économiques et techniques dans les activités à proposer. Il analysera les conditions économiques principales et la division de travail, les technologies utilisées, et les qualifications exigées dans les secteur sous question. Il déterminera la viabilité technique et économique du programme proposé. Il élaborera des mesures d'accompagnement nécessaires, par exemple des programmes de crédit, formation etc.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Addendum to UNIDO project TF/RAF/87/002:

**Managerial and Entrepreneurial Skill Development
for Women Entrepreneurs in Developing Countries -**

**Workplan for Training Programme in Food Processing
Technology for Women Entrepreneurs in Zimbabwe**

Total UNIDO budget: US\$ 96,000 (excl. overheads)

Estimated starting date: OCT/89 Planned duration: 2 months

Backstopping section/branch: PPD/ICFM/WOMEN

Government Implementing Agency:

**Ministry of Community and Co-operative Development and Women
Affairs**

Ranche House College

Small Enterprise Development Corporation (SEDCO)

Background and Justification

One of the most effective means of promoting increased and more equitable participation of women in industrial development is to upgrade women's qualifications. Improving women's entrepreneurial and management skills is an important step in this direction.

The Nairobi Forward-looking Strategies for the Advancement of Women called for innovative approaches to training in support of women's traditional and non-traditional industrial activities. Women who have tried to enter industry in either a managerial or an entrepreneurial role in a developing country have generally been exposed to environmental constraints. This has not only limited the scope of their contribution to the industrialization process but also undermined the productive utilization of a significant human resource that is most needed in developing countries.

Women represent an actual and potential entrepreneurial management force in micro-, small- and medium-scale industry in a large number of developing countries and by tradition assume considerable responsibility in trade and industry. However, education/training facilities for industrial management and entrepreneurial skill development generally neglect the specific problems related to women. Women are not always able to take advantage fully of the available facilities for training in the field of management. They face institutional and attitudinal barriers in their quest for greater participation in the industrial development activities taking place in their respective countries.

Within the framework of its programme for the integration of women in industrial development, UNIDO has developed a training programme for women entrepreneurs funded under a Trust Fund Agreement with the Government of Norway.

In line with UNIDO's approach to increase the number of training programmes open to women by encouraging national and regional training institutions to organize special courses for women, this particular programme has been developed in co-operation with the Pan African Institute for Development, East and Southern Africa (PAID-ESA). This institution covers 15 countries in the region, and is located in Kabwe, Zambia.

Based on a needs and capability assessment it was decided to develop a comprehensive training programme consisting of the following three components: Entrepreneurship, management and technology. Initially it was decided to focus the technology component of the course on food technology, given the strong involvement of women in this subsector.

The training materials for the three components were developed by three different subcontractors, each specialist in their field. PAID-ESA was responsible for developing the management component, while the Cranfield School of Management and the Intermediate Technology Development Group of the UK were responsible for the development of the entrepreneurship and technology components respectively.

The training materials developed were field tested in co-operation with Paid-Esa in Zambia in January/February 1989.

The results of the field test indicate the need for some adaptation and consolidation of the materials and this project document is on a proposed training seminar in Zimbabwe where the training package will be field-tested again after the recommended changes and amendments have been made.

During the field test in Zambia it became apparent that in order to disseminate the programme, a training of trainers workshop should be organized. This workshop is scheduled for September 1989. The objective is to train national trainers (food technology instructors and business/management trainers) in the use of the training package so far developed and to extend and improve the technology component.

After this workshop adaptation and refinement of the material will be carried out, before the material is printed for use in Zimbabwe. The materials will then comprise detailed curricula, a trainers manual, students workbooks, handouts etc. The field-test in Zimbabwe will be the first course in which the complete training package is utilized.

It will be organized in co-operation with Ranche House College together with SEDCO. The target group is women already running their own enterprise or who have shown an initiative towards starting one. The announcement of the course and the selection procedures should ensure that only women with a genuine interest in going into the food processing sector are invited to participate.

Description of the training course

The combination of entrepreneurship training, management skills and technology makes the training package unique. Recommendations from the field test in Zambia indicate that in the future the technology component should be extended and that entrepreneurship should be a more integrated part of the management skill training. These adjustments of the materials will be carried out in connection with the training of trainers workshop by the same organizations and consultants who developed the initial materials.

The duration of the course is six weeks, including a one week break after the completion of the three first weeks. The break will enable the participants to carry out a field study at their homeplace, based on the knowledge gained from the first part of the course. The information gathered during this break will be used for the finalization of the business plans which they will be requested to prepare during the course.

The aim of the entrepreneurship training is to create an awareness of the behavioural attributes necessary in order to start and run an enterprise. It includes an analysis of individual strength and weakness and introduces business skills relevant for small-scale enterprises and an outline on how to prepare a business plan. The personal attributes associated with entrepreneurship are identified, discussed and developed in the context of the "Enterprise Experience", a real micro-business project undertaken by each participant during the course.

The management component provides concrete skills in the fields of marketing, accounting and finance and this abstract knowledge is transferred to the individual business plans in counselling sessions and through the Enterprise Experience.

The technology component will consist of two parts - one theoretical and one practical. The theoretical part will be taught during the course's first week. It will introduce the participants to different food processes and technology options and prepare them for their field studies. After the field study, the training will provide the participants with actual technology skills through experiments and demonstrations.

The training approach for all the components is highly participatory and requires active involvement from the participants. It aims at providing the women with the practical skills and concrete knowledge required to establish a food

processing enterprise. However, in order to ensure the success of the course in the sense that the participants are able to adjust to and meet the demands of the market in which they operate, it is necessary to establish a follow-up scheme to the course.

Description of national counterpart

Ranche House College is a college of adult education which aims at providing opportunities for adults of all sections of the community to study and thereby uplift their standards of living, their awareness of their position in society and their contribution to their society.

Ranche House College has during the past few years undertaken several activities involving women entrepreneurs and has the expertise and experience within this field.

The institution wants to establish a programme for women entrepreneurs and has already built up a network of local trainers. Ranche House College has good relations to national government bodies and NGOs.

The College is registered as a non-profit making organization. It is situated in Harare, Zimbabwe.

SEDCO (Small Enterprise Development Corporation) is a parastatal which operates under the Ministry of Trade and Commerce. Its objective is to encourage development of commerce and industry in Zimbabwe's rural and small towns and the creation of more employment and income generation for the people in depressed areas and the creation of wealth through increased productivity in the small enterprise sector. SEDCO provides loans, management counselling training, information and advice to small enterprises.

When the training course has been carried out once in co-operation with UNIDO and with the assistance of international experts, Ranche House College and SEDCO should be capable of continuing to run similar courses on their own on a regular basis using the training package.

II. The Project - Objective, Outputs and Activities

Development Objective:

Human resource development through upgrading women's entrepreneurial and managerial skills in industrial production.

Immediate objective:

- To enable national training institutions to utilize the training package developed, to provide Zimbabwean women with the necessary knowledge, skills and ability to access resources required to start and operate small scale manufacturing enterprises within the food processing sector.

Outputs:

- Comprehensive training package field-tested and finalized, and adapted to the business environment of Zimbabwe
- Ranche House College in co-operation with SEDCO familiarized with the UNIDO training package and its delivery
- 6 national trainers experienced in conducting the training course for women
- 20 Zimbabwean women entrepreneurs trained in entrepreneurship/management and food processing technologies
- follow-up network established

Activities

All activities should be carried out in line with the recommendations given in the UNIDO Training Manual. The activities will be as follows:

- set up selection criteria for course participants (RHC/UNIDO Consultant) (4.2 months prior to course start)
- announcement of course (RHC) (4 months prior to course start)
- carry out selection (RHC/UNIDO consultants) (1.5 months prior to course start)
- notify candidates (RHC) (1.2 months prior to course start)
- select and invite guest speakers to lecture on tax regulations, legislation concerning small scale enterprises, import/export regulations, special credit lines and other subjects relevant to the course participants. (RHC/SEDCO) (1 month prior to course start)
- invite successful women entrepreneurs to share their business experiences with the course participants. (RHC/SEDCO) (1 month prior to course start)

- prepare field visits aiming at giving the participants a demonstration of food processing technologies in operation (RHC in consultation with UNIDO food processing specialists).
- co-ordination meeting between all trainers, Ranche House College, SEDCO and UNIDO representatives.
- carry out training course according to the following structure:

Week 1: Opening - General introduction. Explain objectives and course outline

Entrepreneurial characteristics, introduction to the Enterprise Experience;
Technical options (theoretical);
Preliminary decision required from the women on product choice by the end of the week.

Week 2: The enterprise experience
Presentation of ideas
Women in business
Marketing aspects
Production planning and costing
Financial aspects (record keeping)

Week 3: Financial aspects
Introduction to business plan
Preparation of field study

Week 4: Field Study

Week 5: Food processing technology training
Raw material selection
Processing technologies
Quality control
Packaging/marketing/labelling
Equipment selection
Legal aspects

Week 6: Preparation and finalization of business plan, presentation.

Inputs:

Counterpart contribution in kind:

- use of lecture halls
- use of audio-visual teaching equipment
- Co-ordination services
- Secretarial services/administration/communication costs
- Transport on site
- Transport to/from Management Training Bureau

UNIDO inputs:

- boarding/lodging 20 participants Management Training Bureau and at Ranche House College	BL 33-00 US\$ 12,000
- in-country travel participants	BL 33-00 US\$ 1,000
- stationary costs	BL 34-00 US\$ 3,000
- field visits	BL 33-00 US\$ 2,500
- training specialist to have overall responsibility for co-ordination and preparation	BL 11-50 US\$ 25,000
- 6 national trainers (3 management/3 food processing trained in workshop in Lusaka)	BL 17-00 US\$ 12,000
- 2 international experts in food processing technology.	BL 11-50 US\$ 15,000
- international training specialist, entrepreneurship/management	BL 11-50 US\$ 16,000
- sundries	BL 51-00 US\$ 2,000
- Headquarters travel	BL 16-00 US\$ 7,000
- honorary fees external lecturers	US\$ 500

Total: US\$ 96,000

To ensure genuine interest of participants each participant will be required to pay a Z\$ 20.00 registration fee.

III. Reporting and evaluation requirements - expected follow-up

To secure the success of such a training course, it is necessary to follow up the course participants. The host institutions should establish a file for each participant and offer a counseling or advisory service to the women after the course - if the host institution lacks a country-wide network it should co-operate with NGO's/PVO's. The participants should be requested to report to the host institution every six months and field visits should be arranged. If feasible, there should be a follow-up seminar arranged a year after the training course.

Technical Skill Training Programme for Women Supervisors
and Managers in Textile Industry

The contribution of women to the industrialization process of their countries is a vital element in the overall economic and social development. They have emerged as a major industrial workforce. However, the overwhelming majority of them, particularly in Asia, is limited to a narrow range of low skilled jobs with poor career structures. Yet a major trend in manufacturing employment is the declining importance of manual skills in the overall production process. The adoption of new production techniques significantly alters the organization and nature of work in industrial enterprises. In general these new techniques are predicted to have the following impacts on manufacturing jobs:

- a) The proportion of managers, engineers and technicians is expected to increase;
- b) The proportion of unskilled and semi-skilled workers and crafts people is expected to decrease;
- c) These changes are likely to take place amidst a general decline in manufacturing employment resulting from the labour replacing effects of new technology.

A vast number of women is employed in precisely the areas that are vulnerable to displacement. Training opportunities for women in industrial production skills are insufficient and largely limited to traditional occupations. Existing training programmes do not fully take into account the special needs and interests of women. It is therefore important to develop programmes to increase the number of women capable of assuming managerial positions so that they can compete for declining employment on an equal footing with men.

It is one of the programmes of UNIDO to increase the number of training programmes open to women particularly through encouraging training institutions to organize special courses for women and to enhance the quality of training opportunities available to them. UNIDO therefore endeavours to develop complete training packages that will lead to training opportunities for women enabling them to reach middle management positions in industries which predominately employ female labour. These training packages should include:

- complete curricula
- teaching aids and instructional material
- trainers manuals
- students workbooks.

It is proposed to develop training courses for women within the textile sub-sector and at a later stage within the electronics industry and possibly also in general electronic data processing.

Proposed target countries: China, Indonesia, Philippines, Thailand, Malaysia

Proposed activities:

1) needs assessment (identification of national counterpart institutions and of specific target group needs)

2) development of training package

3) field test of training package and adaptation as appropriate

Estimated cost: approximately US\$ 350,000 per package

Local Production and Dissemination of Improved Cereal Processing
Equipment - Pilot Project

Project outline

An absence of careful consideration in the choice of technologies has contributed considerably to the failure of a great many technical assistance projects. Development must take into account traditions in the division of labour, village leadership, disposition of income, attitudes toward credit, etc.

The project proposed aims at overcoming the problems described. Its objective is to contribute to the development and local production of technologies appropriate to women's needs and traditional working habits, and to ensure women's access to these technologies and to their long-term benefits. The strategy of the project will be two-pronged, ensuring that technical assistance avoids the pitfalls mentioned above, and that the plans for distribution and use conform to the socio-economic considerations which have been stressed.

To this purpose, technologies developed or disseminated in the region will be evaluated as to their appropriateness to women's needs and means, new improved equipment will be designed and tested, and a local production capability be developed and promoted, by including local artisans. As chores related to cereal processing represent a major activity of women in West Africa, transformation of cereals will constitute the priority sector for intervention: The first activity will be to develop improved prototypes of a locally reproducible motor-mill, of an animal-drawn mill and of a dehuller: This choice is due to the fact that hulling and grinding of grains can be considered as most strenuous tasks in cereal processing which consume several hours of women's daily work. Discussions with village women have shown that in the Sahelian region mechanization of milling constitutes their very first priority. Mechanization of dehulling follows, which depending on nutritional habits, may in some regions even be preferred. The parallel development of a motor- and an animal-drawn mill has been recommended by the exploratory phase with a view to providing technological solutions adapted to different conditions.

In order to make these technologies accessible to women credit will be provided. The project will elaborate and field-test a system for a revolving fund which is adapted to women's economic conditions and close to traditional savings structure. The development of appropriate support measures and organizational schemes will constitute another priority of the project. This will comprise guidelines for the careful choice of villages, training of owners and operators, and a maintenance and repair system, all taking full account of socio-economic conditions and traditional structures prevalent in the region.

The pilot-phase has the purpose to develop and field-test the referred prototypes and concepts for dissemination.

Once demonstrated the full acceptability, technical viability and competitiveness of these technologies, local production and dissemination of equipment will be promoted during the follow-up phase in all countries concerned.

During the follow-up phase existing workshops will be assisted to initiate production. This will comprise short-term technical assistance, as well as a start-up credit (to complement equipment, if necessary, and acquire raw material). A regional division of production could be envisaged where each country involved would specialize on the fabrication of one specific type of equipment, thus contributing to higher economies of scale. Spare parts for all types of equipment would, however, be produced in each country, desirably by local artisans, who will also ensure maintenance and repair.

The dissemination structure (obviously at a much larger scale than during the pilot phase) will comprise regular training seminars for artisans and technicians and a decentralized maintenance and repair structure, training of 'monitrices' who ensure support and follow-up in the dissemination areas. Training of operators and owners will be institutionalized at a local level through decentralized Government institutions as well as technicians and 'monitrices' involved. At the same time a distribution of equipment through other donor projects will be encouraged to achieve higher economies of scale and increase the benefits of the women users. Care should be taken, however, that the principles of careful support and follow-up will be observed.

It is important that during this phase follow-up to the dissemination sites of the pilot phase be ensured, and a continuous evaluation of experience undertaken. This will permit to present eventually arising problems already at an earlier stage. If funds can be made available the work at the project workshop should be continued and other equipment be evaluated and improved prototypes designed.

The pilot phase will be characterized by the following institutional arrangements:

The intervention will initially be concentrated in the Sahelian zone, because of similar characteristics with regard to crops patterns and cereal processing habits and the need to focus on a limited number of equipments. While in Burkina Faso, Mali, and Niger millet and sorghum (followed by maize and rice) form the essential basis of nutrition, in Togo cassava and yams play the major role in basic consumption, and production of "gari" is the predominant activity in food processing.

Mali has been selected as project "head quarter". The project will be attached to the workshop E.MA.MA. ('Entreprise Malienne de Maintenance'), till recently recipient of a joint UNDP/UNCDF/UNIDO assistance. It is located at Sikasso in the South-East of Mali (close to Bobo-Dioulasso, the second economic centre of Burkina Faso).

The equipment produced will, however, not only be disseminated in Mali (in the area of Sikasso) but also in Burkina Faso (surroundings of Bobo-Dioulasso and Banfora). This will permit a simultaneous test of the acceptability of the technologies and the dissemination scheme in these two countries. It will also provide a better basis for further dissemination of prototypes and concepts developed during the follow-up phase.

Following Government institutions are foreseen for co-operation:

E.MA.MA. has been created in 1976 with the assistance of UNIDO and the People's Republic of China. It was mainly concerned with maintenance and repair of trucks and agricultural machinery. Since 1983, it has been successfully producing among other metallic components water pumps of excellent quality and reliability at a competitive price, which are also exported into neighbouring countries. Thanks to a number of technical assistance projects E.MA.MA. now disposes of equipment adapted to all requirements and of very well trained staff. Main reasons for selecting E.MA.MA. as project site are the following: within the Sahelian target countries it is a workshop which is best equipped for and fully capable of both prototype development and series production; in addition to its excellent technical capacity it also disposes of a design office which permits all computer-based simulations and calculations, as well as of a small training and demonstration centre equipped with didactic material and audio-visual devices; the strategic location of the workshop close to the important economic zone of Bobo-Dioulasso in Burkina Faso also permits a parallel dissemination of prototypes in these two countries.

To permit full utilization of the workshop installations and labour force by the project and to ensure technical support, a subcontract will be concluded with E.MA.MA. The contract will cover both prototype development and batch production. As soon as series production will be initiated, the activity is expected to be self-supporting, and revenues from commercialization will cover the production expenses.

In Mali, the project will for the technical component closely co-operate with the 'Division de Machinisme Agricole', DMA, under the supervision of the 'Direction Nationale du Génie Rural' within the Ministry of Agriculture. The DMA is

responsible, via the CEEMA ('Centre d'Enseignement et d'Expérimentation du Machinisme Agricole') for testing all agricultural equipment to be introduced in Mali, for developing and adapting of prototypes and for training of users. Final elaboration of prototypes will be carried out in consultation with this institution.

The 'Direction Nationale de l'Action Coopérative', DNACoop, under the supervision of the 'Ministère de l'Administration Territoriale et du Développement à la Base' will be the counterpart for dissemination. The DNACoop is responsible for promoting co-operatives and "tons villageois" (village associations) and for introducing the principles of co-operation in the rural and urban environment. It has a decentralized structure at the level of regions, 'cercles' and 'arrondissements' (through the 'agents techniques de l'Action Coopérative'). A section for promotion of women exists within the frame of DNACoop. In co-operation with a volunteer organization it disseminates village mills in different regions of the country, and disposes thus already of experience in this field.

In Burkina Faso, co-operation is envisaged with the CRPAR ('Centre Régional de Perfectionnement d'Artisans Ruraux') in Bobo Dioulasso, and with the 'Direction de la Promotion de la Famille' within the 'Sécrétariat d'Etat à l'Action Sociale' under the 'Ministère de la Santé et de l'Action Sociale'.

The CRPAR is an artisan training centre with its two main branches located in Ouagadougou and Bobo-Dioulasso, and 8 smaller ones in other regions. 15 artisans are trained each year over a seven-month period both in Ouagadougou and Bobo-Dioulasso. Courses are given, among others, in blacksmith skills, motorcycle maintenance, maintenance and repair of single cylinder diesel engines and motor-driven mills; follow-up in basic administration is provided to the artisans. The CRPAR located in Bobo-Dioulasso could play a role for the training of artisans in production skills, maintenance and repair.

The 'Sécrétariat d'Etat de l'Action Sociale' is foreseen to be the Government counterpart for the socio-economic component. This organism is very active role in promoting the economic and political integration of women, and could actively support the project in this regard. Its structure is decentralized at province and department level; facilitators work, according to need, in various villages. It also co-operates closely with the 'Union de Femmes Burkinabè', UFB. The UFB, which has a very decentralized structure all over the provinces, departments and villages, has only recently established a secretariat at national level. It is now charged to co-ordinate, in co-operation with the Ministries concerned, all activities for the promotion of women.

In Niger, focal points for co-operation will be in particular the 'Union National de Coopératives', UNC, and the 'Secrétariat d'Etat de la Condition Féminine'. The UNC is responsible for organizing co-operatives and village associations, and disposes of a very decentralized structure. Also, as small section for the promotion of women exists. At the same time, it supervises the four main workshops of Niger: ACREMA in Tahoua, UCOMA in Zinder, C.DARMA in Dosso, AFMA in Niamey, and will thus be a valuable counterpart both for the technical and socio-economic component.

The 'Secrétariat d'Etat de la Condition Féminine' is closely linked to the 'Association des Femmes de Niger', AFN, a mass organization with a decentralized structure up to the village level.

At regional level, a co-operation with the 'Programme Régional de Promotion des Céréales Locales au Sahel' (PROCELOS) within the 'Secrétariat Exécutif du CILSS' (Comité Interrégional de Lutte contre la Sécheresse) is foreseen. PROCELOS is an initiative to promote the consumption of local cereals and to redress imports. As first step within this programme, a working group, composed of French and Senegalese institutions active in the field of appropriate technologies, undertook a mission to Senegal, the Gambia, Burkina Faso and Mali to review initiatives and achievements in this field. One of the basic objectives of this programme is to promote better co-ordination and flow of information between these initiatives. Obviously, the work of that mission constitutes an important information base for the present project and close co-operation will be established.

Executing agency

The project will be implemented by the United Nations Industrial Development Organization, UNIDO. It will be jointly backstopped by the Engineering Industries Branch and the Unit for the Integration of Women in Industrial Development.

UNIDO is mandated by several General Conference decisions as well as by the "System-Wide Medium-Term Plan for Women and Development" and the "Nairobi Forward-Looking Strategies" to take feasible measures to facilitate the integration of women in the identification, formulation, and implementation of technical co-operation activities. Within this mandate it attaches particular attention to small- and medium-scale industries, human resource development and food processing/agro-industries. Main emphasis has been given to developing food processing technologies appropriate to women's needs with a view to alleviating women's daily chores and contributing to the development of income-

generating activities. In this effort, the Unit for the Integration of Women in Industrial Development has been joining forces with different sections in UNIDO, such as the Engineering Industries and the Agro-Industries Branch.

In consultation with UNIFEM, UNIDO (the Women's Unit in consultation with the Engineering Industries Branch) proposed as guiding principle of the present project to "valorize" workshops which have been established with UNIDO assistance to the benefit of women. An exploratory mission was fielded which was instructed to survey activities carried out and technologies used by rural women in these countries, and to propose improvements in the design of tools and implements currently in use. It was stipulated that design improvements must be reproducible at the local level, and that the new tools must be affordable and acceptable to the women users. Local production facilities/workshops were to be identified and evaluated as to their ability to manufacture improved tools.

The technical component of the project will be supervised by UNIDO's Engineering Industries Branch. This Branch has, among others, established through technical assistance projects financed by different sources a series of mechanical workshops for prototype and series production in various African countries and has thus contributed considerably to the building up of a national production capacity in the field of agricultural machinery, food processing equipment and water pumps, etc. Among these workshops is also the one foreseen as project site in Mali: E.MA.MA., which has been selected because of its capacity in both prototype development and series production.

The Unit for the Integration of Women in Industrial Development, in charge of the sociological component and the overall monitoring, puts special emphasis on appropriate technologies for women. Various smaller and larger projects have been developed and are under implementation in this field as well as a training module on appropriate food processing within a training programme for women entrepreneurs. Within the Unit, one staff is responsible for co-ordinating all activities in the field of appropriate technologies as well as for data collection and liaising with technology institutes.

OBJECTIVES

A. Medium-term goals (developmental)

Development, testing and introduction of appropriate food processing technologies with a view at alleviating women's daily chores. These technologies have to be appropriate and adapted to women's needs and means, and women's access to the equipment and to its long-term benefits has to be ensured.

B. Short-term objectives (immediate)

1) To develop improved and adapted prototypes for local production of a grinding mill with motor-drive, of an animal-drawn mill and of a dehuller for millet, sorghum and rice, taking full account of women's needs and working conditions in the field of cereal processing.

2) To design and field-test a dissemination strategy appropriate to local structures, including the design of a revolving fund in order to make technologies alleviating women's work available to the women beneficiaries; and to develop and test appropriate support measures and organizational schemes, such as training, maintenance and repair, etc., which will ensure the long-term functioning of the technologies introduced.

3) To define detailed procedures for the next project phase, during which the technologies tested/improved/developed should be produced and disseminated on a large scale in the target countries.

INTEGRATION OF WOMEN INTO THE AGRO-INDUSTRIAL DEVELOPMENT
PROCESS: SOLAR DRYING OF FRUITS AND VEGETABLES

SENEGAL

An exploratory mission visited Burkina Faso, Mali, Niger and Senegal, in 1987, to look at raw materials and local structures for developing and setting up solar drying centres. As a result of the mission, a project proposal was developed with the two primary objectives described below:

a). Orientation and organization of the activities of women in the agro-industrial production sector, which is considered to be well suited to women and to the local mentality;

b). Utilization of a free source of energy, such as solar energy, to transform highly perishable products such as fruits and vegetables and to stabilize these products so as to provide commercial possibilities. The fact that African women are traditionally dedicated to the production of fruits and vegetables facilitates their participation in a project which should augment their revenues by giving a commercial value to their primary work. At the initial stage of development, the project will aim to recoupe the surplus vegetable production which cannot be sold at high season to transform it into products which can be sold year-round. One can estimate that during the initial trial stage, the project will function at a level and with methods of an artisanal type. This same system will evolve (thanks to the experience and the results gathered from different activities of the project) towards the organizational forms and techniques which are more clearly agro-industrial. Such an evolution will be made possible by experience on the ground, optimized by the interjection of results from research and development which will be carried out at laboratory level.

The project will be undertaken initially in Senegal with a scope of expansion of the project to three other CEAO countries at a later stage, i.e., Niger, Burkina Faso and Mali. The project depends on a two pronged approach; one is to develop and launch the drying operations on the ground, aiming primarily to assure the organizational and commercial success of the initiatives, and the other aims at developing a design for a prototype model (at a technological level as well as an economic and commercial level). The project will have a duration of three years, split into two phases: 1) a preparatory phase of six months duration to provide the preliminary organization of activities on the ground, as well as to elaborate details for follow-up activities at sites and at the international level, and; 2) a developmental phase, two and a half years in duration, which is itself divided into three stages: a first start-up phase, a second stage to develop models to transfer to the ground, and a third to place models into operation.

1. Development and Launching of the Drying Operations

- a) Constitution of one or more drying centers producing for commercialization on a trial basis. The centers will be located in zones which are most important in fruit and garden production, assuring that resupply is varied and regular during the course of the year;
- b) Development of trial models, with a view towards perfecting models through experience acquired on the ground during the start-up phase and the application of measures developed accordingly;
- c) Launching of a model or models which are perfected to the extent possible, and creation of a peripheral network of drying units inspired by the trial model.

2. Analysis and design for Prototype Model

- a) Technological studies to perfect more appropriate drying techniques (e.g. pre-drying aimed at safeguarding the quality of the finished products, direct solar drying, indirect solar drying, artificial back-up drying) as well as treatment techniques before and after drying; in the same category also are research and perfecting of the products produced;
- b) Engineering studies, covering the research and design of equipment and schemes for industrial installation;
- c). Economic analyses implicated in production (costs of production, economies of scale);
- d). Market studies, especially of international market conditions;
- e). Training activities and assistance at drying centers;
- f). Collection, elaboration and storing of information and experience as preparation for an information programme to be used in a software project.

ORGANIZATION1. Organization of Counterparts:

At the purely technological level, the contributions of ITA (Institute of Alimentary Technology) and of CERER (Center for Study and Research of Renewable Energies) respectively for that which has to do with alimentary technology and solar energy are foreseen.

In Senegal, the counterparts will be represented by the Ministry of Industry and an official women's organization.

5.2 UNIDO participation and inputs

UNIDO participation will take the form of contributions of differing natures, among them:

- a). Long-term technical assistance in the form of CTA and a team of international experts who will be responsible for promotion of women's participation in acquiring appropriate solar drying;
- b). Interstitial technical aid to address specific technological problems, commercial or otherwise, which will complement the studies and/or the individual consultants;
- c). Training of users at Dakar and on the ground;
- d). Furnishing of equipment and materiel for the installation of the dryers;
- e). Setting up a revolving fund to start-up commercial operations at the drying centers;
- f). Various and sundry eventualities.

The total estimated cost for the whole project duration (three years) will be US\$ 700,000. In case of expanding the project to three other countries, i.e., Burkina Faso, Mali and Niger, as it is foreseen, approximately US\$ 2 million will be required depending on the conditions of the co-ordination and net-working for the project activities among the four countries involved.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATIONProject document

Title: Transfer of Malian Shea Butter Press to Guinea,
Pilot Project

Number: TF/GUI/.../...

Country: Guinea

Total UNIDO budget
(excl. support costs): US \$100,000

Estimated starting date:

Planned duration: 5 months

Backstopping section/branch: IO/T/AGRO (PE code: J13100)
in co-operation with: PPD/SPA/WOMEN (PE code: E04300)

Government Implementing Agency: Ministère de la Condition
Féminine

Official Government request:

Date:

I. BACKGROUND AND JUSTIFICATION

(a) Background

In April 1987 an exploratory mission, composed of an economist and a sociologist, visited Guinea Conakry to analyze the situation of the Guinean women in the artisanal and industrial production. Shea-butter production was identified as one of the most important activities and sources of income of women, particularly in the region of Haute-Guinée, the main shea-tree area. Another important activity is soap-production which is often carried out in conjunction with shea-butter production.

The shea- or karité-tree is a very common tree in the savanna belt of West Africa, in the South of the Sahel and in the North of the Guinean zone, it is, however, not grown in plantations. The fruit of the shea-tree - the shea-nut - contains a seed whose fat content ranges from 32 to 54%. The fat derived from the shea-nut - the shea-butter - constitutes a very important nutritional ingredient. The production of shea-butter is the exclusive responsibility of women. Apart from being an essential basis of the daily nutrition of the family, the sale of the shea-butter represents one of the main sources of income for the village women.

The mission stressed particularly the time-consuming and strenuous character of the production process and recommended to urgently provide technical assistance in order to upgrade the traditional production technique.

The traditional production technique as described by the mission is as follows: The nuts are collected during the rainy season from June to July. During the dry season the nuts are first boiled and then layed out in the sun for one month. They are then shelled, cleaned under water and pounded. The crushed nuts are left for three days in the sun and then pounded again to obtain a paste. This paste is put in a basin of water and kneaded. It is left for one or two hours and the brought in basins to the river. The women stir the mixture to make it lather, collect the lather and separate the residues which will be used for the fabrication of soap. After that they make the lather boil, stirring continuously, and collect the oil which comes to the surface in another basin. They stir until solidification, and form the butter obtained to a round ball.

According to estimates done by GATE in Mali, it takes the women approximately 50 hours to process about 7 kg of butter from 30 kg nuts. Furthermore, relatively large quantities of precious fuelwood and water are used for the traditional production process.

The German Association for Technical Co-operation (GTZ) in its service for Appropriate Technology Exchange (GATE) has developed in co-operation with the Royal Tropical Institute, KIT, the Netherlands, a new labour-saving technology for the extraction of shea-butter. In a two-year research and development phase in Mali, a press for shea-butter processing was developed. The press is powered by a commercial hydraulic 30 t jack that has been somewhat modified for continuous operation. The jack enables the women to apply the great pressure required to extract the fat from the shea-nuts.

The production process with the press is organized as follows: The shea-nuts are crushed into a coarse powder. In order to receive the maximum yield, the powder is heated in a vessel to 100 degrees Celsius. For this purpose, a new wood-saving stove has been developed. It consists of a fireplace to heat the powder and of a pot to keep the powder warm. The receptacle of the press is filled with hot powder. The fat is pressed out of the hot material in the form of liquid oil, a process that takes approximately 15 to 20 minutes. Below 40 degrees Celsius the oil sets as butter. The residues can be used as fuel.

Experience gathered in Mali shows that per day approximately 59 to 80 kg shea-nuts can be processed with the press. With the traditional processing technique, several women would need 2 to 3 days for the same quantity. Using the press the yield is about 30 to 35%; with an additional pressing, it can even be increased to about 45%. Of particular importance is the fact that the new processing technique requires almost no water nor wood since the remaining pressed material can be used as fuel.

In Mali shea-nut presses have in the meantime been installed in more than 50 villages. They have also been transferred to a number of other West African countries, both by the GTZ and by other organizations.

The shea-butter press has meanwhile proved to considerably alleviate women's work and to contribute a sizeable amount to the generation of income for women. From a socio-cultural point of view, it has to be pointed out that the traditional production process remains to a high degree unchanged and that only part of it is mechanized. This has facilitated considerably the acceptance of the new technology as it does not affect traditional structures, in particular the traditional organization of the work process. A further important advantage of the press is the fact that a great part of the equipment can be produced locally. In Mali the presses are manufactured in a local metal workshop in Bamako. Only the hydraulic jack has to be imported. Its maintenance and repair, however, can also be done locally. No motor, normally the most vulnerable part of comparable technologies, is needed. Furthermore, it should be mentioned that the press can also be used for the extraction of other oils apart from shea-butter. This can constitute the basis for a diversification of production.

(t) Justification

Following the recommendations of the mission and according to the positive experience made with the shea butter press introduced to Mali, a transfer to Guinea has been proposed to the Government and has been fully accepted by the Direction Générale de la Condition Féminine. As a first step three Guinean persons participated -- sponsored by UNIDO -- in a training workshop in the utilization of the press which was organized by GATE in April 1988 in Ouelessebougou, Mali.

It seems however to be most advisable to first pilot-test the press in three villages before wider dissemination. Only if it shows that this technology is transferable to Guinean conditions - taking into consideration economic, environmental and climatic, social and cultural aspects - a strategy for further introduction of the press should be developed. As the processing technique in Guinea varies from the Malian, it is absolutely necessary to evaluate first, if a real improvement of the yield and the work process can be achieved through the introduction of the press. The first, pilot-test phase should at the same time be used for a careful preparation of the next step, dissemination, which has to include the establishment of adequate maintenance structures, of extension services, and of the production capacity etc. A preparatory assistance project would serve thus:

- (1) to field test the transferability of the press in a village environment, particularly its acceptance by the rural women, and its appropriateness in view of climatic and environmental conditions;
- (2) to evaluate the local soap production and identify possibilities for upgrading;
- (3) to evaluate the feasibility of wider dissemination, particularly with regard to availability of sufficient raw material, to demand structures, and to identify possibilities for a local production of the press;
- (4) if the transfer proves to be feasible, to elaborate a project for further introduction of the press, outlining a programme for dissemination, the establishment of adequate maintenance structures, marketing structures, organizational schemes, and establishing in co-operation with UNIDO project DP/GUI/82/009 a programme for the local production of the press.

This preparatory phase will be carried out in Haute-Guinée, where shea-butter production is most common. The pilot-test has to be carried out in three near-by villages in a radius of not more than 50 km to facilitate the monitoring of the field test and the establishment of adequate maintenance structures.

The following aspects will have to be taken particularly into consideration during the preparatory phase:

1. Organizational structures

Several years of experience within the GATE project in Mali proved the viability of selling the press to the village for their collective ownership. This structure has permitted the widest possible spread of benefits to village women. Individual ownership on a commercial basis would make women who used to earn their own money through independent economic activities dependent on a monetary service.

The villages have to cover a certain amount of the price of the press, partly non-monetary costs, such as construction of the press house. Initially the villages had to pay about half the price of the press; this was subsequently increased in order to reduce market distortions arising from over-subsidizing.

The establishment of internal organizational structures for the utilization of the press (access, schedule of utilization, etc.), for administration and for maintenance is one of the crucial elements in the dissemination of the press. Particularly important is the establishment of a fund to finance maintenance and repair of the press. Experience shows that these structures are normally based on traditional structures prevalent in the villages. Though these structures may vary considerably from village to village, a careful adaptation of the structures related to the utilization of the press to traditions will normally prove to be most successful. The decision on the structures should be taken by the village, a process which however will need to be supported and facilitated. In this respect the role of national facilitators (monitrices) is very important and a most careful preparation and training of the national personnel will be essential.

2. Maintenance Structures and Local Production Capacity

Experience of a considerable number of appropriate technology projects indicates that structures guaranteeing proper and continuous maintenance and repair represent another crucial factor in the success of projects. The failure of a number of technology projects is due to the omission of adequate maintenance structures and to the unavailability of spare parts for the foreign-produced equipment.

At least initially, more complex repairs will have to be guaranteed at a central project level. However, the project should enable as soon as possible national workshops to carry out all related maintenance and repair operations, and should also aim at establishing a national production capacity. Equally important is, however, the capacity at village level to carry out routine maintenance and repair. It has to be borne in mind that

in the long run the users of the press have to become independent from the project support.

It should be investigated whether not only local technicians but also the women users themselves can be trained in the maintenance of the presses. The training of local male technicians or village officials proved not seldom to prompt failures, such as when men holding a high position in the community but facing at the same time too many commitments were chosen. In other cases the men left the village when they could not earn sufficient income on the basis of repair services, as the machines do not break down every day. It has to be taken into consideration that young men are more prone than women to leave the rural areas looking for other opportunities.

The development of an adequate maintenance system for the shea-butter presses will be carried out in close co-operation with UNIDO project DP/GUI/82/009 - "Centre pilote d'entretien et réparation des équipements industriels" - which is establishing a mechanical workshop. In co-operation with this project technical personnel (staff of project and national technical, either national project staff or local technician) will be trained in Mali in the maintenance and production of the press. They will then transfer the maintenance scheme and the production knowledge, and train local personnel (in the project region). Additionally, this technical personnel will co-operate in outlining a programme for the local production of the press in the second project phase, if the first phase is successful. The workshop established under project DP/GUI/82/009 has already expressed its capacity and interest for the production of the press.

3. Marketing structures

The sale of shea butter is one of the most important sources of income for rural women. However, in marketing their produce, the women depend on middle-men to whom they sell the shea-butter in local markets. As the women do not possess any transport facilities and have no access to large-scale customers, the intermediary traders can easily gain a considerable part of the profit. The women's control of their sales is also hampered by the lack of skills in even basic book-keeping. A further disadvantage is that the intermediary traders have scales at their disposal and the women do not. This makes fraud not unlikely.

This shows that women do not sufficiently control the marketing of their products. They are in a disadvantaged position with regard to the distribution of profit. Furthermore, though it does not seem likely in this case that the production process will be taken out of women's hands as a consequence of mechanization (which often happens), the risk exists that the marketing, and with it a high portion of profit, might be taken over by men.

It will be essential that these structures and the mentioned tendencies are taken into consideration by the project and that activities suitable to guarantee the women higher benefits be elaborated. Instruction of women in basic marketing is fundamental and it should be considered to make scales available to women. Furthermore, it should be investigated which measures could guarantee the women a better access to more profitable markets.

4. Diversification of oil extraction and improvement of soap production

It has been shown that shea butter presses can also be utilized for the extraction of oils other than shea butter. Tests have been carried out in Mali showing that the following plant oils can be extracted: Mana, N'tongue, Bagani, Zéhané (Malian names); the existence of these or similar plants in Guinea needs of course to be investigated. The diversification of the production proves to be of particular importance in those years with a lower shea nut harvest ("good" shea nut years occur only every 3 to 5 years). It should be taken into consideration, however, that the Malian shea press has been specifically developed for shea-butter extraction, and should not replace other technologies for the extraction of other oils. This should be considered only as complementary.

The oils mentioned above as well as shea-butter are being used for the production of soaps. The introduction of the press can also contribute towards upgrading the traditional soap production. On the other hand, it has to be evaluated whether the introduction of the press changes the traditional process of soap production for which residues of shea-butter production are being used. A soap expert can facilitate this adaptation and can at the same time evaluate the possibilities for an improvement of soap production on the basis of locally available raw materials and can identify activities for further assistance.

II. THE PROJECT

(a) Project objective

To validate the technical and economic viability of the shea butter press in use in Mali by production and marketing on pilot plant scale, and to elaborate a project for propagation of the press if practical.

(b) Outputs

Output 1

Field test of the GATE shea butter press in three villages, evaluating its acceptance by rural women, and its transferability to Guinean conditions (evaluation at village - micro - level).

Output 2

Feasibility study of improved soap production and specific proposals for upgrading.

Output 3

Feasibility study on perspectives for wider dissemination of the press, including evaluation of the existence of local structures to guarantee local maintenance and production of presses, the analysis of market structures and of the feasibility of an improvement of the soap production (evaluation at regional - macro - level).

Output 4

A project document for further introduction of the press (if proven feasible), including the detailed elaboration of activities for the establishment of a programme for assistance to workshops in order to permit local production and maintenance of the press, support measures for assistance in marketing, establishment of organizational schemes, and assistance in improved soap production.

(c) Activities

Activities for output 1

To be completed by:
(month after project start)

month 1

1.1 Evaluation of traditional production process in the area selected for the pilot project (division of work, utilization of mills, if any); analysis of organizational structures, social infrastructure and analysis of existing support structure and advisory services (persons or institutions involved in carrying out this activity: CTA)

month 1

1.2 Provision of detailed information to suitable villages on the new technology and organizational schemes related to the introduction of the shea butter press (own financial contributions, etc.) (CTA)

month 1

1.3 Decision of villages on the introduction of the new technology; final selection of three appropriate villages (villages/CTA)

month 1

- 1.4 Identification of appropriate site for press/construction of house for the press (CTA/Village)

month 1

- 1.5 Construction of special heating unit (stove) in the "karité house" (utilizing locally produced stones) (Village/CTA)

month 1

- 1.6 Selection and training of facilitators and advisers (monitrices) (village/CTA)

month 2

- 1.7 Selection of a technician and training of the technician in Mali (Workshop/GATE)

month 2

- 1.8 Installation of the press in the villages by Malian specialists (Malian technician)

month 2

- 1.9 First test of the equipment (Malian technician)

month 3

- 1.10 Training of the village women in the improved shea nut treatment and in the utilization of the press (Malian Experts/CTA/Monitrices)

month 2

- 1.11 Discussion of appropriate organizational structures for the utilization of the press, distribution of responsibilities, within villages, financing schemes to be introduced in order to ensure savings in order to guarantee expenditures related to maintenance (village/CTA/Monitrices)

month 3

- 1.12 Identification of local/regional infrastructure for maintenance and repair of press, training (Technical personnel/Workshop/CTA)

month 4

- 1.13 Introduction of organizational structures (village/CTA/Monitrices)

month 4

1.14 Instruction in marketing of shea butter (CTA)

month 4

1.15 Training of village population/local technicians in repair and maintenance (technical personnel/CTA)

month 4

1.16 Evaluation of pilot project: discussion/evaluation of acceptance of new technique, evaluation of the efficiency, evaluation of maintenance structures (all experts)

Activities for output 2

To be completed by:

month 3

2.1 Tests for the extraction of oils other than shea butter, evaluation of yield and economic viability (soap expert)

month 3

2.2 Evaluation of the traditional soap production techniques (soap expert)

month 3

2.3 Evaluation of changes in the traditional production technique through the introduction of the press (soap expert)

month 4

2.4 Development and introduction of methods of improved soap production (soap expert)

month 4

2.5 Evaluation of acceptance/efficiency and perspectives for further propagation

Activities for output 3

To be completed by:

month 4

3.1 See 1. 16

month 4

3.2 Study of availability of raw material in the region of Haute-Guinée (CTA)

month 4

3.3 Study of markets for shea butter and soap on a local and regional level, evaluation of structures for distribution and marketing of shea butter and soap (CTA)

month 4

3.4 Evaluation of capacity for maintenance, repair and production of presses in the region (technical standard, raw materials, repair and maintenance system of local workshops) (Technical personnel/Workshop/CTA)

month 4

3.5 Discussions with counterpart and Government authorities about further assistance (CTA)

Activities for output 4

To be completed by:

month 5

4.1 On the basis of output 1 and 3 elaboration of all required activities for a project for further propagation of the shea butter press on a regional level (CTA)

month 5

4.2 Elaboration of all activities required for the establishment of adequate maintenance structures (CTA/Technical personnel/workshop)

month 5

4.3 Establishment of a programme for local production of presses (Technical personnel, workshop project)

month 5

4.4 Outlining all activities necessary for guaranteeing women better market access and a higher portion of profits (CTA)

month 4

4.5 Establishment of all activities related to the building up of an improved soap production (Soap expert)

4.6 Discussion with Government authorities (CTA)

(d) Inputs(i) Government Inputs

The Government will provide internal transport facilities, office facilities and secretarial support.

(ii) UNIDO Inputs

Post Title	Total w/m	
11-01 1 CTA, shea butter press expert	5	45,000
11-51 1 soap expert	2	20,000
11-52 1 engineer (from workshop project)	1,5	7,000
11-53 Malian technician	2	6,000
17-01 National technician	4	8,000
17-02 Local facilitator (monitrice)	4	4,000
15-00 Project Travel		3,000
42-00 Three presses, produced in Mali		5,000
51-00 Sundries		2,000
99-99 Project Total		100,000

III. REPORTING AND EVALUATION REQUIREMENTS. EXPECTED FOLLOW-UP

The project will prepare a short "project evaluation report" in accordance with UNIDO guidelines. This should be available at Headquarters before operational completion of the project.

FONDS DE DEVELOPPEMENT DES NATIONS UNIES POUR LA FEMME

UNIFEM

DOCUMENT DE PROJET

Date: 21 Septembre 1988

Titre du projet : Assistance à la diffusion de foyers améliorés

Pays vise : Madagascar

Durée : 24 Mois

Date envisagée pour le commencement des opérations: Janvier 1989

Organisme demandeur : ONUDI

Organisme chargé de l'exécution: ONUDI

Personne à contacter : Mme B.Chambalu/Mme L.Camara

Adresse : P.O. Box 300, A-1400 VIENNE (Autriche)

Organisme participant au projet : MIEM - Ministère de l'Industrie, de l'Énergie et des Mines

Contribution demandée à l'UNIFEM: 450 000 dollars des États-Unis

Fonds de contrepartie: Gouvernement 30,000,000 FMG
Organisme Montant En nature

ONG/autres
Organisme Montant En nature

Signe :

_____ Nom: _____
Titre: _____
Au nom du gouvernement/de l'ONG Date: _____
(autre)

_____ Nom: _____
Titre: _____
Au nom de l'organisme chargé de Date: _____
l'exécution

_____ Nom: _____
Titre: _____
Au nom du Fonds de développement Date: _____
des Nations Unies pour la Femme

I. DONNEE DE BASE ET JUSTIFICATION

A. Origine du projet

Ce qui caractérise la production économique en Afrique c'est notamment la cherté de certains intrants de première importance comme le transport et l'énergie. Si le monde entier a ressenti le double choc énergétique due à la hausse des prix du pétrole, l'Afrique l'a ressenti plus durement encore d'autant que nulle part sur le continent il n'existe de politique ni même de programme ou d'action concertée pour la production et la consommation de l'énergie. En conséquence, le facteur énergétique n'est pris en compte dans aucun système de planification alors même qu'il grève très lourdement la production de l'économie en général. Les chefs d'états et de gouvernement de l'OUA se sont inquiétés de cette situation et ont préconisé, entre autres, une action intégrée de la sous-région en vue d'établir des programmes nationaux sous-régionaux de l'énergie. Ces programmes devraient chercher à diversifier les sources d'énergie afin d'atténuer puis d'enrayer la désertification consécutive à l'utilisation du bois de chauffe comme énergie; et afin de rationaliser la consommation de l'énergie par des plans d'économie et de conservation.

A Madagascar l'analyse de la consommation de l'énergie montre que le bois de chauffe représente plus de 60% de l'énergie consommée dans le secteur domestique, qu'il soit utilisé directement ou sous forme de charbon. Environ 9 habitants sur 10 n'utilisent que cette source d'énergie, ce qui est énorme si l'on pense par ailleurs à la destruction des forêts qui s'en suit. Ainsi donc il devient important et urgent de prendre les mesures nécessaires à réduire la consommation de cette source d'énergie. Ces mesures sont de plusieurs ordres :

-Elles consistent pour le long terme en la politique de reboisement et de reforestation qui a déjà commencé, mais qui risque d'être battu en brèche si des mesures d'accompagnement ne venaient pas réduire la consommation de l'énergie du bois.

-Pour le moyen terme il s'agit de développer des technologies nouvelles notamment la carbonisation par fours modernes qui fournit un meilleur rendement du charbon de bois. Ces technologies sont déjà utilisées dans des pays comme le Bénin et l'Ouganda et mériteraient d'être adoptées à Madagascar.

-Dans le court terme il s'agit de réduire la consommation du bois par l'amélioration des rendements de combustion des foyers traditionnels et par le développement des foyers améliorés. L'amélioration des foyers traditionnels peut être réalisée par des artisans si ceux-ci peuvent bénéficier d'une assistance adéquate à cet effet. Quant aux foyers améliorés on aurait besoin d'une assistance technique plus importante pour les concevoir, les fabriquer, les tester et les promouvoir au sein de la population.

Vu l'urgence des actions à entreprendre, le gouvernement malgache, dans le cadre du projet Energy I de réhabilitation du système énergétique globale du pays et d'économie d'énergie financé par la Banque Mondiale et des pays amis ou d'organisations internationales, entreprend actuellement la première phase de l'introduction des foyers améliorés en milieu urbain.

La diffusion des foyers améliorés en milieu rural doit se faire en parallèle avec l'ensemble du programme énergétique national, mais tenant compte des spécificités suivantes:

- combustible unique: le bois
- rôle prépondérant des femmes et des enfants pour l'obtention et l'utilisation des combustibles

B. JUSTIFICATION

Dans le cadre de l'offert général de la communauté internationale pour l'intégration de la femme au sein du développement économique, l'un des soucis majeurs du législateur consiste en la lutte pour la valorisation de la contribution de la femme au développement économique ainsi que pour l'allègement des corvées imposées aux femmes dans différents pays. En Afrique par exemple il est constant que les femmes, surtout en milieu rural, produisent les 90% de l'énergie nécessaire à la consommation domestique et qu'elles marchent sur de longues distances pour aller chercher cette énergie.

C'est pourquoi les stratégies prospectives de Nairobi pour une action en faveur de la promotion de la femme stipulent en leurs para 219 et 218 "Il conviendrait d'associer les femmes, en tant que participantes et bénéficiaires et compte tenu de leurs besoins (déterminés par les facteurs socio-culturels propres aux conditions locales et nationales et le milieu rural ou urbain) à la réalisation des programmes énergétiques nationaux, qu'il s'agisse de sources d'énergie classiques ou non classiques. Il faudrait, lorsqu'on évalue les sources d'énergie nouvelles, les techniques énergétiques, et les réseaux de distribution de l'énergie, chercher comment réduire la pénibilité d'une bonne partie des travaux effectués par les femmes pauvres des zones urbaines et rurales", "les mesures arrêtées pour rationaliser la consommation d'énergie et améliorer les systèmes énergétiques, en ce qui concerne en particulier les hydrocarbures, et accroître la formation technique, devraient être conçues compte tenu du rôle des femmes en tant que productrices, utilisatrices et gestionnaires des sources d'énergie."

Ce projet est une application à Madagascar des recommandations de ces stratégies d'action de Nairobi en ce qui concerne le secteur particulier de l'énergie.

En effet, il est constant qu'en milieu rural la femme Malagasy fournit environ 70% de la production agricole vivrière (riz notamment) et tous les légumes nécessaires à l'alimentation de la famille. Ceci ajouté aux travaux domestiques (cuisson des aliments, entretien de la maison et des enfants) oblige la femme à fournir plus de 90 heures de travail par semaine dans des conditions pénibles et risquées non seulement pour sa propre santé mais aussi pour celle des enfants en bas âge. Pour la cuisson des aliments elle ne dispose encore que de foyers rudimentaires à 3 pierres dont le rendement n'est que de 10% alors que le foyer amélioré peut fournir un rendement allant jusqu'à 30%; ce qui conduirait à une réduction notable de combustibles donc du temps de ramassage du bois. Une analyse a déterminé que l'introduction et la diffusion de foyers améliorés entraîneraient pour la femme Malagasy des zones rurales, un temps libre d'environ 14 heures par semaine. Ceci équivaldrait à une amélioration sensible des conditions de travail et de vie de la femme Malagasy donc à une amélioration des conditions de vie de la population.

II. ORGANISMES CHARGES DE L'EXECUTION

Ce projet sera exécuté par l'organisation des Nations Unies pour le Développement Industriel sous la coordination particulière de l'unité chargée de l'intégration de la femme au développement industriel avec la responsabilité économique du Programme Afrique et la responsabilité technique des services des industries mécaniques. Le financement en sera assuré par le Fonds des Nations Unies pour le Développement de la Femme (UNIFEM).

III. ORGANISMES PARTICIPANTS AU PROJET

La maîtrise d'oeuvre du projet sera assurée par le Ministère de l'Industrie de l'Energie et des Mines associé aux quatre organisations non gouvernementales (ONG) suivantes:

a) - ANTOKA: l'association a pour objet le concours technique et la réalisation des activités entrant dans le cadre d'un projet visant à la réinsertion sociale des catégories dits des rues et la prévention de la déviance des enfants.

Les ressources de l'association sont constituées par:

- a) les cotisations des membres
- b) les revenus de ses biens immobiliers et mobiliers
- c) les recettes des manifestations qu'elle organise
- d) les fonds recueillis auprès du public
- e) les subventions gouvernementales ou d'organisations internationales Unicef, AMARNA (Belgique), Amis des Enfants du monde et Infance et partage (France)

Le siège social se trouve au II-D-102 à Ambondrona-Antananarivo-Madagascar.

Actuellement l'association s'occupe de la construction et de la gestion d'un centre de réinsertion de jeunes.

Les membres sont des volontaires.

- b)- FIKRIZAMA est membre de l'Alliance Mondiale des Unions Chrétiennes Feminines (U.C.F.) dont le Siège est au 37 quai Wilson Genève, 1201, Suisse. Les bureaux de la FIKRIZAMA sont Situés au lot IVD 18 A à Behoririka-Antananarivo. La Directrice nationale est Madame Baritoa Félicienne. L'association a pour objet l'éducation morale, physique et intellectuelle des femmes. Les monitrices sont des salariées.
- c)- Foyer Chrétien des Jeunes Filles a pour objet l'éducation morale, physique et intellectuelle des jeunes filles, son siège est à Behoririka Antananarivo. La directrice est Madame Ratovonarivo. L'association s'occupe de l'éducation de 400 jeunes filles, d'un internat pour étudiantes et d'une crèche. Les ressources de l'association sont constituées des cotisations de ses membres, de dons ou de subventions. Les monitrices sont des salariées.
- d)- EFEN ou Equipe Feminine d'Education Nutritionnelle, animée par une coordinatrice élue parmi les membres non gouvernementaux. L'objectif de l'association est de sensibiliser les femmes aux problèmes de la malnutrition puis de les former à appliquer des règles de l'alimentation équilibrée et saine. Pour cela, les EFEN constituées de femmes volontaires sont formées en matières de nutrition-alimentation. Les ressources de l'association sont constituées de dons ou de subvention du gouvernement et des organismes internationaux tels que la FAO ou le PAM

3). Zones d'actions et groupes cibles

Les régions déficitaires en combustibles bois et les zones à forte densité de population feront l'objet d'actions prioritaires en particulier les provinces centrales, occidentales du pays en relation avec le développement des matériaux de construction financé par l'ONUDI dans ces mêmes lieux

IV. OBJECTIFS

A. Objectifs à moyen terme (développement)

- Valorisation du travail de la femme
- Amélioration de la productivité du travail fourni par la femme notamment dans le secteur de la transformation alimentaire en vue de rehausser sa contribution à la politique d'autosuffisance alimentaire
- Développement de nouvelles technologies adaptées en milieu rural
- Contribution à la politique contre la désertification
- Amélioration des conditions générales de vie du peuple Malgache

B. Objectifs à court terme (immédiats)

- Développement de la technologie des foyers améliorés
- Promotion de la vulgarisation des foyers améliorés auprès des familles malgaches notamment en milieu rural afin d'alléger les corvées de recherche du bois de chauffe

V. RESULTATS ATTENDUS

A. Résultat général

L'issue la plus importante attendue de ce projet est l'amélioration des conditions de vie de la population à travers l'amélioration des conditions de travail de la femme

- réduction de la consommation des combustibles donc réduction du temps de ramassage du bois
- réduction du budget affecté à l'achat de combustibles donc économies sur le budget du ménage qui peut être utilisé à d'autres fins;
- réduction du temps de cuisson donc obtention de temps libre par la femme

B. Résultats concrets

- Technologie des foyers améliorés définie, étudiée, testée et vulgarisée;
- Un lot de foyers test fabriqué et une démonstration réalisée au bénéfice de la femme malagasy notamment dans les zones rurales;
- 20 femmes rurales formées en vue de la diffusion de la nouvelle méthode de foyers améliorés.
- Amélioration de la nutrition.
- Développement d'activités propres à l'épanouissement de femme et de l'enfant.

VI. ACTIVITES ET METHODES

A. Activités

1. Etudes socio-économiques des combustibles domestiques utilisés en milieu rural; ressources en énergie, production, transformation, utilisation, coût;
2. Définition de la technologie appropriée pour les foyers améliorés;
3. Conception de prototype de foyers améliorés et fabrication d'un lot test de 200 foyers;
4. Enquête d'acceptabilité et marketing;
5. Formation de 20 formatrices en vue de la diffusion de l'utilisation de la nouvelle technologie
6. Constitution d'équipes mobiles de vulgarisation et d'animation
7. Création ou animation de centres d'information et de formation féminine à vocation multiples
8. Opérations de démonstration et de formation des femmes, conjointement aux activités d'éducation à l'amélioration de la nutrition et d'apprentissage féminin lucratif (artisanat, agriculture) ou récréatif (sport et autres loisirs).

B. Plan de travail

Un plan de travail précis sera élaboré par le Ministère de l'énergie et de l'Energie et des Mines, les ONG associées et l'assistance technique juste avant le démarrage des opérations compte tenu des réalités du terrain. A titre indicatif il peut être proposé comme suit :

1. Etudes des combustibles domestiques et des foyers traditionnels Mois 1 à 2
2. Mois 3 : Définition et étude de technologies appropriées
3. Mois 5 à 10 : conception prototype, fabrication d'un lot test
4. Mois 11 à 12 : Rapport intermédiaire et revue du programme
5. Mois 13 à 15 : Enquête d'acceptabilité et marketing
6. Mois 16 à 18 : Sélection de candidates et formation de formatrices
7. Mois 18 à 20 : Diffusion de la nouvelle méthode au public
8. Mois 20 à 22 : Rapport intermédiaire et reajustements de la technique
9. Mois 22 à 24 : Rapport final.

VII. ESTIMATION DU COUT DU PROJET

(APPORT DU PROJET)

A. Apports du gouvernement en nature

- Affectation du personnel de contrepartie comme suit :
 - 1 directeur du projet
 - 1 socio-économiste
 - 1 ingénieur spécialiste en gestion d'énergie
 - 4 enquêteurs
 - 4 conducteurs de véhicule
- Appui administratif et logistique
- Espace et service de secrétariat

Sous-total : 30,000,000 FMG

B. Apport de l'ONU

1. ingénieur économiste spécialiste en formation de masse marketing	12 h/m	30,000
1. technicien spécialiste de la conception et fabrication des foyers améliorés	12 h/m	60,000
1. contrat de sous-traitance et d'assistance de des ONG participants au projet		270,000
		<hr/>
		360,000

Equipement :	20,000
- 20 indicateurs de température et sondes thermiques	
- 20 pyromètres à infrarouges	
- 20 analyseurs de combustions	
- 20 débitmètres à gaz	
- 20 balances de précision à lecture directe	
- 20 calculatrices de poches	
- 20 sondes de poches pour la mesure de la teneur en humidité	
- 4 ensembles complet d'appareils audio-visuels comprenant :	20,000
moniteur TV color, magnétoscope et camera video et des cassettes sur les expériences de diffusion des foyers améliorés dans d'autres pays	
- 4 projecteurs de diapositives et diapositives sur des expériences de diffusion de foyers améliorés.	
- 4 véhicules 4WD	40,000
Divers	20,000
	<hr/>
Sous-total :	100,000
TOTAL :	450,000
	=====

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PROJECT DOCUMENTPART A - BASIC DATA

COUNTRY: GUINEA

PROJECT NUMBER: TF/GLO/88/902

PROJECT TITLE: Upgrading of salt production through the introduction of solar evaporation techniques, Pilot Project

SCHEDULED START: November 1989

SCHEDULED COMPLETION: July 1991

ORIGIN AND DATE OF OFFICIAL REQUEST: Telex Misc 934 of 12 May 1989 from Mr. Rhazaoui, Resident Representative a.i.

TRUST FUND DONOR: Government of Japan

TRUST FUND BENEFICIARY: Ministère de la Conditionf Féminine

TRUST FUND CONTRIBUTION: US\$ 130,000 (including 13% UNIDO administrative support costs)

CURRENCY REQUIRED: US\$ 130,000

OTHERS: -----

APPROVED:

On behalf of the Government
of Guinea

(Name & Functional Title)

(Date)

On behalf of United Nations Industrial
Development Organization (UNIDO)

(Name & Functional Title)

(Date)

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PROJECT DOCUMENT

PART A - BASIC DATA

COUNTRY: GUINEA

PROJECT NUMBER: XX/GUI/88/XXX

PROJECT TITLE: Upgrading of salt production through the introduction of solar evaporation techniques, Pilot Project

SCHEDULED START: November 1989

PLANNED DURATION: 20 months

ORIGIN AND DATE OF OFFICIAL REQUEST: Telex Misc 934 of 12 May 1989 from Mr. Rhazaoui, Resident Representative a.i.

TOTAL UNIDO BUDGET: US\$ 130,000 (including 13% UNIDO administrative support costs)

BACKSTOPPING SECTION/BRANCH: IO/T/CHEM in co-operation with PPD/ICFM/WOMEN

GOVERNMENT COUNTERPART: Ministère de la Condition Féminine

I. BACKGROUND AND JUSTIFICATION

(a) Background

In April 1987 an exploratory mission, composed of an economist and a sociologist, visited Guinea, Conakry, to analyze the situation of the Guinean women in the artisanal and industrial production (TF/GLO/87/001). Salt extraction, which is carried out all along the Guinean Coast, was identified as one of the most important activities and sources of income of Guinean women.

On the basis of the findings of the mission, the Guinean Government requested the assistance of UNIDO to upgrade the production process and the technology used. In June 1988, UNIDO fielded a technical expert who was instructed to propose concise measures to improve the technologies applied by Guinean women in the extraction of salt and make specific recommendations for upgrading the production process (funded by UNIFEM).

The expert was required to

a) provide a description of the process and the techniques presently applied in the extraction of salt,

b) evaluate on that basis whether the solar evaporation technologies used in the UNIDO salt projects in the Gambia and Niger can be reasonably transferred to Guinea, and in which forms and under which conditions,

c) on the basis of a) and b) above make concise recommendations on the upgrading of the technology applied, in order to improve the quality of the salt, to increase the yield of the production and to alleviate women's work,

d) make proposals to solve storage problems,

e) evaluate the commercialization process and elaborate recommendations for its improvement,

f) on the basis of the above findings elaborate a project document for further assistance to the Guinean salt production,

In his report the expert evaluated the specific conditions for solar salt extraction in Guinea and proposed an adapted technology. The present proposal is based on his findings.

b) Justification

The number of salt producers in the coastal area can be estimated up to 1000. Salt extraction is an activity which involves the whole family with the women being the main work force. It is a seasonal activity which is only carried out during certain months of the dry season. Every year in February, the family returns to the same place where they construct a small hut to live in during the production season. During the rainy season, the families are engaged in fishing, or, even more often in rice production.

Salt extraction is a very long and strenuous process. The women are responsible for collecting the saliferous brine during low tide and for boiling the brine - the two activities being the essential parts of the production process - whereas the men mostly collect the firewood. The production process often continues during night-time as the fire has to be kept up.

The salt extraction process in Guinea is still characterized by the utilization of the traditional method of boiling the salt brine on a wood fire until evaporation. This method consumes high quantities of fire wood which is scarce in the region. In addition, the collection of wood requires several hours of daily work.

In the Gambia and in Niger, UNIDO has already demonstrated that better quality salt can be produced at reduced costs through the utilization of solar energy rather than of fire wood.

A transfer of solar evaporation technology to Guinea is desirable with a view to reduce wood consumption and to increase the yield of production and thus women's income. As the climate in Guinea is however different to that of the Gambia and Niger - it is much more humid - a careful adaptation of this technology to Guinean conditions is required. Detailed procedures for adaptation and field testing have been proposed by the expert.

In order to assess the possibility to use solar energy for salt extraction, the water evaporation rates for Guinea have been calculated. They are positive from November to April and negative from June to November (as during the rainy season precipitation is higher than evaporation). In May, they are positive in Boké and Salguidia, and negative in Conakry where the influence of the sea climate is stronger. Thus, the months favorable for solar salt extraction are November to May in Boké and Salguidia, and November to April in Conakry.

The medium daily evaporation for these three locations during the dry season can be estimated as follows (the calculations of the expert are based on measurements of the Guinean "Service de la Météorologie Nationale"):

	Fresh Water	Salt Brines
Boké	5,0 mm	2,5 mm
Conakry	2,4 mm	1,2 mm
Salguidia	3,8 mm	1,9 mm

Average	3.6 mm	1,8 mm

Comparisons with other, more favorable countries, show that average evaporation rates for fresh water are higher there, e.g. in Niger, where the corresponding value is 7,8 mm during 8 months of the year. However, the evaporation rate of Guinea suffices to use solar extraction techniques with some adaptations, and particularly in Boké conditions can be called very satisfactory.

The proposal for the introduction of new salt extraction technology is based on the following observation: At present, though the dry season begins already in November, the production season is only initiated in February, after the producers have completed the rice harvest at the end of January. This means a waste of three months very favourable to solar evaporation - November, December and January.

Solar evaporation, if initiated already in mid-November, i.e. at the beginning of the dry season, could go on throughout these three months without any interference with rice cultivation. To the contrary, while all labour is concentrated on the rice harvest the time could be usefully spent for evaporation which required no labour input: In mid-November, reservoirs can be filled with the saliferous brine, and solar evaporation could progressively lead to an increase in salinity until February. As under the humid climatic conditions of Guinea full evaporation probably will not yet have been reached, the producers will have to continue the production process at the end of the rice harvest. They will however have the advantage of having an already highly saliferous brine at their disposal for further processing. Depending on the salinity of the brine already reached, they could either continue by using the traditional method of boiling on a woodfire to reach full evaporation or by awaiting full solar evaporation.

This technology could

- considerably reduce the hardship of work and facilitate the production process
- increase the quantities produced

- make salt extraction more attractive
- improve the quality of the product by reducing impurities caused by the boiling process
- protect scarce wood resources

The technical and economic viability of the introduction of solar evaporation techniques (which has been demonstrated in theory) has to be tested in practice. It has therefore been proposed to install three pilot operations in different locations to field-test the technological concept during two years before dissemination to producers is initiated.

II. THE PROJECT

(a) Project Objective

To validate the technical and economic viability of upgrading the salt extraction techniques traditionally used by Guinean women through the introduction of solar evaporation technology.

(b) Outputs

Output 1

Three solar evaporation reservoirs installed in the first year.

Output 2

A number of local producers familiarized with the solar evaporation technique.

Output 3

The technical viability of solar evaporation techniques evaluated.

Output 4

A report containing recommendations for further dissemination and further technical assistance requirements, if necessary.

c) Activities

To initiate, observe and evaluate the field-tests adequately, three split missions of a salt expert per year will be carried out in two subsequent years. They will take place at the beginning of the dry season, i.e. in November/December, at the beginning of the production season (end of the rice harvest) in February, and at the end of the dry season, in May.

At the beginning of the field test, three solar evaporation basins will be built in three different locations, namely (as proposed by the expert) in Boffa-Boké, Conakry-Kobaya, Forecariah-Benty. In every location, a minimum of four reservoirs should be built to enable the separation of brines of different degrees of salinity. For the first tests the reservoirs should have a surface of approximately 100 to 400 square metres, i.e. between 10 m x 10 m and 20 m x 20 m, depending on topographic conditions.

The first mission has the purpose to initiate the new technology proposed, i.e. to install solar evaporation reservoirs and to familiarize producers with this procedure. During the second mission the expert will make proposals on how to continue the production process with the already highly saliferous brine and assist producers in trying them out. The third mission will evaluate the preliminary results of the first year of the field-test and summarize the conclusions in a report. This first report should summarize all observations and measurements regarding climatic conditions, evaporation rate, technologies tried out for evaporation as well as aspects related to the social environment and acceptance of the new technology.

In order to reduce the influence of the climate on the result, similar tests will be carried out in the following year. This second phase of the field-test should also serve to collect all complementary information needed to assess the technical, economic and social viability of the concept, e.g. evaluation of climatic variations, analysis of market potential, procedures for commercialization, problems in packaging, difficulties related to storage, division of work, co-operation among producers, etc. The final report will provide a detailed analysis of all aspects related to a possible introduction of the proposed technology, including an evaluation if further dissemination is recommendable and if technical assistance is required to facilitate this. In this case, detailed procedures should be elaborated and a project document for further intervention be prepared.

In detail, the activities will be as follows.

1. First split mission, November - December, 1,0 months
 - 1.1 Preparatory studies
 - 1.1.1 Familiarization with different project areas, study of social conditions, visits to producers.
 - 1.1.2 Analysis of climatical and technical information in project areas.
 - 1.1.3 Final selection of project sites, identification of producers and/or paid workers to participate in field-test.
 - 1.2 Involvement (preparation/training) of local participants
 - 1.3 Installation of three reservoirs for solar evaporation, installation of canals and pumps to permit filling of reservoirs with brine.
 - 1.4 First measurements of evaporation
 - 1.5 Training of local personnel in maintenance of reservoirs
2. Second split mission, February, 0,5 month
 - 2.1 Measurement of results of evaporation, analysis of salinity of brines
 - 2.2 Planning and preparation of the test of evaporation techniques to be carried out in continuation of solar evaporation. The expert should propose different procedures, e.g. boiling on wood fire, solar evaporation, etc. to compare the results of different procedures.
 - 2.3 Initiation of tests
 - 2.4 Instruction of local personnel in the different procedures, active participation of expert in carrying out different evaporation techniques.
 - 2.5 First measurements
 - 2.6 Preparation of local personnel to continue field-test.
3. Third split mission, May, 1 month
 - 3.1 Measurements, evaluation of results achieved to-date

- 3.2 If necessary, finalization of field-test.
- 3.3 Discussion with local personnel/producers on experience gathered
- 3.4 Final analysis of conclusions
- 3.5 Final planning of activities to be carried out in second phase of field test.
- 3.6 Writing of final report
4. Fourth split mission, November - December, 0,5 month
 - 4.1 Control of condition of reservoirs, canals and pumps
 - 4.2 Filling of reservoirs with brine
 - 4.3 Analysis of climatic variations
 - 4.4 Observation of social conditions of producer families
5. Fifth split mission, February, 1 month
 - 5.1 Measurement of results of evaporation, analysis of salinity of brines
 - 5.2 Planning and preparation of the test of evaporation techniques to be carried out in continuation of solar evaporation. The expert should propose different procedures, e.g. boiling on wood fire, solar evaporation, etc. to compare the results of different procedures.
 - 5.3 Initiation of tests
 - 5.4 Instruction of local personnel in the different procedures, active participation of expert in carrying out different evaporation techniques.
 - 5.5 First measurements
 - 5.6 Preparation of local personnel to continue field-test.
 - 5.7 Analysis of division of work within producer families
6. Sixth split mission, May, 1 month
 - 6.1 Finalization of field-test, measurements, evaluation of results
 - 6.2 Discussion with local personnel/producers on experiences gathered
 - 6.3 Analysis of procedures for packaging, evaluation of problems and possibilities for improvement

- 6.4 Evaluation of conditions and problems with regard to storage and perspectives to provide better storage facilities
- 6.5 Analysis of present forms of commercialization and of problems and constraints in the commercialization process and discussion of assistance for improvement.
- 6.6 Evaluation of market potential
- 6.7 Final analysis of conclusions regarding technical, economic and social viability of introducing the technology proposed

Workplan

	1989		1990						1991										
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
1st split mission	1																		
2nd split mission				0.5															
3rd split mission							1												
4th split mission										0.5									
5th split mission														1					
6th split mission																			1

(d) Inputs

(i) Government inputs

The government will provide the land for the installation of reservoirs, and ensure the availability of technical equipment and labour force for the installation of reservoirs and canals.

(ii) UNIDO inputs

			US \$
11-50	Salt Specialist Short-term consultant in 6 Split-missions:	5.0 w/m	54,000
13-00	National personnel		7,000
15-00	Project travel		10,000
41-00	Expendable equipment		2,000
42-00	Non-expendable equipment 3 pumps à 10.000		30,000
51-00	Sundries		12,000
	Project Total		----- 115,000

III. REPORTING AND EVALUATION REQUIREMENTS. EXPECTED FOLLOW-UP

The project will prepare a short "project evaluation report" in accordance with UNIDO guidelines. This should be available at Headquarters before operational completion of the project.

Detailed follow-up procedures will be proposed by the final report.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION
UNIDO

JOB DESCRIPTION

Post title: Consultant

Duration: 2 months

Date required:

Duty Station: Khartoum, Sudan, with extensive travel within the country

Purpose: To examine in-depth feasibility to establish production units for women at the Social Welfare Centres where training courses for and production activities by rural women are being organized and to identify technical assistance required in order to prepare a draft project proposal for the first phase.

Duties: The consultant is required to undertake a mission to define the First Phase activities of the project proposal, "Promotion of Production and Marketing of Rural Industry and Crafts Products by Women and Productive Families" prepared by the former UNIDO SIDFA (Senior Industrial Development Field Adviser) and to draft a project document for the First Phase with a view to strengthen existing Social Welfare Centres in management of production units for women. Firstly, in close co-operation with the Ministry of Social Welfare and Zakat, the consultant, together with a counter-part staff of the Ministry, is required to assess the feasibility of setting up women's production units at selected Social Welfare Centres by analyzing pre-selected 17 Social Welfare Centres (out of existing 149 in the country) in operative and inactive status of each Centre and identify the needs and constraints the Centres face in the Region. This includes

a) Collection of data on the following indicators: investment to date, planned additional investment, annual operating costs (including fixed costs of salaries, other labour, supplies, utilities and estimated variable costs of raw materials, maintenance, transportation, other labour etc.)

c) An examination of the training cum production activities and their sustainability, reviewing the following indicators for each specific training/production activity: date training initiated, cumulative number of trainees (male or female), length of training period, cumulative cost of training and production inputs, average monthly salary of trainee graduates, per capita cost per trainee, "pay-back" period in months, (i.e. the per capita cost/trainee, divided up by the average monthly income earned by the graduates), average monthly running cost of training programme, and the average monthly income of the production unit.

c) Assessment of the training activities currently on-going at the Centres in quality and finishing of the products with a view to propose improvements.

d) A market survey with special attention to a prospective product differentiation and availability of raw materials at each centre and region in order to select most suitable and viable products.

e) Pre-feasibility assessment for prospective entrepreneurs in the vicinity of the Social Welfare Centres exploring the accessibility to the training courses to the local market, availability of raw materials and equipments, access to capital and credit schemes.

Secondly, the consultant is also required to clarify Government policy in the long term and availability of outside funding to subsidize the costs of the production units. This requires discussions with the Government on:

- projection of the time frame, i.e., phasing of project activities, during which Government and outside donor assistance would be required, based on the time schedule originally proposed by the project idea.

- estimate of financial requirements needed for the first phase operation, i.e., the organization and management of the production units and the establishment of net working among the pre-selected core Social Welfare Centres in the country.

Based on the results and findings of the programme review articulated above, the consultant will in co-operation with the Ministry of Social Welfare, draft a project document for the First Phase. The project document will focus on strengthening of the selected 17 Social Welfare Centres in their organization of production units for women and technical assistance required for effective management of these units at the Centres so that these pre-selected Centres could play a vital role as core centres. In addition, due considerations should be made to setting-up of a potential net-working among these core Social Welfare Centres.

Qualifications: Economist with extensive experience in and/or familiarity with Women in Development issues particularly in the sector of small-scale/cottage industry.

Language: English and Arabic

Background: The overall emphasis of the policy of the Government of the Sudan towards the socio-economic development is one the improvement of living standards for the rural poor. This is viewed in the context of self-sustainability, on long term basis, within a local society/community. Within the sectors of rural poor women and the female-headed households, in particular, deserve special attention and the Government would consider it essential to effectively involve women in the development through their equitable participation in production-oriented activities.

The well-known marginalization of women due to cultural constraints has recently been extenuated by a number of factors which led to further deterioration in their conditions.

They are:

- 1) the introduction of large scale modernized agriculture projects neglecting women's needs;
- 2) the environmental deterioration as a result of drought and famine and also flood and disaster in August 1988, increasing women's burdens in their daily life activities;

3) the out-migration of male family members particularly in the South.

In order to reach the rural poor and to solve the problems women face, in the Report of UNDP-Government of the Sudan-Interagency Needs Assessment Mission, "Towards Sustained Rural Development in the Sudan" which was carried out in February 1987, the mission recommended a two pronged approach in the programme for women. The first is to ensure the integration of women into activities affecting small-holders, specifically by "introducing improved technologies, strengthening extension efforts, and allocating credit directly to women" (Para.234). The second approach is to promote specific income-generating activities, such as food-processing, poultry keeping and cottage industry.

In line with the proposals above and based on the discussions held between the UNIDO SIDFA and the Minister of Social Welfare and Zakat, an idea of women specific project in being put forward within the framework of the Four Year Salvation, Recovery and Development Plan of the Sudan. The main objective of the plan is to accelerate the process of increased production through the transformation of families in local communities into productive units.

The UNIDO Senior Industrial Development Field Adviser conducted a brief assessment regarding the availability of resources and facilities as well as potential prospects. As a result, 149 Social Welfare Centres throughout the country reasonably well equipped with physical facilities and manpower were identified as a production base. In addition, rough estimates on market potential and product possibilities proved to be positive. However, it is observed that the available resources and facilities are rather undeveloped and embryonic for the programme and the potentials and prospects would also need to be carefully explored and utilized. Above all, the lack of properly trained and motivated personnel becomes one of the main obstacles to manage the extensive and intricately integrated programme network at various levels.

In January-February in 1989, UNIDO sent a mission to the Sudan in order to discuss with the Government authorities and the counterpart staff at the Ministry of Social Welfare. As a result, 17 Social Welfare Centres (4 in Khartoum, 4 in the Central Region, 4 in the Kordofan Region, 1 in the Darfour Region, 2 in the Eastern Region and 2 in the Northern Region) were selected to be further explored and analyzed. The original project proposal covers all 149 Social Welfare Centres in the country for a duration of 10 years. However, it was agreed that these preselected relatively large-scale/active Centres should be assisted first in strengthening its capacity in order to play an essential role as core centres.

HAITI - Assistance technique aux femmes entrepreneurs
pour la promotion de micro et petites industries en Haiti

I. DONNEES DE BASE ET JUSTIFICATION

Dans le cadre de ses plans et programmes de développement, l'objectif prioritaire du gouvernement est de réactiver l'économie. Ceci implique en particulier le développement de la production agro-alimentaire en vue de satisfaire les besoins de base de la population, le soutien aux entreprises exportatrices (agricoles et industrielles) ainsi que la lutte contre le chômage et le sous-emploi.

Dans le cadre du projet DF/HAI/84/013 Assistance au développement industriel, le PNUD/ONUDI a financé en 1988 la mission d'un consultant en petites industries afin de formuler un programme de promotion des PMI.

Il ressort du rapport du consultant les éléments pertinents suivants:

- Aucune statistique concernant ce secteur n'est disponible. La seule étude exhaustive du secteur a été réalisée en 1978 par l'USAID. Cette étude estimait qu'il existait un total de 8.517 petites entreprises industrielles occupant 33.625 personnes. En tout état de cause, les statistiques ou données chiffrées disponibles ne permettent pas de singulariser la position des femmes employées dans les entreprises et a fortiori dans le secteur informel dans lequel probablement la plupart des femmes engagées dans des activités productives se trouvent.

- Les micro entreprises ainsi que les entreprises de petite taille ne bénéficient pratiquement pas des structures d'appui, n'ont pas d'accès aux banques et n'ont pas à proprement parler d'organismes pour les aider, à l'exception des institutions suivantes:

La Fondation Haitienne de Développement (FHD)

Institution privée, créée avec l'assistance de la Fondation Pan-Américaine du Développement et USAID. Elle assiste les petites entrepreneurs et consent des prêts directs ou des lignes de crédits aux petits et micro entrepreneurs. Le montant des prêts peut varier entre \$ 200 et \$ 35.000. Pour les crédits de moins de \$ 5.000, l'entrepreneur peut donner une garantie morale.

La Coopérative d'Epargne et de Crédits (MUCI)

Cette coopérative couvre toute la région de la ville de Port-au-Prince, elle comporte actuellement environ 17.000 adhérents directs. Elle a créé également des filiales hors de la capitale; l'ensemble du réseau comporte selon son directeur exécutif environ 72.000 adhérents.

L'activité de la MUCI est le dépôt d'argent et le prêt mutuel à la consommation, ou aux activités productives.

Comme établissement de dépôt, la MUCI répond à un besoin: il n'existe en effet ni caisse d'épargne, ni banque de dépôt spécialisée dans les petits comptes. Les dépôts sont acceptés à partir de \$ 1.

La coopérative utilise ces fonds pour effectuer des petits crédits à ses adhérents, mais l'exiguité des montants ainsi que le manque d'expérience dans la gestion et l'encadrement des crédits limite considérablement cette activité.

Le Fonds Haïtien d'aide à la Femme (FHAF)

Il s'agit d'un groupement destiné à fournir un appui aux entreprises menées par les femmes, nombreuses en Haïti, non seulement au niveau du petit commerce, mais également des activités artisanales ou professionnelles, voire industrielles (confection, produits alimentaires etc.)

Le FHAF est une institution "Sui Generis" qui n'est pas à proprement parler une coopérative, mais un Fonds de Garantie.

Le FHAF a été créé en 1982, sous forme d'une institution à but non lucratif affiliée à "Stitching Women's World Banking" elle a pour but d'administrer un fonds de garantie de prêts, consenti à des entreprises gérées par des femmes, activité réalisée avec le concours de la BNC (Banque Nationale de Crédit).

Les prêts se groupent en 3 catégories:

1. petits prêts de \$ 300 à 500, délai 10/12 mois; principalement accordés à des petites marchandes;
2. prêts de \$ 501 à 1.500, délai 12/18 mois; accordés à des boutiques, épiciéries, couturières etc.
3. prêts de \$ 1.501 à 5.000, délai 15/18 mois; professionnelles de services: médecins, dentistes, salons de coiffure, ou plus grandes: restaurants, ateliers de couture, produits alimentaires, grossistes, etc.

L'Institut National de Formation Professionnelle (INFS)

Cet organisme réalise des activités de conseils aux petites entreprises et tente depuis 1987 une expérience "d'incubateurs d'entreprises".

Sur la base des données ci-dessus, le projet proposé permettra d'avoir une action et un impact directs sur les activités déjà entreprises par les femmes entrepreneurs ainsi que sur la promotion d'activités nouvelles, grâce notamment (i) à la mise en place de mécanismes souples et efficaces de financement permettant un accès plus facile au crédit bancaire, (ii) à la formation et (iii) à l'établissement de services d'assistance technique et de conseils en gestion.

II. OBJECTIFS

(a) Objectif de développement

Promouvoir l'intégration de la femme haïtienne dans le processus de développement industriel, à travers la promotion et la création de micro-entreprises et des PMI, principalement dans le secteur de la transformation de produits agricoles.

(b) Objectif immédiat

L'objectif immédiat du projet est de promouvoir l'émergence de micro-entreprises et de PMI gérées par des femmes haïtiennes en facilitant d'une part l'accès au crédit et à la formation et d'autre part en créant des appuis institutionnels décentralisés de promotion, de suivi et d'encadrement pour les unités existantes et potentielles.

Etant donné l'absence de données et d'informations fiables disponibles, il est prévu que le projet se réalise en trois phases:

1. Une phase préparatoire (3 mois environ);
2. Une phase pilote à réaliser dans une région à déterminer par l'assistance préparatoire;
3. Une phase de pleine opération, à réaliser et à déterminer sur la base des expériences et résultats de la phase pilote.

1. Phase préparatoire

1.1 Objectif immédiat

Elaborer un document de projet détaillé pour la réalisation de la phase pilote.

1.2 Résultat

Un programme d'assistance technique élaboré (phase pilote) pour appuyer les petits entrepreneurs potentiels et groupements féminins identifiés, en précisant leurs besoins à l'égard des crédits, équipements, technologie etc.

1.3 Activités

- Analyser les activités existantes dans lesquelles sont engagées les femmes, principalement dans les secteurs de l'agro-industrie et de l'artisanat, et analyser les besoins;
- Identifier les avantages et contraintes à la promotion d'entreprises par les femmes (financement, formation, facteurs socio-économiques);
- Identifier un certain nombre de femmes entrepreneurs potentielles, ainsi que des groupements féminins, qui ont la capacité d'étendre leurs activités et sont capables de profiter d'une assistance technique mise à leur disposition.
- Analyser les possibilités de collaboration avec les ONG, les mécanismes nationaux et autres bailleurs de fonds pour une meilleure assistance aux femmes dans les micro-entreprises.
- Proposer la mise en place de structures souples de financement et d'accès au crédit auprès d'organismes à identifier;
- Recommander et proposer la mise en place de structures d'appui et d'encadrement (formation, gestion) pour la création, la réalisation et le suivi de micro-entreprises et de petites entreprises.

1.4 Modalités d'exécution de la phase préparatoire

La phase préparatoire s'effectuera par une équipe, composée d'une sociologue avec une expérience dans l'intégration de la femme dans le développement et d'un(e) spécialiste en PMIs. Ces deux experts travailleront en étroite collaboration avec une consultante nationale en gestion.

Avant l'exécution de cette phase, l'équipe consultera les institutions internationales concernées ainsi que les ONG et organisations internationales travaillant dans ce domaine.

Par ailleurs, la principale activité de cette phase consistera d'une part à analyser les activités, les besoins des femmes et, d'autre part, à identifier les activités à développer dans les zones rurales sous tous les aspects (technique, administratif, gestion, financier).

La sociologue se consacrera à l'analyse des possibilités d'assistance aux femmes entrepreneurs ayant un certain potentiel. Quant à l'expert en PMIs il procèdera à l'évaluation de la réalisation technique et financière de l'amélioration des techniques utilisées par les femmes.

Un cadre national haïtien participera à la réalisation de cette phase pour faciliter le contact entre l'équipe et les femmes et aussi pour se familiariser aux techniques d'analyse, de viabilité, d'entreprise et de gestion.

La mise en oeuvre de la phase pilote ne sera possible que lorsque la phase préparatoire aura déterminé les activités, le site et les résultats escomptés de cette phase.

Le budget du projet de la phase pilote peut être estimé à environ \$250.000 pour une durée de 12 mois.

1.5 Apports

BL 11-50	- Un consultant spécialiste en PMIs	1,5 h/m	\$ 15.000
	- Un sociologue	1,5 h/m	\$ 15.000
BL 15	Voyages		\$ 2.000
BL 17	Expert national en gestion	3 h/m	\$ 6.000
BL 59	Divers		\$ 2.000
BL 99	Total		\$ 40.000
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Nepal: Assistance to Women Entrepreneurs Association of
Nepal (WEAN) - 163 -

I. Objective

To facilitate effective participation of women in marketing of their products and to enhance Nepalese women's capabilities in entrepreneurship development

II. Background and Justification

One of the major problems women face when they try to enter into business is the lack of organized market system for their products. This project aims at the establishment of an organized marketing and collection mechanism for the products of women.

It is recognized that the productive skills and creativity of the Nepali women are distinguished particularly in clothings and knitwear. However, due to the lack of formal market for women's products, women have not developed the production skills. They depend on informal selling, i.e., walk-in customers who already have their own clothing materials and their own designs. Women serve just as price workers and some manage to sell their products rather incompetitively. The infomal selling of their products should be organized in the form of co-operatives and developed into the formal manufacturing sector.

The Women Entrepreneurship Association of Nepal (WEAN) is an association with the primary objective of bringing the Nepalese women entrepreneurs to the forefront of economic activities. The association will provide designs and raw materials, and will buy the products of women. In addition to that, WEAN also intends to handle some materials bulk buying to take advantage of cheaper cost and controlled quality. Likewise advances for expences may also be extended by WEAN.

III. Activities

A. Establishment of a co-operative marketing complex

The association will establish a cooperative marketing complex at the Patan Industrial Estate consisting of a two-story, 2,200 sq.ft. building to accomodate the marketing showroom, storehouse, offices, conference room with library and a cantean.

B. Product

WEAN identifies knitwears and clothings as major products. WEAN considers only those producers who can cope with volume demands and standards. For knitwears industry is fully geared to be able to produce an average of 300 sweaters per month (12,000 sweaters per year).

Initially the expected demand will be concentrated on the following group of products for domestic market.

For clothing -- school uniforms and fashion wear (incl.

sportswear)

For knitwear -- school uniforms, outfits for tourists, and uniforms for tourist guides and porters

For household products -- bedsheets, pillowcases, bedcovers, table clothes, and napkins

C. Production

The present production method is traditional and the level of technology is basic and simple. The technology should be upgraded to improve productivity and quality of the finished products.

Raw materials are at the moment being imported from India, China and New Zealand. WEAN plans to import raw materials in bulk to get competitive prices and controlled quality of the products.

A six-months on-the-job assistance by foreign expert may be required in order to upgrade or modernize their production methods, tools and equipments. The expert will assist women in improving the products quality and in increasing productivity.

For WEAN's projection, employment for 60-100 knitters, 50 weavers, 100 sewers and 25 technically skilled workers is foreseen for the first 2 years of operation. Women entrepreneurs are expected to come up with their own enterprises.

WEAN is going to set up a Central Marketing Unit to handle organized marketing on a co-operative basis, to induce increased production and improved quality, and to develop women entrepreneurship. For this purpose, the WEAN CO-OPERATIVE is to be established and organized where producers can also affiliate. WEAN CO-OPERATIVE will act as a centre for the collection and distribution of women's products with all its members sharing the benefits of maximum return for their products.

The CO-OPERATIVE will have its own buying cell where producers initially bring in their own products at fixed and regular intervals. These products will go through quality inspection, inventories, storage and be distributed to the sales counters. At the initial stage, the transportation will be hired for delivering products to the outlets. However, the CO-OPERATIVE intends to acquire own delivery unit at the later stage.

The benchmark for the buying price by the CO-OPERATIVE is a 10-15% mark-up for the CO-OPERATIVE which is believed highly competitive in the existing market and which will provide higher return for the producers.

The following promotional activities will be launched

(i) Market the idea of the CO-OPERATIVE to producers through lectures, talk programmes, shows with the help of experts in order to highlight the importance of what the CO-OPERATIVE intends to do for the products of women producers

(ii) Produce a Product Catalogue

(iii) Advertise through Nepal Television, Radio Nepal, and other related trade papers

(iv) Conduct specialised tours for tourists through production areas

(v) Identify and make contacts with the assistance of specialised trade aid agencies

IV. Linkages with other support projects and programmes

WEAN CO-OPERATIVE will assist its women members in obtaining access to existing small enterprises support programmes for training, credit and market promotion such as the CSI project of IDA/World Bank, the GTZ Project, the TRUGA Project and the Trade Promotion Centre to name some. Training and observations of its management people in other countries will also be sought.

V. Estimated costs

UNIDO inputs are an expert for the overall administration of a co-operative similar to WEAN CO-OPERATIVE and an expert on technical skill upgrading of producers and introduction of technology and/or improvement of existing one, plus office equipment, amounting to US\$ 150,000.



SECRETARIAT

UNIDO/DG/B.101
13 January 1989

DIRECTOR-GENERAL'S BULLETIN

Women in the Secretariat

1. As announced in Director-General's Bulletin UNIDO/DG/B.97 of 22 November 1988, the following plan of action is hereby introduced with immediate effect in order to improve the status of women in the Secretariat, as requested by the Industrial Development Board in its resolution IDB.4/Dec.32, paragraph (d)(ii), of 18 October 1988.

2. The measures included in the plan of action concentrate on the areas of recruitment and placement, promotion and attitudes. They are intended as general guidelines for programme managers and the staff at large, who will be assisting in the Director-General's efforts to enhance the status of women in the Secretariat.

3. It will be the responsibility of each department, in consultation with the Personnel Services Division, to establish indicative departmental targets for women in the Professional and higher levels. For this purpose, internal working groups will be established for each Department which will co-operate closely with the Co-ordinator for the Improvement of the Status of Women in the Secretariat. It is also expected that staff members at all levels will make a whole-hearted and active contribution to this important endeavour.

4. In this connection, special emphasis is placed on the need for staff to be aware that non-discriminatory attitudes, behaviour and language are important not only for promoting the equal treatment of men and women in the Secretariat, as laid down in earlier information circulars on the subject, but also for furthering understanding and respect. All staff members are reminded of the importance of team-work, since the contribution of everyone, irrespective of sex and grade, is essential if UNIDO is to be successful in achieving its mandate.

Plan of action to improve the status of women
in the Secretariat

I. RECRUITMENT AND PLACEMENT

1. To ensure that a definite upward trend will be registered in the number of Professional and decision-making positions held by women by 1990, in line with IDB decision IDB.4/Dec.32, paragraphs (c) and (d), 1/ the following steps will be taken:

(a) A concerted effort will be made to ensure that a tangible increase is achieved in the number of women holding Professional and decision-making posts by 1990. Thus, to the extent possible, all posts authorized to be filled by recruitment and/or placement at all levels, and particularly at the senior and decision-making levels, will be filled by women, with the objective of redressing the current imbalance as soon as possible;

(b) Indicative targets will be established by the departments concerned in consultation with Personnel Services Division. They will be based on the number of vacant posts approved for recruitment by the Director-General as well as posts which are most likely to become vacant and approved for recruitment. The responsibility for meeting the indicative targets will rest with the Departments concerned;

(c) As soon as the indicative targets are approved by the Director-General, the appointment and promotion bodies should be briefed so that, in filling vacancies, they take these targets into consideration;

(d) As a general rule, any recruitment from over-represented countries should be limited to women;

(e) In evaluating candidates for a vacancy, departments will be required to pay special attention to women candidates and to provide detailed reasons when a woman candidate is not selected;

(f) Women staff members with the potential to fill higher level posts should be reviewed by programme managers having vacancies that are authorized to be filled;

(g) In order to motivate Member States to present women candidates, whenever vacancies are announced it will be mentioned to Member States that such candidates would be particularly welcomed;

1/ IDB.4/Dec.32 paragraph (d) referred to Economic and Social Council resolution 1988/17 of 26 May 1988, paragraph four, with which it was recommended that all organizations of the United Nations system take measures to ensure a greater proportion of women in the Professional category and above, especially at higher levels, in accordance with paragraph 358 of the Nairobi Forward-looking Strategies for the Advancement of Women and General Assembly resolution 40/258(B) of 18 December 1985. The General Assembly resolution requested the Secretary-General of the United Nations "to take the necessary measures to increase the number of women in posts subject to geographical distribution with a view to achieving, to the extent possible, an overall participation rate of 30 per cent of the total by 1990, without prejudice to the principle of equitable geographical distribution of posts".

(h) In line with (g) above, the following sentence will be included in all vacancy announcements: "Applications from women candidates are encouraged".

2. In addition to the above, the following measures, some of which have been taken in the past, will be repeated:

(a) Special recruitment missions. Funds permitting, such missions could be undertaken in countries that are under- or unrepresented;

(b) Participation by recruitment officers in meetings on technical subjects as well as on topics specifically related to women;

(c) Special letters addressed to Member States, urging them to assist the Secretariat in its efforts to increase the number of women;

(d) Review and development of the existing roster of professional and women's organizations which regularly receive all vacancy announcements; intensification of contacts with such organizations;

(e) Review of the roster of candidates and rearrangement of the roster for women separately and by speciality; obtaining names of women candidates from professional and women's organizations;

(f) Identification of future staffing needs by speciality and conduct of specific searches;

(g) Placement of advertisements in professional/technical journals and selected newspapers in the appropriate language;

(h) Briefing of SIDFAs and engaging their co-operation in locating qualified women of desired nationalities;

(i) Increase in the representation of women on joint bodies, particularly on those responsible for appointment and career at the higher levels;

(j) Establishment of contacts with other organizations in the common system with the view to making arrangements for the placement of spouses at the duty station on a reciprocal basis;

(k) Identification for posts in Headquarters of women JPOs, interns, associate experts, project personnel, national experts and participants in UNIDO organized industrial training programmes.

II. PROMOTIONS

3. A number of measures have been formulated to ensure an increase in the number of women promoted to higher-level posts:

(a) Since promotion is dependent, *inter alia*, on the level of the post of the incumbent, the placement of women in a higher level post is a precondition for promotion. Therefore, women, particularly those who are eligible for promotion, will be seriously considered for higher level posts in order to prove their ability to perform at those levels;

(b) In order to enhance the promotion prospects of women, a thorough review will be undertaken of their cases and consideration given to such measures as accelerated promotion within the guidelines governing such promotion;

(c) The appointment and promotion bodies will scrutinize the cases of all women eligible for promotion to a higher level but not recommended. This review may include an interview with the supervisor(s);

(d) In accordance with the provisions of staff rule 102.02 entitled "Requests for reclassification", General Service job descriptions will be examined to reflect any changes in duties which would warrant an upgrading of the post to the Professional category;

(e) General Service staff who meet the criteria established under the scheme for advancement to the Professional category will be encouraged to apply for Professional posts;

(f) Women staff will receive priority in the career development plan currently being drawn up by the Human Resource Planning Unit.

III. ATTITUDES

4. The way in which women are perceived by senior management is a key factor in determining attitudes throughout the Organization. The success of the effort to recruit and advance women in UNIDO will be enhanced by adopting the following measures:

(a) An increase in the number of women participating in management committees and task forces to ensure that women are fully integrated in all aspects of the substantive work of the Organization;

(b) The need to change attitudes is to be kept in mind when designing management training courses and a module on the subject of women should be included in the orientation courses offered by the Organization;

(c) The seminar on men and women in management, to be held early in 1989, should be repeated at intervals so that its targeted audience is fully reached by 1990;

(d) Supervisors are reminded that colleagues at all levels should be considered as equal members of the team, able to make a valuable contribution to the work of the Organization regardless of their grade or function. Similarly, all staff members are employed by the Organization (and not by their supervisors) and should not be required to perform personal errands.

IV. OTHER MEASURES

5. Further measures to improve the working conditions of women staff may include:

(a) The extension of flexible working hours to all parts of the Secretariat;

(b) The application of part-time employment to the Professional category whenever possible;

(c) The granting of special leave without pay for family reasons;

(d) The extension of the existing child-care facility.