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FORWARD-LOOKING STRATEGIES FOR THE ADVANCEMENT OF WOMEN TO THE YEAR 2000: UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Administrator of the United Nations Development Programme on the activities of the United Nations Development Fund for Women.

ANNEX

Report of the Administrator of the United Nations Development
Programme of the activities of the United Nations Development
Fund for Women

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I. OVERVIEW OF PROGRAMME MANAGEMENT

A. Introduction

1. The present report is submitted in accordance with General Assembly resolution 39/125 of 14 December 1984, in which the Assembly stipulated that the Administrator of the United Nations Development Programme (UNDP), taking into account the advice of the Consultative Committee on the United Nations Development Fund for Women (UNIFEM), should submit to the Assembly an annual report on the operations, management and budget of the Fund.

2. The Fund has continued to give operational effect to the mandate set forth in General Assembly resolution 39/125, which expanded the Fund's earlier mandate in resolution 31/133 of 16 December 1976 and named two priorities in use of the Fund's resources: first, to serve as a catalyst with the goal of ensuring the appropriate involvement of women in mainstream development activities, as often as possible at the pre-investment stages; and second, to support innovative and experimental activities directly benefiting women, in line with national and regional priorities. In its catalytic role, UNIFEM has leveraged \$17 million from other sources since 1985; \$9 million of its own resources have been committed during the same period.

3. In the implementation of this mandate, the long-range goal for Fund activities has persisted, namely, that women be fully and appropriately involved in the mainstream of their societies. In reference to development assistance, the term "mainstream" has been accepted by UNIFEM as indicating the macro concerns and goals of national Governments and the international community. The term also refers to the development resources available from the large-scale, central financing and technical co-operation organisations and bodies (banks, ministries of finance, World Bank, United Nations specialized agencies etc.). Thus the concept of "mainstreaming" indicates the strengthening of women's active involvement at all levels of development by interfacing their capabilities and contributions with macro issues and goals such as, for example, the environment, critical poverty, population, food security, energy, urbanization, debt and adjustments, and appropriately considering the implications of these issues for women. Strategies for mainstreaming also require the establishment of linkages between national and international development policies and programmes in these priority areas and those policies and programmes which are specific to women. They call for the full and appropriate consideration both of women and of men in all financial and technical assistance programmes and projects.

4. From these perspectives, the two priorities of the Fund are in fact two approaches to the same goal - the full involvement of women, together with men, in shaping and benefiting from their economies and societies. The Fund's first priority - directed mostly to pre-investment or planning and policy processes - introduces consideration of women's economic and social contributions and potential into macro policies and programmes; while the second - innovative and experimental projects benefiting women - seeks to identify and support those women's activities which address development issues that have already been defined, or should be defined, as part of the mainstream of development.

5. The implementation of the Fund's mandate has called for a major expansion of its programming and advisory services in response to requests for specialized inputs to round tables, country programming, a variety of interdisciplinary and inter-agency initiatives, national planning and project cycle activities. To provide the necessary assistance, the organization and/or financing by the Fund of such specialized services involved more than 80 missions (four times the anticipated number) during 1987.

6. Based on the above and on the field experience of the Fund over a decade, several issues and strategies were clarified during the period under review. On request of the Fund's Consultative Committee, applications of the terms "catalytic" and "innovative" were reviewed and the concepts were sharpened (see DP/1988/4, para. 28). Also, the Fund's relationship with "national machineries" on women and development (identified most often as governmental ministries, bureaux and commissions on the subject) were reviewed and redefined. Questions of duration and the scale of assistance by the Fund to countries and regions were initially addressed and initial criteria formulated for the selection of countries where a variety of technical and financial inputs of the Fund directed to women converged so that their effects and impact might be assessed.

7. The Guidelines on the Operational Relationship between UNDP and the Fund are now operational. On the side of management at headquarters an Administration and Finance Unit was created and staffed (see also para. 61 below); close co-operation between the UNDP Division of Finance and this Unit was established and goals were targetted for enhancing the Fund Director's financial management instruments; these goals have been exceeded or met. Additionally, the professional and technical posts approved by the Governing Council have nearly all been filled. The senior advisor for technology has been posted to the field. National resource persons are also working in selected countries. Junior professional officers financed by Governments work under the direct supervision of experienced staff, assisting the monitoring of progress of UNIFEM assistance. A number of administrative measures have been installed at headquarters including the Director's weekly executive group sessions and Professional staff meetings.

8. These actions on substantive and administrative management matters were taken at the time of the tenth anniversary of the operational activities of the Fund. While many of them are by their nature ongoing, their institutionalisation puts UNIFEM in position to draw on past experience toward the continued fulfillment of its mandate, including its contributions to the realization of the Nairobi Forward-looking Strategies for the Advancement of Women to the Year 2000. a/

9. As UNIFEM has reached maturity of its policies, management and operations, one point is more clear than ever: the Fund must grow. The Director has targetted \$20 million per annum by 1990 and \$40 million by 1995.

B. Programming developments

1. Priority setting and planning for the Fund

10. The work plan of the Fund was reviewed at the twenty-fourth session of the Consultative Committee, held in September 1988. Of note are its special features directed to sustainability in the current and forthcoming bienniums, namely, (a) strengthening national institutional capacities to address women and development, with particular reference to national machineries, planning ministries, line ministries and non-governmental organisations, (b) human resource development and (c) continuation of support to innovative and catalytic projects for longer terms, within the priorities of the Fund's regional frameworks.

11. During the review period, the Fund's evolution from a project-centred approach to a programming approach saw the design of the Fund's operational framework for Asia and the Pacific, which followed the implementation of its Africa Investment Plan (emphasising food security, energy, credit support systems and strengthening of management capacities) and its Participatory Action Plan for Latin America and the Caribbean (PAPLAC) (emphasising rural women in peasant economies, urban women in informal sector employment, violence against women, and communications systems). The Asia and Pacific framework for the Fund's priorities identifies as its major areas (a) agriculture and food security, (b) the environment (including afforestation and pollution control) and (c) industry. It will be recalled that these regional programming approaches were commended by the Fund evaluators.

2. Impact of support by the Fund

12. The tenth anniversary of UNIFEM, observed in accordance with Economic and Social Council resolution 1987/26 of 26 May 1987, provided the occasion for the Secretary-General of the United Nations, the President of the General Assembly, the Administrator of UNDP, the Consultative Committee and the Fund Director to present honours to six activities assisted by the Fund that represented the work of UNIFEM with rural and poor urban women world wide. Among them were the following:

(a) In the Caribbean, the programme of the Women and Development Unit (WAND), established in 1978 as part of the Extra-Mural Department of the University of the West Indies, was designed to serve as a catalyst in responding to the needs and priorities of Caribbean women. WAND has played a key role in raising the awareness of and providing support to Caribbean women in their social, economic and civic roles since its establishment. Approximately 300 low-income women and extension workers of the Caribbean Community (CARICOM) countries have participated in the various activities of the project;

(b) In Kenya, the World Bank and UNDP assisted in a pilot project for testing eight different water hand pumps in the Kwale District. In 1983, the UNIFEM and UNDP programme, "Promotion of the role of women in water and environmental services" supported a non-governmental organisation, the Kenyan Water for Health Organisation (KWAHO), to provide software (community participation and training) to complement the hardware. KWAHO had been created as a result of the special

concerns of members of the National Council of Women. The project trained 24 female community water leaders and organized workshops with them on community participatory training methods in health and sanitation and maintenance, use and repair of water pumps. It formed 70 water committees and reached a population of 27,000 as at 1987. It proved catalytic in that its methodology was adopted by the Swedish International Development Agency in the surrounding areas.

13. An example of catalytic impact also comes from new developments resulting from a project honoured by UNIFEM in 1985 at the Nairobi World Conference to Review and Appraise the Achievements of the United Nations Decade for Women:

In the Philippines, UNIFEM assisted a swine-raising project with a \$50,000 grant between 1982 and 1984. The project and its 80 women participants were honoured at Nairobi for its achievements in raising family incomes. By 1987, the co-operative group had invested its 1 million pesos savings to purchase 41 hectares of land for a fruit orchard and a 50-seater bus, and had invested in a soft toy manufacturing business which employs 500 women. One of its initiators states that "the concept of community development in San Miguel is similar to that of the United Nations, which is to establish and sustain a school for development without walls - a showcase of a town that is able to develop itself through the people, in this case the women".

14. As honours were awarded at the observances of the Fund's tenth anniversary, the Fund also received congratulatory messages from the Presidents of Senegal, the Philippines, Bangladesh and Colombia, and the Prime Ministers of the United Kingdom of Great Britain and Northern Ireland, India and Norway, as well as several ministers, a number of parliamentarians, international development organization heads, and organisations.

3. UNIFEM as catalyst: influencing the flow of mainstream resources

15. When UNIFEM set out to implement its new mandate, it became very clear that there were serious gaps to fill in the multilateral technical co-operation approaches. There was, as yet, no systematic consideration of women in pre-investment exercises such as round tables, country programmes and pre-negotiation missions - where large-scale resources are committed for long terms. And women in the concerned countries were seldom aware of the procedures and at times unaware even of the existence of the multi- and bilateral processes of allocating money. UNIFEM sought involvement in these mainstreaming activities on a selective basis, with no attempt made to cover all country programmes, round-table meetings or sectors. Rather, UNIFEM would develop model approaches that could be made available to others who were concerned with the methodologies of mainstreaming, thus pursuing its catalytic role in the United Nations development system as a whole.

16. The year 1987 saw an expansion of this aspect of the operational activities of the Fund. Joint programming commenced with the International Development Association (IDA) - the soft loan facility of the World Bank - in the Gambia

through a series of missions assisted, among others, by the Fund's senior national officer there. Collaboration with the Inter-American Development Bank commenced in Argentina and with the International Fund for Agricultural Development (IFAD) in Argentina and the United Republic of Tanzania. A workshop of the African Development Bank was co-chaired by UNIFEM. Other examples of mainstreaming from Africa included participation in inter-agency missions in Nigeria, where an assessment was undertaken on request of the European Economic Community and the Sudan, and in a joint multisectoral employment mission to the Gambia. Work continued in Burkina Faso where a major document on women and development will form the basis for a donor consultation workshop, while in Chad, the Niger and Togo, there was follow-up to sectoral round-table consultations, with the United Nations Industrial Development Organisation (UNIDO) and the United Nations Children's Fund (UNICEF).

17. Assistance in project formulation was given to the rural employment programme activities of the International Labour Organisation (ILO) in Mali, and a specialist assisted the seminar on the special public works programme of ILO with emphasis on popular participation in Tanzania.

18. Some aspects of the Fund's mainstream experience in Africa have been documented as case studies for staff training in Occasional Paper No. 5.

19. In the Latin America and the Caribbean region, UNIFEM participated in a round table sponsored by the Food and Agriculture Organisation of the United Nations (FAO) on the topic "Participation and integration of rural women in development in the Caribbean". A number of the recommendations of this round table are closely related to PAPLAC priority areas for programming. These include women's involvement in fisheries, the use of participatory methodologies in researching women's position in agriculture, training and sensitisation of senior and middle-level officials and the strengthening of rural women's organisations.

20. As follow-up to the round-table meetings held for Asia and the Pacific UNIFEM prepared four project documents to enable planners to have a socio-economic profile of women in each country, which serve as a basis for programming of development activities. Positive responses have been received to date from the Maldives and a project proposal approved for the Maldives.

21. Other opportunities for disseminating critical information on these mainstream initiatives were provided through the Fund's contribution at the UNDP/Senior Economist Seminar at headquarters in October and again at the UNDP Senior Staff Training Seminar at The Hague, the Netherlands, in November 1987.

4. Innovative support of women, in line with national and regional priorities

22. As regards the Fund's second priority - support to projects involving and benefiting women - of 122 requests received in 1987, 27 projects valued at an average of \$100 000 received support, and an additional 42 small-scale activities received assistance. The total value of newly approved activities was \$5.1 million.

23. During the year substantial progress was made in the support to food and agricultural sectors through the women and food-cycle technologies (WAFT) activities, while the credit support system activities gathered momentum.

(a) Women and food-cycle technologies

24. Eight projects related to women and food-cycle technologies (WAFT) were approved in 1987, in Gabon, Lesotho, Mali, Malawi, Mozambique (two), Sao Tome and Principe and the United Republic of Tanzania. The appropriate food technologies to be introduced through these projects include fish smoking, grinding mills, fruit and vegetable production and processing, and oil extraction. Most projects also foresee the establishment of a revolving loan fund. Five of the projects are assisted at the field level by a United Nations volunteer.

25. A mission to Zaire resulted in the finalisation of an IPF-financed project in support of the Planning Ministry. A mission to the Congo led to the formulation of a WAFT-related project, endorsed by UNDP and the Government. Three national consultants carried out a survey in Malawi, supported by 20 university students. The survey identified, *inter alia*, needs and constraints for food-technology related activities in the country. The results of the survey have been discussed at a workshop, and a project has been designed.

26. Two UNIFEM regional programme assistants specialised in food technologies have been outposted, one in the United Republic of Tanzania and the other in Senegal, thanks to the special grant from the Government of Canada.

27. Five food-cycle technology source books - on oil extraction, fruit and vegetables, cereals, fish and root-crop processing - are expected to be issued soon in English, French and Portuguese. The English version of the oil extraction source book was released in May 1988 and is being distributed.

(b) Credit support system

28. A preparatory assistance project for a credit support system, funded by the UNDP Regional Bureau for Africa, has been initiated, with fielding of a multidisciplinary mission to the Gambia, Burkina Faso, the Congo and Zambia, to specify institutional frameworks, personnel and banking arrangements and to identify target areas within each country. Financial profiles of selected African countries have been prepared, and their findings are being used as background information by the mission.

29. In response to a request by the Government of the United Republic of Tanzania for a credit project for women, UNIFEM sent a project formulation mission to that country, which included a Grameen Bank specialist.

30. UNIFEM continues to provide direct funding for revolving loan fund (RLF) purposes. Technical backstopping of RLF projects is ongoing and the Fund's credit advisor visited three projects in Thailand and Bangladesh. Discussions were held with FAO and IFAD in Rome on the feasibility of expanding or replicating successful RLF models and on collaboration in preparing RLF guidelines. Possibilities of

training by the Graneen Bank of UNIFEM-sponsored participants concerned with improving the lot of poor rural and urban women in developing countries were discussed with the Bank and its collaboration was solicited.

31. A study compiling features of businesses operating in selected developing countries has been finalised. The findings of this report will be used as a basis for discussion in meetings with businesses to determine potential linkages between the activities of women entrepreneurs and other beneficiaries of UNIFEM assistance and the business communities.

(c) Activities in the regions

(i) Africa

32. In addition to the specialised activities of the mainstreaming, food technology and credit support systems noted above, in the African region UNIFEM fielded a two-week mission to Tunisia in September 1987 to assess the situation and needs of women and establish areas for future UNIFEM assistance required by the Government of Tunisia. While in the Maghreb region, the UNIFEM consultant also held initial discussions with government officials in Algeria and Morocco, who responded positively.

33. A project formulation mission to Rwanda resulted in a project proposal - assistance to rural women's groups in Rwanda - that has been jointly financed by UNIFEM and UNDP for a total of approximately \$600,000.

34. A mission to the Sudan included a proposal to strengthen the involvement of women in the Gum Arabic Reafforestation Project of the Kordofan Region (a project originated by UNIFEM). The project on grain-storage banks designed by the mission is now operational.

35. In accordance with the proposals at the twentieth session of the Consultative Committee that UNIFEM ensure that it associates with regional bodies in relevant areas, UNIFEM participated as part of the UNDP representation at the General Meeting of the Southern African Development Co-ordination Conference (SADCC), and the subsequent meeting between representatives of the United Nations system and of the front-line States in early February 1987. This afforded the Fund opportunities to become acquainted with the SADCC structure, its functioning and its programme.

36. UNIFEM subsequently fielded a multidisciplinary mission for consultations with the various SADCC sectoral secretariat units in order to design its programme of assistance to the SADCC region in response to existing needs. One outcome of the mission was financial support of a ministerial-level conference on women and food-cycle technologies hosted by the Government of the United Republic of Tanzania at Arusha in May 1988.

37. The major focus of the Fund's SADCC strategy is the strengthening of that region's capacity to address the implications for women in its programmes in line with the United Nations Programme of Action for African Economic Recovery and Development 1986-1990 (General Assembly resolution S-13/2, annex). At the same

time the Fund's location of its technologist advisor in the SADCC region considerably enhances the programming and monitoring capacities of its technology related activities there.

38. UNIFEM has participated in the mid-term review of the implementation of the Programme of Action. The report of the Secretary-General (A/43/500 and Corr.1 and Add.1 and 2) takes account of women.

(ii) Asia and the Pacific

39. In addition to the Fund's regular project level support in the Asia and Pacific region, the major activity for that region involved preparation of the Regional Plan for Asia and the Pacific. Following the review of the plan outline by the Consultative Committee in August 1987, a "think-tank" took place in Chiang Mai, Thailand, in 1988. UNIFEM fielded its first Regional Programme Officer for the region in Bangkok in July 1987. A mission was undertaken by a UNIFEM staff member to link up with Governments and major regional institutions for the plan, namely, the Economic and Social Commission for Asia and the Pacific (ESCAP), the Asia and Pacific Development Centre (APDC) in Kuala Lumpur and the Asian Development Bank. An inter-agency meeting was also held in Bangkok to advise all regional offices of United Nations agencies in the Asia and Pacific region of the Fund's plans for a programmed approach to its assistance; UNICEF, the World Food Programme (WFP), ESCAP, ILO, FAO and other agencies assisted in the design of the plan.

40. An evaluation mission by a consultant was followed by a mission of the UNIFEM Regional Programme Officer to the South Pacific to consult Governments, UNDP offices and non-governmental organizations on potential investments in the Pacific. The latter mission, in consultation with the three UNDP offices and with Governments, prepared the terms of reference for a major UNIFEM formulation mission scheduled for July-August 1988 and charged with preparing a project document to assist government ministries in incorporating women in mainstream development. In October, UNIFEM participated in the ILO-sponsored "Pacific Meeting on Women's Training and Self-employment Promotion" in Tonga, and briefed the South Pacific Commission conference on women on the outcome of its development planning activities. A preparatory mission undertaken to Indonesia by a UNIFEM staff member resulted in a feasibility study for a fisheries project.

41. The Fund participated in a regional project executed by ESCAP for the development of an integrated plan of action on human resources development. A senior expert on women's concerns was funded by UNIFEM with the objective of ensuring the incorporation of women's concerns in all the dimensions of the regional plan.

42. The Fund participated in the evaluation of a UNDP-funded regional project on integrated farming systems, with the aim of assessing the extent to which women had benefited from the project and to prescribe future actions for ensuring the project's reach to women. In a similar vein, UNIFEM participated in an evaluation of a UNDP-funded project in the Lao People's Democratic Republic and financed a consultant as part of a major agricultural sector review project in Bangladesh and a human resource development project review in Malaysia.

(iii) Latin America and the Caribbean

43. In the Latin America and Caribbean region, newly approved projects covered the following categories: income generation, institutional strengthening, community development, training and action-oriented research. The year saw the operation of the regional plan, the Participatory Action Plan for Latin America and the Caribbean (PAPLAC), starting with the recruitment of the three subregional project officers. Two 1-week meetings took place at headquarters, with the participation of UNDP and UNICEF. Issues covered included a briefing on UNIFEM history, its expanded mandate and administration, a detailed discussion on the future operational procedures between UNIFEM headquarters, PAPLAC subregional officers and UNDP field offices and on relations with other United Nations agencies, as well as the Fund's credit support system, and mainstreaming activities.

44. The project officer for Latin America and the Caribbean together with her counterpart at the Economic Commission for Latin America and the Caribbean (ECLAC) participated in the meeting of the resident representatives with the UNDP Regional Bureau for Latin America and the Caribbean, held in Argentina, as well as in a seminar supported by UNIFEM on the role of rural women and development strategies in Latin America.

45. In the Latin America and Caribbean region also, programming missions were undertaken to Argentina, Barbados, Dominica, Saint Vincent and the Grenadines and Saint Lucia. A monitoring mission was conducted to Trinidad and Tobago. An evaluation and monitoring visit conducted in Uruguay studied the issues concerning the implementation of PAPLAC.

46. Eight income-generating/credit projects were assessed and common learning experiences are being drawn from them. While all projects produce important learning experiences to be used as tools for horizontal co-operation as a common denominator, the assessments reconfirmed the need for giving special attention to the executing agencies' capabilities, which are reflected in the degree of specification of the objectives and criteria for measurement of the impact of findings. As in other regions, this implies the need to consider the strengthening of management capacities as an integral component of many projects.

5. Some findings of analyses

47. As regards project assessments, among the critical observations of project monitors have been (a) the need to avoid the polarized terms "success" and "failure", (b) upward revision of concepts of project duration to 5 or even 10 years, especially when institution-building is integral to the project process, (c) allowing two or more years for group mobilization before full-scale project activities commence or revolving loan funds are introduced, (d) the need for constant monitoring and corrective actions, in particular when the poorest communities are involved and (e) the need to build into the project appropriate mechanisms for strengthening management capacities, with special reference to non-governmental organizations as executing agencies. Specifically:

(a) Integration: Where women are to be "integrated" in mainstream projects, monitors have stressed the need to ensure that those persons charged with project implementation have favourable attitudes towards improving women's situations, and that positions for personnel having knowledge of the situations of women are included in the project design;

(b) Duration of projects: Analysis shows time and again that, as in the Philippine swine project, it takes years and often a decade for groups to become strong and cohesive, to mature and to gain sufficient managerial experience to take on large-scale operations. Expectations of project viability need to take the question of duration very seriously indeed;

(c) Scale of projects: Similarly, the question of project scale calls for careful consideration. Projects of too small a scale are not likely to be viable, for example, to have effective marketing systems, and those which are too large can suffer the effects of inadequate cohesiveness and maturity of groups, as just noted in relation to project duration. There are optimum ranges of scale of projects that need to be determined;

(d) The question of innovation: The Fund's projects should continue to be judged stringently for technical viability but not always within other conventional criteria. They are intended to be innovative and catalytic. Ten years ago, for example, few conventional approval committees could have or would have sanctioned a revolving credit fund in a project or supported the concept of execution by a national non-governmental organisation. UNIFEM was one of the pioneers of these two modes of operation. Its flexible, autonomous status has made possible the Fund's innovative and catalytic actions, while fully respecting technical excellence and while remaining fully accountable. It will be critical for the Fund to continue this flexibility;

(e) Approaches to development co-operation: Finally, analyses show that, while the long-term goal of all development approaches is the appropriate involvement of women - together with men - in the mainstream of their communities and societies, both mainstream projects and projects whose primary target group is women contribute to that long-range goal. The two approaches are thus not "either-or" but complementary and often mutually reinforcing. There is, thus, a long-term future for the Fund. As the Norwegian evaluators stated, the Fund views women holistically. When all of the United Nations technical co-operation funds and agencies have taken women into account in the necessary systematic manner, there will remain a role for the Fund as catalyst and innovator, at the cutting edge of development of future strategies.

48. In the area of review and appraisal also, following a review of an analytic paper provided by the UNIFEM secretariat, the Consultative Committee made several recommendations as regards national machineries on women and development. These include, at the institutional level, that the Fund's assistance should emphasise the strengthening of the infrastructure and technical expertise of the national machineries; it should also stimulate increased government contributions and support to the machineries, thereby ensuring appropriate counterpart inputs while also encouraging national machineries to make use of technical partnerships,

including non-governmental organisations. At the level of project execution the Committee recommended that UNIFEM continues both technical and financial support to national machineries for execution of projects, taking special note, however, of their varying circumstances and capabilities. The importance of their collaboration with appropriate government or non-governmental technical agents when required was stressed as was the importance of UNIFEM financing the costs of undertaking feasibility or other studies where applicable in connection with such assistance. UNIFEM should also facilitate exchanges of experiences between countries.

49. A review of project selections was undertaken by the secretariat in order to define characteristics that had been considered as innovative and/or catalytic.

6. Project approval

50. UNIFEM began 1987 with 280 ongoing activities. Some two thirds of these activities were implemented by national agencies, either Governments or non-governmental organisations.

C. Interorganisational co-operation

1. United Nations system

51. In addition to the inter-agency co-operation noted throughout this report, UNIFEM participated in the meetings discussed below.

(a) Commission on the Status of Women and ad hoc inter-agency meetings

52. UNIFEM was represented at and addressed the 1987 and 1988 sessions of the Commission on the Status of Women. The Fund was also represented at the concurrent non-governmental organisation seminar, during which 25 non-governmental organisations decided to address their concerns about significantly augmenting financial support to UNIFEM.

53. Following the Commission sessions, ad hoc inter-agency meetings of the United Nations system considered the system-wide medium-term plan (E/1987/52) and the World Survey on the Role of Women in Development. b/

(b) ACC Task Force on Rural Development

54. UNIFEM was represented at two meetings of the ACC Task Force on Rural Development on the implementation of the Nairobi Forward-looking Strategies toward the Year 2000, held in Paris and in New York. The Fund's experiences with food-cycle technologies and credit were documented for presentation.

2. Non-governmental organisations and national committees on the Fund

55. UNIFEM continued to enjoy a strong and fruitful partnership with non-governmental organisations as implementing agencies for Fund assistance at the country level and at New York headquarters, where non-governmental organisations have constituted an Advisory Committee for UNIFEM, providing the Fund with a network of support and worldwide outreach. Of special importance is the adoption of UNIFEM projects for support by global organisations, including ZONTA International, which is raising \$1 million, the Soroptomists, United Nations associations and consortia of non-governmental organisations.

56. National committees on UNIFEM have continued to provide support. In 1987, the Committee of the United Kingdom held a "Women of the World" fund-raiser; the Finnish National Association adopted a food-technology project in the United Republic of Tanzania and has raised \$450,000 for UNIFEM to date; the Danish Committee published its second book on women in development projects; the Belgium Committee held a large reception sponsored by the King and Queen of Belgium; the Swedish Committee celebrated its second anniversary along with the Fund's tenth anniversary, and the United States Committee, Metropolitan Branch, hosted a reception for 500 people at United Nations Headquarters as part of the observation of the tenth anniversary of the Fund.

II. ADMINISTRATIVE AND FINANCIAL MANAGEMENT

A. Strengthening management capacities

57. In order to strengthen its capacities to manage an expanded work-load, and with attention to the relevant findings of the evaluation completed in 1987, the Fund put in place a number of measures, including those discussed below.

1. Guidelines on the operational relationship between UNDP and UNIFEM

58. The Guidelines signed by the UNDP Administrator and the UNIFEM Fund Director in October elaborate in further detail some of the management directives set forth in the annex to General Assembly resolution 39/125. They add to, but do not contradict, those directives. For example, the responsibilities of UNDP field offices for monitoring and submitting reports on Fund-assisted projects are refined, and the resident co-ordinator or representative is assigned responsibility as resident representative for UNIFEM. Interrelationships between UNIFEM and the UNDP Division of Women and Development are noted.

2. Human resource capacities at headquarters and field levels

59. In accordance with the decisions of the Council, adopted at its thirty-fourth session, the additional Professional and General Service posts have nearly all been filled.

60. As noted above, and in line with the concerns about project monitoring that were later expressed by the evaluation, field officers are assigned at subregional levels under the PAPLAC programme and from special contributions within the Africa Investment Plan and WAFT in Africa. Donor countries have also generously assisted with support of 10 junior professional officers who are taking up field assignments for UNIFEM at UNDP offices, under the supervision of UNIFEM subregional and national staff.

3. Finance and Administration Unit

61. With the establishment and staffing of the Fund's own Finance and Administration Unit, provision of a technical consultancy, augmented use of UNDP budget, accounts and treasury sections, and of external computer programmes, and linkages with the Fund's Knowledge Bank data base, the UNIFEM Director is now positioned, inter alia, to exercise increased financial controls as regards administration, project budgets, investments and fund-raising. A consolidated monthly financial status report is available. Progress report charts that state the purposes, value, participation, objectives, output, problems and innovative and catalytic aspects are available on each project. Systems adopted in relation to the project cycle include strengthening the UNIFEM Project Advisory Committee (PAC), and to improve overall programme management, weekly executive group and Professional staff meetings are held. The Fund Director participates at two weekly meetings of directors, convened by the UNDP Administrator.

4. Knowledge Bank

62. The storage and retrieval prototype system of the Fund's Knowledge Bank was computerized in co-operation with the UNDP Division of Management Information Services (DMIS) with a view to making the Bank fully operational. Assessments of the prototype experience by a senior system analyst in 1987 and again in 1988 were followed by recommendations for the most suitable and cost-effective means to further computerize the Knowledge Bank. A decision was reached to continue developing the system on the IBM/PC with the necessary enhancements of the programme. An occasional paper is available on the KB.

63. Meanwhile, some 71 projects have been started that have used the project baseline information documents and all relevant instructions in the UNIFEM Project Manual. The Manual is now available in English, French and Spanish.

64. In the mean time, a reference data base has been developed on the IBM/PC towards the implementation of the project monitoring system of the Knowledge Bank. It provides a synopsis of the Fund's completed and ongoing projects with

indications of basic information on their implementation, funding, status and beneficiaries.

B. Financial status

1. Overall contributions in 1987

65. In 1987, the total income of UNIFEM was approximately \$6.9 million, including interest income of \$0.8 million and miscellaneous income of \$0.3 million. It consisted of \$4.8 million contributed by 38 Member States to general resources, \$0.1 million for cost sharing, \$0.7 million for sub-trust funds and \$0.2 million from individuals, non-governmental organisations and national committees on the Fund (see appendices I, II and III). In the same period, project expenditures including support costs and administrative expenditure totaled \$6.3 million. The above amounts represented an increase of 28 per cent over the 1986 income and 15 per cent against the 1986 expenditure.

66. Canada, Italy, Japan and the Netherlands supplemented their contributions to general resources with earmarked contributions to special projects in 1987 and 1988.

2. New commitments to projects in 1987

67. During 1987, following the recommendations of the Consultative Committee at its twenty-first and twenty-second sessions, UNIFEM made total new commitments of \$5.1 million for projects and programmes.

3. Resources for 1988

68. As at August 1988, at the 1987 United Nations Pledging Conference for Development Activities and thereafter, 40 countries have pledged \$5.7 million to UNIFEM general resources for 1988. This is 19 per cent over the previous year. An additional \$1.2 million have been paid or pledged for special purposes. The total available from all sources can be expected to be a minimum of \$7.7 million.

4. Partial funding

69. The UNDP Governing Council decided at its thirty-fifth session in June 1988, following the advice of the Consultative Committee, that UNIFEM should effect a change-over from a full-funding to a partial-funding policy in 1988.

C. Fund-raising and information activities

70. On the occasion of the Fund's tenth anniversary, the representatives of the six award-winning UNIFEM projects were honoured at United Nations Headquarters and at a large reception hosted by the Metropolitan Branch of the UNIFEM United States National Committee. In the following weeks, these project representatives spoke about UNIFEM on television, radio and at events in 12 cities of North America and Europe co-ordinated by non-governmental organisations, United Nations associations and UNIFEM national committees.

71. Information materials produced for the dual purposes of development education and resource mobilisation were the following:

(a) A booklet on the UNIFEM Participatory Action Programme for Latin America and the Caribbean (PAPLAC) (Spanish, English);

(b) UNIFEM Project Manual (French, Spanish, English) and Manual Summary (French, Spanish, English);

(c) Series of occasional papers: (i) Fighting the African food crisis: women food farmers and food workers; (ii) UNIFEM and non-governmental organisations - a documentation and analysis; (iii) Studies on agricultural extension involving women; (iv) UNIFEM experience of a revolving loan fund; (v) UNIFEM Mainstreaming Experience; (vi) Women, technology and rural productivity; (vii) Profiles of women agricultural producers: a tool for development planners - a Sudan example; and (viii) The UNIFEM Knowledge Bank;

(d) The UNIFEM film was distributed to 150 non-governmental organisations and women and development conferences world wide;

(e) Publications, exhibits and speakers were sent to 12 non-governmental organizations and women's conferences;

(f) The tenth anniversary programme and buttons;

(g) UNIFEM 1988 and 1989 calendars.

III. CONSULTATIVE COMMITTEE ON THE FUND

72. The twenty-first and twenty-second sessions of the Consultative Committee on the United Nations Development Fund for Women were held at headquarters from 30 March to 8 April and from 31 August to 4 September 1987, respectively. The Committee's policy advice not noted earlier in this report included the following:

(a) Regarding the Fund's catalytic role, the Committee considered that it was appropriate that UNIFEM shift the focus of its catalytic efforts to institutions other than UNDP, including regional development banks and the World Bank;

(b) The Committee requested that its mandate as a policy advisory body be reflected by moving policy questions up on its agenda. It also agreed to changes in the timing of future sessions to coincide more effectively with the UNDP budgeting cycle;

(c) Reviewing evaluations of projects and other reports, the Committee stressed the Fund's wider sharing of its findings regarding, inter alia, processes of group promotion, management capacities of non-governmental organizations, project duration, and goals revision during project implementation. It took note with satisfaction of the new series of UNIFEM occasional papers on substantive matters.

73. In addition to the substantive papers noted above, the Committee requested the secretariat to prepare special documentation for its subsequent sessions.

74. The Committee noted the broad base of countries that had consistently supported the Fund. It expressed appreciation that the total contributing Governments over the life of the Fund was now 100. Special thanks were given to the heads of State and Government and other officials who honoured UNIFEM on the occasion of its tenth anniversary.

Notes

a/ Report of the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women: Equality, Development and Peace, Nairobi, 15-26 July 1985 (United Nations publication, Sales No. E.85.IV.10), chap. I, sect. A.

b/ United Nations publication, Sales No. E.86.IV.3.

APPENDIX I

Contributions and pledges to the United Nations
Development Fund for Women as at 30 June 1988

(in United States dollars)

Country	Total	1974-1983	1984	1985	1986	1987	1988
<u>Africa</u>							
1. Algeria	55 000	25 000	-	10 000	10 000	5 000	5 000
2. Angola	500	-	-	-	-	-	500
3. Benin	2 000	2 000	-	-	-	-	-
4. Botswana	14 166	4 464	3 565	3 125	-	3 012	-
5. Burkina Faso	500	-	-	-	-	-	500
6. Burundi	847	-	-	-	847	-	-
7. Cameroon	20 281	10 052	-	3 710	2 985	3 534	-
8. Congo	15 135	4 514	10 601	-	-	-	-
9. Egypt	10 000	1 000	-	2 000	2 000	2 000	3 000
10. Ethiopia	28 466	28 466	-	-	-	-	-
11. Gabon	4 900	4 900	-	-	-	-	-
12. Ghana	5 000	5 000	-	-	-	-	-
13. Guinea	2 000	-	1 000	1 000	-	-	-
14. Guinea-Bissau	106	106	-	-	-	-	-
15. Lesotho	6 249	2 000	1 000	-	1 106	1 084	1 059
16. Libyan Arab Jamahiriya	50 000	50 000	-	-	-	-	-
17. Madagascar	2 375	1 798	-	192	385	-	-
18. Mauritius	944	500	-	-	211	-	233
19. Morocco	25 000	25 000	-	-	-	-	-
20. Niger	1 953	-	-	-	-	953	1 000
21. Nigeria	37 844	24 500	-	3 853	4 807	2 326	2 358
22. Rwanda	500	-	-	-	500	-	-
23. Sao Tome and Principe	1 504	500	-	450	554	-	-
24. Senegal	16 613	9 113	1 500	1 500	1 500	1 500	1 500
25. Seychelles	272	-	-	272	-	-	-
26. Togo	4 783	2 404	1 064	-	608	-	707
27. Tunisia	5 880	5 880	-	-	-	-	-
28. Uganda	2 500	-	-	167	333	-	2 000
29. United Republic of Tanzania	2 442	2 442	-	-	-	-	-
30. Zaire	1 500	-	500	-	500	-	500
31. Zambia	1 272	-	636	636	-	-	-
32. Zimbabwe	26 219	11 510	3 333	3 106	3 030	-	5 240
Total	346 751	221 169	23 199	30 011	29 366	19 409	23 597

Asia

1. Afghanistan	500	-	500	-	-	-	-
2. Bangladesh	5 000	3 000	2 000	-	-	-	-
3. Brunei Darussalam	5 000	5 000	-	-	-	-	-
4. China	256 478	126 478	20 000	30 000	30 000	20 000	30 000
5. India	205 000	105 000	20 000	20 000	20 000	20 000	20 000
6. Indonesia	32 000	11 000	3 000	3 000	5 000	5 000	5 000
7. Iran (Islamic Republic of)	30 000	30 000	-	-	-	-	-
8. Japan	2 825 870	1 614 473	273 978	161 667	334 020	441 732	-
9. Lao People's Democratic Republic	7 500	-	1 500	1 500	1 500	1 500	1 500

Country	Total	1974-1983	1984	1985	1986	1987	1988
<u>Asia (continued)</u>							
10. Malaysia	8 000	3 000	5 000	-	-	-	-
11. Maldives	6 200	2 200	-	1 000	1 000	1 000	1 000
12. Nepal	1 000	1 000	-	-	-	-	-
13. Pakistan	88 932	45 536	10 385	11 179	7 485	7 192	7 155
14. Papua New Guinea	1 470	1 470	-	-	-	-	-
15. Philippines	49 800	42 500	3 300	1 000	1 000	1 000	1 000
16. Republic of Korea	13 734	4 000	2 000	2 000	1 867	1 867	2 000
17. Samoa	300	300	-	-	-	-	-
18. Sri Lanka	8 000	2 000	-	2 000	2 000	2 000	-
19. Thailand	13 000	4 000	3 000	-	3 000	3 000	-
	3 557 784	2 000 957	344 663	233 346	406 872	504 291	67 655

Western Asia

1. Bahrain	5 000	-	-	5 000	-	-	-
2. Democratic Yemen	15 278	7 747	1 600	1 760	1 940	-	2 231
3. Iraq	3 000	3 000	-	-	-	-	-
4. Jordan	6 000	6 000	-	-	-	-	-
5. Kuwait	23 500	23 500	-	-	-	-	-
6. Oman	50 000	40 000	-	10 000	-	-	-
7. Qatar	20 000	15 000	-	5 000	-	-	-
8. Syrian Arab Republic	1 000	1 000	-	-	-	-	-
9. United Arab Emirates	530 000	30 000	-	500 000	-	-	-
	653 778	126 247	1 600	521 760	1 940	-	2 231

Latin America and the Caribbean

1. Barbados	4 500	1 000	1 500	-	-	1 000	1 000
2. Brazil	27 000	27 000	-	-	-	-	-
3. Chile	35 000	25 000	5 000	5 000	-	-	-
4. Colombia	10 040	-	2 000	2 000	2 000	2 000	2 040
5. Cuba	5 097	-	-	5 097	-	-	-
6. Dominican Republic	1 773	1 773	-	-	-	-	-
7. Ecuador	2 000	2 000	-	-	-	-	-
8. Guyana	6 967	3 000	1 000	1 000	624	655	688
9. Honduras	8 000	4 000	1 000	1 000	1 000	-	1 000
10. Jamaica	6 785	6 346	257	182	-	-	-
11. Mexico	26 994	22 780	2 043	1 466	543	162	-
12. Panama	1 000	1 000	-	-	-	-	-
13. Paraguay	500	-	-	-	-	500	-
14. Trinidad and Tobago	8 672	6 000	1 000	1 000	672	-	-
15. Venezuela	3 000	3 000	-	-	-	-	-
	147 328	102 899	13 800	16 745	4 839	4 317	4 728

Eastern Europe

1. German Democratic Republic	1 198	1 198	-	-	-	-	-
2. Yugoslavia	23 500	11 500	-	4 000	4 000	4 000	4 000
	28 698	12 698	-	4 000	4 000	4 000	4 000

Country	Total	1974-1983	1984	1985	1986	1987	1988
<u>Western Europe and others</u>							
1. Australia	779 669	328 669	102 487	89 859	78 254	-	180 400
2. Austria	233 000	128 000	21 000	21 000	21 000	21 000	21 000
3. Belgium	1 352 184	901 725	63 432	77 851	108 108	114 613	86 455
4. Canada	2 661 928	35 868	15 385	124 893	729 927	820 896	934 959
5. Cyprus	2 000	1 200	-	300	500	-	-
6. Denmark	1 125 696	473 696	100 000	102 000	150 000	150 000	150 000
7. Finland	2 025 905	386 681	87 920	154 512	186 916	444 444	765 432
8. France	314 202	108 396	32 537	26 316	44 444	49 505	53 004
9. Germany, Federal Republic of	252 601	39 769	19 151	31 852	46 623	56 208	58 998
10. Greece	34 500	17 000	3 500	3 500	3 500	3 500	3 500
11. Iceland	31 200	19 200	6 000	6 000	-	-	-
12. Ireland	109 475	-	-	20 230	40 770	37 250	11 225
13. Italy	1 887 040	513 492	384 724	204 082	228 758	270 270	285 714
14. Luxembourg	7 485	7 485	-	-	-	-	-
15. Netherlands	3 167 810	1 105 439	159 450	131 502	264 300	721 778	785 341
16. New Zealand	119 681	42 324	7 970	12 624	12 538	29 200	15 025
17. Norway	7 973 201	2 459 859	347 716	780 765	1 052 632	1 072 386	1 259 843
18. Portugal	7 000	3 500	3 500	-	-	-	-
19. Spain	210 700	120 000	-	21 401	-	15 723	53 576
20. Sweden	1 726 231	1 098 074	96 177	120 853	174 571	236 556	-
21. Switzerland	90 000	90 000	-	-	-	-	-
22. Turkey	37 612	10 116	-	4 996	5 000	7 500	10 000
23. United Kingdom of Great Britain and Northern Ireland	1 598 489	1 233 825	-	116 966	74 963	82 645	90 090
24. United States of America	8 402 284	6 725 000	500 000	499 284	239 000	219 000	220 000
	34 149 893	15 849 318	2 950 949	2 550 786	3 461 804	4 354 474	4 984 562
Grand total	38 884 232	18 313 288	3 334 211	3 356 648	3 908 821	4 884 491	5 086 773

APPENDIX II

Contributions and pledges for earmarked projects, 1985-1988, as at 30 June 1988

(in United States dollars)

	1985	1986	1987	1988	Total
<u>Netherlands</u>					
MLI/83/W01 Installations des moulins à grains dans des foyers améliorés dans les régions de Mopti et de Koulikoro		40 122			40 122
MLI/83/W02 Assistance à la co-opérative artisanale des portières de Kalabougou		22 968			22 968
GBS/85/W02 Improved artisanal fishing industry, Bijagos Islands, Guinea-Bissau	38 596				38 596
RAF/84/W06 Africa Investment Plan round-table conferences	50 000				50 000
GLO/85/W02 Women and food-cycle technologies		42 000			42 000
MOZ/82/W01 Women training projects		<u>6 061</u>			<u>6 061</u>
	<u>88 596</u>	<u>111 151</u>			<u>199 747</u>
<u>Japan</u>					
For activities of the Branch for the Advancement of Women of the Centre for Social Development and Humanitarian Affairs		220 000	115 000	-	335 000
<u>Canada</u>					
RAF/86/W04 Women and food-cycle technologies		362 318	572 519	572 519	1 507 356

	1985	1986	1987	1988	Total
Italy					
GLO/85/W02 Women and food-cycle technologies (translation and publication of source books on appropriate food technologies)			100 627	109 373	210 000
GAM/84/W04 Sorghum and millet decortication and milling			<u> </u>	<u>231 000</u>	<u>231 000</u>
			<u>100 627</u>	<u>340 373</u>	<u>441 000</u>
Australia					
GRN/83/W02 Women's resource center				3 712	3 712
RLA/86/W02 Women in Caribbean agriculture				<u>1 856</u>	<u>1 856</u>
				<u>5 568</u>	<u>5 568</u>
World Bank					
RAF/84/W06 Africa Investment Plan		2 000			2 000
United Nations					
SUD/86/W02 Community-based integrated rural development in Kassala Province, Sudan			50 000		50 000
Grand total	<u>88 596</u>	<u>695 469</u>	<u>838 146</u>	<u>918 460</u>	<u>2 540 671</u>

APPENDIX III

Non-governmental contributions as at 30 June 1988

(in United States dollars)

	Total	1983	1984	1985	1986	1987	1988
Public contributions 1975-1982	<u>646 844</u>	-	-	-	-	-	-
Individuals	10 323	1 482	2 907	451	2 981	2 157	345
Belgian Committee for the Fund	11 490	-	-	11 290	200	-	-
Danish National Association for UNIFEM	24 550	1 500	3 050	3 500	9 500	2 000	5 000
UNICEF/Decade for Women coin programme (royalties)	43 584	-	-	13 461	12 545	14 915	2 663
Finnish National Association for UNIFEM	449 948	44 251	48 824	66 031	52 611	103 504	134 727 ^{a/}
Finnish United Nations Association	68 279	21 806	17 277	13 049	16 147	-	-
Fund for the United Nations Decade for Women, Inc. (royalties)	17 513	6 013	4 000	-	3 000	2 500	2 000
Japanese Association of House of Representatives	5 000	-	-	5 000	-	-	-
National Federation of Music Clubs	1 000	-	-	-	-	-	1 000
Netherlands Council of Women	26 000	-	-	-	26 000	-	-
One Day's Salary for Survival	16 000	-	-	-	16 000	-	-
Alice Paolossi	5 000	5 000	-	-	-	-	-
Europtimist International Association	32 587	615	197	25	31 500	175	75
United Kingdom Committee on UNIFEM	2 000	-	-	-	2 000	-	-
Swedish National Committee for UNIFEM	142	-	-	-	-	142	-
William Pruitt Memorial Fund	5 465	-	-	-	-	5 465	-
United Nations Association of the United States	2 525	-	-	-	-	-	2 525
United Nations Association, Norway	1 182	-	-	760	422	-	-
United States Committee on UNIFEM	30 000	-	15 000	5 000	5 000	5 000	-
Women's Advisory Council, United Nations Association, United Kingdom	5 359	1 239	1 497	623	2 000	-	-
Zonta International ^{b/}	396 521	-	10 150	871	10 500	175 000	200 000 ^{c/}
Other organizations	22 440	14 331	250	2 390	1 704	3 030	735
Total	<u>1 176 908</u>	<u>96 237</u>	<u>103 152</u>	<u>122 451</u>	<u>192 110</u>	<u>313 888</u>	<u>349 070 ^{d/}</u>
Grand total	<u>1 823 752</u>						

^{a/} Earmarked for project URT/86/W01 (Women's appropriate food technology (United Republic of Tanzania)).

^{b/} Zonta International has pledged \$1.0 million to be paid in 1986-1988.

^{c/} \$150,000 received in June, recorded in July.

^{d/} Of total contributions received from non-governmental organizations in 1988, an amount of \$289,740 was not reflected in the Fund's financial statement as at 30 June 1988.

APPENDIX IV

Resource planning table for the Fund, 1987-1991, as at 31 August 1988

(in millions of United States dollar)

	Actual 1987	Estimate			
		1988	1989	1990	1991
I. Fund's balance from previous year					
Resources from previous year	12.2	12.2	12.4	12.0	11.5
Deduct: operational reserve a/	<u>0.0</u>	<u>0.0</u>	<u>6.8</u>	<u>7.1</u>	<u>7.2</u>
Total financial resource (A)	12.2	12.2	5.6	4.9	4.3
II. Resources made available during the year					
Voluntary contributions received	4.8	5.5	5.9	6.3	6.7
Cost-sharing	0.1	0.1	0.2	0.2	0.3
Donations	0.3	0.4	0.4	0.4	0.4
Interest and other income	1.2	0.8	0.9	0.8	0.8
Decrease in operational reserve	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total made available during the year (B)	6.3	6.8	7.4	7.7	8.2
III. Utilization of resources during the year					
Project expenditure	4.9	4.3	5.4	5.6	5.7
Reimbursement of programme support costs	0.2	0.6	0.7	0.7	0.7
Administrative services costs	<u>1.2</u>	<u>1.7</u>	<u>1.7</u>	<u>1.9</u>	<u>1.9</u>
Total programme expenditure	6.3	6.6	7.8	8.2	8.3
Increase in operational reserve a/	<u>0.0</u>	<u>6.8</u>	<u>0.3</u>	<u>0.1</u>	<u>0.2</u>
Total use of resource (C)	6.3	13.4	8.1	8.3	8.5
IV. Total Fund balance at year end (A+B+C)	12.2	5.6	4.9	4.3	4.0
V. Movement in operational reserve a/					
Reserve from previous year	0.0	0.0	6.8	7.1	7.2
Change in reserve during the year	<u>0.0</u>	<u>6.8</u>	<u>0.3</u>	<u>0.1</u>	<u>0.2</u>
Reserve level at year end	0.0	6.8	7.1	7.2	7.4

	Actual 1987	Estimate			
		1988	1989	1990	1991
VI. Outstanding recommended project approvals and unspent allocations from previous years	12.2	12.2	13.1	15.9	16.1
Add: approved projects during the year	5.0	7.8	6.8	6.5	6.9
Deduct: project expenditure during the year	<u>5.0</u>	<u>4.9</u>	<u>6.0</u>	<u>6.3</u>	<u>6.4</u>
Outstanding recommended project approvals and unspent allocations at year end	12.2	15.1	15.9	16.1	16.6
Maximum ceiling a/	12.2	15.2	15.9	16.1	16.6

a/ Based on the partial-funding system approved by the UNDP Governing Council.
