

constraints and other limiting criteria, such as geographical distribution and attitudinal barriers. In particular, women are absent from the senior management levels, which seriously limits their influence on decision-making.

Paragraph 307

In order to institutionalize interorganizational exchanges of information and co-operation in relation to women's advancement, several United Nations agencies, non-governmental organizations and regional bodies have designated, in response to pressures applied during the Decade, focal points for women's activities. However, in many cases, insufficient tenure and resources accompanied those actions, thus limiting their long-term effectiveness. Moreover, activities that promote the integration of women in development have often been confined to these focal points and have not been integrated into all organizational planning and programme activities. Progress has also been limited in this area by the inadequate training of many of the staff members of international agencies and organizations with respect to the centrality of women's role in development.

Paragraph 308

International and regional co-operation strategies must be formulated on the premise that effective development requires the full integration of women in the development process as both agents and beneficiaries. Development agencies should take full cognizance of women as a development resource. This requires that all international and regional development institutions adopt explicit policies in this regard and put in place the management systems necessary to ensure the effective implementation and evaluation of these policies in the full range of their programmes and activities. Such policies should incorporate the principles endorsed in the Forward-looking Strategies of Implementation for the Advancement of Women. Strong and visible commitment to and interest in integrating women in the development process should be demonstrated by the senior-level management of development agencies.

B. Basic strategies

Paragraph 309

Effective consultative and reporting arrangements are required to collect information on action taken to implement the Forward-looking Strategies and on successful ways and means used to overcome obstacles. Monitoring and evaluation should, therefore, be carried out at international, regional and subregional levels based on national-level monitoring, including input from non-governmental organizations.

Paragraph 310

Technical co-operation, training and advisory services should promote endogenous development and self-reliance with greater emphasis on economic and technical co-operation among developing countries. The special needs of women should be periodically assessed and methods developed to integrate women's concerns into the planning and evaluation of development activities. The participation of women in the formulation of technical co-operation policies and programmes should be ensured.