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**PROPOSED STRATEGIC FRAMEWORK FOR THE BIENNIUM 2012-2013
PART TWO: BIENNIAL PROGRAMME PLAN**

**PROGRAMME 18
ECONOMIC AND SOCIAL DEVELOPMENT IN WESTERN ASIA**

Summary

The draft strategic framework for 2012-2013 will be reviewed by the ESCWA Technical Committee in its fourth meeting, which will be held in Beirut on 26 and 27 January 2010. It will also be reviewed by the Commission in its twenty-sixth session, which will be held in April 2010.

The list of legislative mandates in the Strategic Framework for 2012-2013 excludes those that are older than five years. Exceptions are those mandates that founded ESCWA and revised its terms of reference. In the case where mandates have been reaffirmed by new ones, the latest mandates are listed.

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Overall orientation

18.1 The overall orientation of the programme is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region; and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and with other countries of the world. ESCWA is responsible for the implementation of the programme.

18.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) dated 9 August 1973 and 1985/69 dated 26 July 1985, establishing ESCWA and amending its terms of reference in order to underscore the social functions of the Commission. Further direction is provided in Economic and Social Council resolution 2005/50, in which ESCWA was requested to provide support to member countries in realizing the Millennium Development Goals (MDGs), including by building capacities to formulate policies, monitor progress made, measure impact and prepare regional reports. In addition, in its resolution 269 (XXIV) dated 11 May 2006, the Commission requested its Executive Secretary to increase coherence and synergy with other regional United Nations organizations and, through the Commission's lead role in the Regional Coordination Group, foster partnerships and cooperation with those organizations.

18.3 ESCWA together with the other regional commissions will continue to pursue work aimed at promoting regional and subregional economic integration as well as implementation of the internationally agreed development goals, including MDGs and sustainable development. As the regional arms of the United Nations, the regional commissions will use their convening power to continue to advance multilateral dialogue, regional networks and knowledge-sharing, and will strive to further intraregional and interregional cooperation among each other as well as with other regional and subregional entities. The Commission will continue to engage with the Executive Committee on Economic and Social Affairs as a key global body for ensuring coherence on common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors.

18.4 In the 2012-2013 biennium, ESCWA will pursue its programme objectives by promoting economic and social integration at both the subregional and regional levels, and solidarity in the international political arena and global economy. Regional integration will be scaled up to cover the Arab region through continued strategic partnership with the Economic Commission for Africa Subregional Office for North Africa and with such regional and subregional organizations as the League of Arab States (LAS) and the Gulf Cooperation Council (GCC). The programme comprises seven interdependent subprogrammes that focus on four regional priority areas and three cross-cutting issues, namely: (a) stimulating sustainable management of natural resources, with emphasis on water, energy and the productive sectors while incorporating climate change responses to sectoral strategies and plans; (b) promoting integrated social policies; (c) stimulating sustainable economic development based on higher productivity and competitiveness and through regional integration and cooperation in a globalizing world; (d) accelerating the development, adaptation, diffusion and use of advanced technology, particularly information and communications technology (ICT); (e) enhancing statistical capacity development; (f) promoting gender mainstreaming, the advancement of women and their effective participation and involvement; and (g) promoting peace-building and mitigating the impact of conflict, its root causes and spillover effects on sustainable development.

18.5 The global financial crisis of the second half of the 2000-2010 decade negatively impacted economic performance in the region, resulting in plunging financial and real-estate asset prices; the collapse of commodity prices; and the decline in export earnings. The resulting contraction in economic activity led to mounting unemployment. Consequently, the need for proactive employment policies to absorb the growing labour force in the region, particularly for youth and women, is more pressing than ever.

18.6 The development and implementation of integrated social policies are still not given the same level of consideration as economic policies, despite that development experiences have shown that economic growth on its own does not lead to equitable and inclusive development, social justice and social stability. In this

regard, particular attention should be paid to both the equitable provision of public services and the integration of key social groups, including women and youth, into the process of development. In addition, greater emphasis should be given to enhancing good governance in order to ensure that effective processes and mechanisms are established to facilitate transparent and participatory policy formulation and implementation.

18.7 The region is characterized by large gas and oil reserves and production, scarce water resources and food dependency. The water shortage challenge is amplified by such factors as rapid population growth and over-exploitation of available water resources, and will be further exacerbated by climate change, which is expected to increase the proportion of areas affected by droughts, thereby producing significant negative effects on agricultural productivity and other productive sectors which could undermine national and regional development agendas. As such, ESCWA will continue to support building capacities of member countries aimed at managing water and energy resources in a sustainable manner and in line with the Johannesburg Plan of Implementation by promoting integrated water resources management practices to facilitate progress in the implementation of the targets on water and sanitation as set forth in MDG 7. Advocating improved energy access to poor areas and the efficient use of energy sources (including, among others, cleaner fuels and renewable energy resources) will remain a key priority. ESCWA will also provide technical advice to incorporate climate change adaptation and mitigation responses into sectoral strategies and plans by preparing regional assessments of the impact of climate change on water resources, advancing the role of the energy sector in reducing greenhouse gas emissions and supporting member countries to use available international resources for supporting relevant projects. Moreover, ESCWA will continue to strengthen capacity in member countries to improve sustainable rural livelihoods, and increase the productivity and competitiveness of small and medium-sized enterprises (SMEs).

18.8 ESCWA will pursue an integrated approach to development with a view to balancing economic growth and social equity in the region, while paying special consideration to least-developed and conflict-stricken countries. To that end, efforts will be made towards supporting national policies to promote an equitable and inclusive process of development, thereby enhancing regional capacity to address collectively critical challenges, both prevailing and emerging, through the promotion of regional integration initiatives; advancing intraregional trade and investment; integrated transport and communications infrastructure; and trade and transport facilitation.

18.9 ESCWA will strive to promote the development of knowledge-based economies in the region through analysis and normative activities to build local capacity in ICT and to narrow the digital divide. This will be coupled by the formulation of coordinated strategies and action plans for the development of the ICT sector within the framework of the World Summit on the Information Society.

18.10 Developing statistical capacity remains fundamentally important in order to enhance the ability of countries of the region in terms of generating timely, reliable, comparable and gender-disaggregated statistics for informed policymaking and programme development; and of tracking the progress made on internationally agreed development goals, including MDGs. While maintaining due consideration to regional specificities, ESCWA will continue to promote gender equality and the empowerment of women.

18.11 Security and stability are the minimum conditions for sustainable human development and the full realization of human potential. However, continued instability, conflict, occupation and their spillover effects are a driving force of the development deficit of ESCWA member countries. In partnership with member countries, other entities in the United Nations system and other multilateral and regional institutions, ESCWA activities will aim to minimize the ramifications of continuous instability by assisting member countries in formulating conflict prevention, reconciliation and revitalization policies within development programmes that are resilient to continuous crisis. ESCWA will also assist member countries to formulate and implement policies and programmes that address the economic and social spillover effects generated by conflict and/or occupation as well as the impact of emerging global challenges on the most vulnerable ESCWA member countries, in particular the Least Developed Countries (LDCs). ESCWA will build on its

comparative advantage and established in-house expertise in identifying and mainstreaming good governance models that cater to the specificities of ESCWA member countries, and modernizing state structures related to peace-building efforts, with the goal of achieving stability and sustainable development in the region.

18.12 ESCWA will continue analytical and normative work, supplemented by the provision of technical cooperation support in line with the articulated needs of ESCWA member countries. It will act as a facilitator for the exchange of knowledge and information by providing a forum for networking and multilateral dialogue on regional and global development issues, while paying due consideration to the advancement of South-South cooperation. Special attention will be given to the promotion of gender mainstreaming through the programme of work of the organization and within the Commission in pursuance of the global priorities of the United Nations. Similarly, lessons derived from evaluation exercises will be consolidated in order to improve the design and performance of programmes and in view of the commitment by the United Nations to encourage and support evaluation practices to enhance learning and accountability.

18.13 The regional support provided by ESCWA should contribute towards the following: (a) increased national capacity to devise and apply comprehensive, equitable economic and social policies and programmes, and to deal with transboundary issues; (b) improved coordination of efforts and resources of United Nations bodies, with a view to providing joint responses in tackling multifaceted problems that the countries of the region face; (c) enhanced work of the Economic and Social Council and its functional commissions in reviewing and appraising the progress made in implementing the outcomes of United Nations conferences and summits; (d) increased sharing of knowledge and South-South cooperation, thereby furthering the promotion of interregional and intraregional collaboration; and (e) enhanced development capacity and better use of the knowledge capital in the region.

18.14 It is anticipated that the consultations which have taken place between the thematic clusters of the Executive Committee on Economic and Social Affairs will contribute to enhanced coordination and increased collaboration in major common areas of work of programmes adopted by the United Nations Secretariat in economic and social development fields. Moreover, through its leadership of the Regional Coordination Mechanism, ESCWA strives to facilitate consultation processes among concerned United Nations entities, leading to the identification of priority areas where collective support for development interventions could be provided, whether at the level of the ESCWA region or in the broader context of the Arab region.

SUBPROGRAMME 1

INTEGRATED MANAGEMENT OF NATURAL RESOURCES FOR SUSTAINABLE DEVELOPMENT

1. Logical framework

Objectives: To achieve integrated sustainable management of natural resources in the ESCWA region, with emphasis on water, energy and the production sectors, while incorporating climate change responses into sectoral strategies and plans

Expected accomplishments	Indicators of achievement
(a) Enhanced technical, human and institutional capacities of member countries to develop and implement national, subregional and regional policies, strategies and action plans for sustainable management of energy and water resources in line with the Johannesburg Plan of Implementation (JPOI)	(a) (i) Increased number of positive responses received from member countries and regional stakeholders expressing satisfaction with ESCWA expert meetings, advisory and capacity-building services to achieve their sustainable development goals
	(ii) Number of measures designed and implemented by member countries through ESCWA support for integrated sustainable management of natural resources, in line with the Johannesburg Plan of Implementation (JPOI)
	(iii) Number of resolutions by inter-governmental bodies acknowledging ESCWA assistance on sustainable development issues
(b) Enhanced capacity of governments and other public and private stakeholders to incorporate climate change responses into sectoral strategies and plans and stimulate financial and technical support for the implementation, while strengthening regional cooperation	(b) (i) Number of inputs by member countries and regional stakeholders to ESCWA coordinated activities supporting the formulation of adaptation and mitigation measures to climate change impacts in the region
	(ii) Number of countries implementing sustainable energy plans and initiatives, including projects formulated or implemented with ESCWA support and financed through the Clean Development Mechanism (CDM) and other international financing mechanisms
	(iii) Number of partners contributing to the preparation of ESCWA regional assessments and measures for climate change adaptation

Expected accomplishments	Indicators of achievement
(c) Strengthened capacity in member countries to develop and apply best practices and plans for improving sustainable rural livelihood and increasing the productivity and competitiveness of small and medium-sized enterprises (SMEs), in support of achieving the Millennium Development Goals	(c) (i) Number of measures taken by SMEs with ESCWA assistance to adopt environmentally sound technologies and their possible applications for sustainable rural livelihood (ii) Number of plans developed and best practices applied by member countries based on ESCWA initiative and support for enhancing access to basic energy, water and sanitation services

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) member countries are willing to adopt and apply the sustainable development policies advocated by world summits and by global and regional conferences; (b) there are no significant shortfalls in extrabudgetary funding; (c) political stability is improved, thereby allowing for a better cooperative environment among member countries in the region as well as a more effective implementation of technical cooperation; (d) developed countries will fulfil their commitments to support the formulation and implementation of adaptation and mitigation measures by developing countries, including ESCWA member countries, through technology transfer and financial support.

3. Strategy

The responsibility for implementing this subprogramme lies with the Sustainable Development and Productivity Division. The subprogramme will concentrate on enhancing knowledge and facilitating the formulation, adoption and implementation of integrated sustainable development strategies and policies in the light of the relevant global mandates arising from the Johannesburg Plan of Implementation (JPOI); MDGs, particularly Goal 1 (eradicate extreme poverty and hunger) and Goal 7 (ensure environmental sustainability); and the outcomes of the United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties COP-13 (Bali, December 2007) and COP-15 (Copenhagen, December 2009).

The subprogramme will continue to work at the following: (a) advocate and promote sustainable production and consumption patterns of energy and water resources, including improved access to safe drinking water and basic sanitation to a wider section of the region's population; (b) serve as a forum for promoting policy dialogue as means of enhancing synergy among the countries in the region on sustainable development priority issues, including climate change adaptation and mitigation; (c) facilitate cooperation among member countries on the management of shared water resources and the development of energy networks; (d) increase awareness on the possible impacts of climate change on water resources and the needed precautionary measures and means for integrating climate change responses into sectoral strategies and plans; (e) support national and regional capacity-building, especially in the fields of integrated water resources management, energy efficiency, renewable energy applications and cleaner fossil fuels; and (f) facilitate regional coordination and preparations for the implementation of regional and global commitments on sustainable development, in particular on the thematic areas to be addressed by the Commission on Sustainable Development.

In support of achieving MDGs, the subprogramme will also promote sustainable rural livelihood approaches and increase the productivity and competitiveness of SMEs.

This will be achieved by undertaking quality research and analytical work; disseminating best practices; building capacity and rendering advisory services on priority sustainable development issues; promoting intraregional/interregional cooperation on sustainable development and climate change related issues through partnerships with other regional commissions, international mechanisms for financing climate change related actions and regional organizations, in particular LAS, GCC, United Nations Environment Programme/Regional Office for West Asia (UNEP/ROWA), United Nations Secretariat for the Convention on Biological Diversity (CDB), United Nations Educational, Scientific and Cultural Organization (UNESCO), International Labour Organization (ILO), and United Nations Industrial Development Organization (UNIDO); and strengthening ESCWA regional mechanisms for coordination on energy and water as regional forums for advancing sustainable development issues, such as those identified by the Environmental Management Group (EMG) in “UN Water”, “UN Energy” and “UN Environment”.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Increased number of positive responses received from member countries and regional stakeholders expressing satisfaction with ESCWA expert meetings, advisory and capacity-building services to achieve their sustainable development goals
Indicator of: Results
Units of measure: Number of responses
Baseline 2009: 5
Estimate 2011: 7
Target 2013: 12
Methodology
Variables: Number of appreciation letters, evaluation questionnaires, and other positive responses received from member countries and regional stakeholders regarding ESCWA activities on sustainable energy (2) and sustainable water resources management (3)
Data source(s): Official correspondence (notably with the League of Arab States (LAS)), resolutions of relevant LAS Ministerial Councils, evaluation questionnaires, and own programme records
Collection method(s): Received official correspondence, results of evaluation questionnaires, and follow-up on LAS ministerial resolutions
Periodicity: Twice per biennium
Comments on data verification and analysis: Data received from different concerned authorities in member countries may need to be cross-checked
Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, the Chief Executives Board (CEB), and the Regional Coordination Mechanism (RCM)
Presentation of data: Reports to ESCWA Cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely, LAS Ministerial Councils), Regional Directors Team (RDT)/RCM, the division web page, Integrated Monitoring and Documentation Information System (IMDIS), the Programme Performance Report (PPR), ESCWA reports, and the Executive Secretary’s annual compact with the Secretary-General
Impact of external factors: N/A
Clarification of terms: N/A

Indicator of achievement: (a) (ii) Number of measures designed and implemented by member countries through ESCWA support for integrated sustainable management of natural resources, in line with the Johannesburg Plan of Implementation
Indicator of: Results
Units of measure: Number of measures
Baseline 2009: 26
Estimate 2011: 30
Target 2013: 36
Methodology
Variables: Number of measures, decisions, actions and programmes designed and/or implemented by member countries through ESCWA support on sustainable energy (3) and sustainable water resources management (3)
Data source(s): Survey data, member country focal-points, members of ESCWA Committee on Energy and Committee on Water Resources, official correspondence from member countries and regional stakeholders, and own programme records
Collection method(s): Direct surveys to be conducted by ESCWA, interviews, and official correspondence received from member countries and regional stakeholders
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, CEB, and RCM
Presentation of data: Reports to ESCWA Cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely, LAS Ministerial Councils), RDT/RCM, the division web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Resources need to be made available for conducting surveys/interviews with member countries and regional stakeholders (including consultancy, travel and/or support staff). Respondents need to provide accurate data
Clarification of terms: N/A

Indicator of achievement: (a) (iii) Number of resolutions by inter-governmental bodies acknowledging ESCWA assistance on sustainable development issues
Indicator of: Results
Units of measure: Number of resolutions
Baseline 2009: 4
Estimate 2011: 6
Target 2013: 10

Methodology
Variables: Number of resolutions issued by inter-governmental bodies, notably Ministerial Councils of the League of Arab States (electricity and energy, water, environment and sustainable development), acknowledging ESCWA assistance on sustainable energy (1) and sustainable water resources management (1) as well as related integrated sustainable development issues (2)
Data source(s): Meetings reports issued by inter-governmental bodies and regional stakeholders, official correspondence (notably with LAS), and own programme records
Collection method(s): Review of reports by, and official correspondence with, inter-governmental bodies and regional stakeholders
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, CEB, and RCM
Presentation of data: Reports to ESCWA Cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely LAS Ministerial Councils), RDT/RCM, the division web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: N/A
Clarification of terms: N/A

Indicator of achievement: (b) (i) Number of inputs by member countries and regional stakeholders to ESCWA coordinated activities supporting the formulation of adaptation and mitigation measures to climate change impacts in the region
Indicator of: Results
Units of measure: Number of inputs
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 5
Methodology
Variables: Number of inputs received from member countries, regional stakeholders and United Nations agencies member of the Thematic Working Group on Climate Change in the Arab Region, to ESCWA coordinated documents and meetings on climate change adaptation (3) and mitigation (2)
Data source(s): Substantive contributions, comments, letters of appreciation, meeting papers, RCM/RDT meetings, official correspondence, and own programme records
Collection method(s): Counting of inputs and review of reports, official correspondence and programme records
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A

Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, CEB, and RCM
Presentation of data: Reports to ESCWA cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely LAS Ministerial Councils), RDT/RCM, SDPD web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: N/A
Clarification of terms: N/A

Indicator of achievement: (b) (ii) Number of countries implementing sustainable energy plans and initiatives including projects formulated or implemented with ESCWA support and financed through the Clean Development Mechanism (CDM) and other international financing mechanisms
Indicator of: Results
Units of measure: Number of member countries
Baseline 2009: 0
Estimate 2011: 0
Target 2013: 2
Methodology
Variables: Number of member countries implementing sustainable energy plans and initiatives, targeting issues such as energy efficiency, renewable energy technologies and cleaner fuels
Data source(s): Data surveys, member country focal-points, members of ESCWA Committee on Energy and CDM website
Collection method(s): Direct surveys and interviews conducted by ESCWA, review of official correspondence, review of documents and CDM website
Periodicity: Twice per biennium
Comments on data verification and analysis: Information from non-official documents and CDM website may need to be cross-checked with concerned authorities in member countries
Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, CEB, and RCM
Presentation of data: Reports to ESCWA cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely LAS Ministerial Councils), RDT/RCM, the division web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Resources need to be made available for conducting surveys. Member countries need to respond to surveys and provide accurate data
Clarification of terms: N/A

Indicator of achievement: (b) (iii) Number of partners contributing to the preparation of ESCWA regional assessments and measures for climate change adaptation
Indicator of: Results
Units of measure: Number of partners
Baseline 2009: 0
Estimate 2011: 4
Target 2013: 6
Methodology
Variables: Number of Arab specialized organizations, United Nations agencies coordinating with ESCWA within the concept of the United Nations delivering as one, and concerned NGOs contributing to the preparation of ESCWA regional assessments and measures for climate change adaptation
Data source(s): Partners contributing to ESCWA implemented activities, Arab organizations contributing to relevant UN-LAS activities (for example on vulnerability assessment and adaptation measures), and own programme records
Collection method(s): Review of relevant ESCWA implemented activities and official written communication material and records
Periodicity: Twice per biennium
Comments on data verification and analysis: Data may need to be cross-checked with concerned officials in member countries and other regional and United Nations organizations
Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, CEB, and RCM
Presentation of data: Reports to ESCWA Cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely LAS Ministerial Councils), RDT/RCM, the division web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Effective collaboration between United Nations agencies is achieved
Clarification of terms: N/A
Indicator of achievement: (c) (i) Number of measures taken by small and medium-sized enterprises (SMEs) with ESCWA assistance to adopt environmentally sound technologies and their possible applications for sustainable rural livelihood
Indicator of: Results
Units of measure: Number of measures
Baseline 2009: 2
Estimate 2011: 6
Target 2013: 10

Methodology
Variables: Number of measures taken by SMEs with ESCWA assistance to adopt environmentally sound technologies
Data source(s): Survey data, business organizations, chambers of commerce, websites, and data available from research and analysis
Collection method(s): Direct surveys and interviews conducted by ESCWA, and content analysis of written communication material
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Session, ESCWA Cabinet, CEB, and RCM
Presentation of data: Reports to ESCWA Cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely LAS Ministerial Councils), RDT/RCM, the division web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Resources are made available for conducting surveys/interviews. SMEs respond to surveys and provide accurate data
Clarification of terms: N/A

Indicator of achievement: (c) (ii) Number of plans developed and best practices applied by member countries based on ESCWA initiative and support for enhancing access to basic energy, water and sanitation services
Indicator of: Results
Units of measure: Number of initiatives/plans/best practices
Baseline 2009: 2
Estimate 2011: 4
Target 2013: 7
Methodology
Variables: Number of plans/best practices developed and applied by member countries for enhanced access to basic energy services (1) as well as water and sanitation services (2)
Data source(s): Survey data, documents by inter-governmental bodies, focal-points, records of activities conducted by the Arab Countries Water Utilities Association (ACWUA) and the Regional Mechanism on Energy for Sustainable Development (RMESD), and own programme records

<p>Collection method(s): Results of surveys to be conducted by ESCWA, interviews, review of ACWUA and RMESD records, review of official correspondence from member countries and regional stakeholders and own programme records</p>
<p>Periodicity: Twice per biennium</p>
<p>Comments on data verification and analysis: Data may need to be cross-checked with concerned officials in member countries</p>
<p>Use of processed data: Reporting to member countries, ESCWA Committee on Energy, ESCWA Committee on Water Resources, United Nations Secretary-General, ESCWA Executive Secretary, ESCWA Commission, ESCWA Cabinet, CEB, and RCM</p>
<p>Presentation of data: Reports to ESCWA Cabinet, ESCWA Technical Committee, relevant inter-governmental bodies (namely LAS Ministerial Councils), RDT/RCM, the division web page, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General</p>
<p>Impact of external factors: Resources are made available for conducting surveys/interviews, and respondents to surveys provide accurate data</p>
<p>Clarification of terms: N/A</p>

SUBPROGRAMME 2

SOCIAL DEVELOPMENT

1. Logical framework

Objectives: To enhance the capacity of member countries to adopt social policies and institutional mechanisms that promote an equitable and inclusive process of social development, taking into consideration regional specificity

Expected accomplishments	Indicators of achievement
(a) Strengthened national capacity to develop a rights-based social policy that promotes social integration, including vulnerable groups	(a) (i) Number of national institutions that generate knowledge and information on vulnerability and vulnerable groups, using ESCWA assistance
	(ii) Number of evidence-based policies and programmes on social integration initiated by member countries, using ESCWA assistance
(b) Enhanced capacity of member countries to address the integration of various socio-demographic groups, particularly youth, the aged and labour migrants in the process of development	(b) (i) Total number of countries responding, with ESCWA assistance, to the World Programme of Action on Youth
	(ii) Total number of measures/policy provisions adopted by member countries to integrate ageing and labour mobility priorities in development plans and programmes
(c) Enhanced partnership between governments and civil society organizations in designing, implementing and monitoring development policies, including social policies, and related programmes and projects	(c) (i) Total number of advisory processes, networks and agreements on the approaches of participatory social development, local development, and related capacity-building programmes, supported by ESCWA
	(ii) Total number of instances in which, civil society organizations and other institutions are consulted in the process of design, implementation and monitoring of policies by governments, with ESCWA assistance

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) member countries remain committed to achieving the internationally agreed development goals and continue to support activities that promote comprehensive social development; (b) extrabudgetary financial resources are commensurate with planned activities; and (c) there is a minimum level of political stability and a secure working environment.

3. Strategy

The responsibility for implementing the subprogramme lies with the Social Development Division. The subprogramme will build on the experience gained in previous biennia, and continue to advocate equity,

social justice, inclusion and participation as the guiding social development principles. During the biennium 2012-2013, particular attention will be paid to promoting the following: (a) an integrated social policy approach; (b) social integration at national and local levels; (c) youth development; and (d) participatory development.

Social development requires the creation of an enabling environment for people to develop their full potential, expand their development choices and lead productive lives according to their needs and interests. Fundamental to enlarging these choices is building human capabilities, which encompasses things that people can do or be in life. The most basic capabilities for human development are to lead long and healthy lives, to be knowledgeable, to have access to opportunities and resources needed for a decent standard of living and to be able to participate in the life of the community. Without these, many choices are simply not available, and many opportunities in life remain inaccessible.

Countries that have achieved higher social development dividends and equitable social well-being for all ultimately achieved those targets by ensuring synergy between economic and social objectives whereby social development goals became an integral part of national development strategies. The integrated social policy framework rests on three pillars, namely: a clear policy vision; a shared consensus; and coordinated implementation. The policy vision entails both a conviction in social equity and the political will to implement integrated social policy. A shared consensus requires institutional space and mechanisms to enable the dialogue, and the checks and balances that are vital to ensure the participation of citizens in equitable development. The coordinated provision of social services involves a comprehensive approach to how people are involved with, receive and benefit from social services. In this regard, civil society organizations can play a critical role in terms of monitoring the impact of public and social policies on different social groups, including vulnerable groups.

Having documented and disseminated knowledge about social development approaches, tools and institutional mechanisms, the subprogramme will seek to build the capacity of member countries to mainstream social equity concerns in their public policymaking, including finding mechanisms to finance social development. Particular efforts will be made to support member countries in formulating, implementing and monitoring social policies and strategies designed to ensure a more equitable process of human development. The subprogramme will also continue to assist member countries in the implementation of internationally agreed plans of actions and recommendations, including MDGs.

In order to achieve the expected accomplishments, the subprogramme will undertake both normative and technical cooperation activities. The normative activities will include research and analysis on social and demographic issues, the preparation of substantive reports and the organization of expert group meetings. Technical cooperation activities will include the provision of advisory services, capacity development workshops and field projects. Partnerships will be further strengthened with other regional commissions, United Nations agencies, international and regional organizations and civil society groups. In the process, the Social Development Division will also act as a regional platform for the exchange of experiences, best practice and lessons learnt in the field of social development, and for increased interaction between Western Asia and other regions of the world.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Number of national institutions that generate knowledge and information on vulnerability and vulnerable groups, using ESCWA assistance
Indicator of: Results
Units of measure: Number of national institutions
Baseline 2009: 4
Estimate 2011: 6
Target 2013: 8

Methodology
<p>Variables: Number of government/national institutions requesting ESCWA assistance in conducting research on vulnerability and social integration; number of studies, reports, and initiatives developed to generate and improve data and information on vulnerability and vulnerable groups and to advocate social integration in cooperation with national institutions, etc.</p>
<p>Data source(s): Internal sources: IMDIS, self-monitoring and self-evaluation, data available for research and analysis, notes to file, in-depth evaluations, audits and inspections conducted by the Office of Internal Oversight Services (OIOS), external evaluations conducted by the Joint Inspection Unit (JIU), donors, academic institutions, etc.</p> <p>External sources: Informal and official records of governments and government organizations, intergovernmental organizations, business organizations and Non Governmental Organizations (NGOs), individuals/residents of member countries (MCs), policymakers and staff of MCs, intergovernmental organizations, NGOs and the private sector, expert observers, end-users/beneficiaries, other individuals, documents produced by the commercial media, official publications by governments, intergovernmental organizations, NGOs and the private sector, websites, databases and other sources, and survey data by mail, telephone, in-person and using the Internet</p>
<p>Collection method(s): Review of official records, review of internal records, content analysis of conferences and meetings, and monitoring of regional media</p>
<p>Periodicity: Four per biennium</p>
<p>Comments on data verification and analysis: Data will be verified with concerned officials in member countries and by cross reference</p>
<p>Use of processed data: Executive Secretary, Chief and Staff of SDD, member countries, Committee on Social Development, ESCWA Commission and ESCWA papers/publications</p>
<p>Presentation of data: IMDIS, division record files, PPR, progress reports to the Committee on Social Development, and advocacy leaflets/documentaries</p>
<p>Impact of external factors: Social policy is often overshadowed by other critical political/economic developments that reduce its priority, adversely affecting spending on research and capacity-building projects</p>
<p>Clarification of terms: N/A</p>
<p>Indicator of achievement: (a) (ii) Number of evidence-based policies and programmes on social integration initiated by member countries, using ESCWA assistance</p>
<p>Indicator of: Results</p>
<p>Units of measure: Number of policies and programmes</p>
<p>Baseline 2009: N/A</p>
<p>Estimate 2011: N/A</p>
<p>Target 2013: 2</p>

Methodology
<p>Variables: Number of proposed national programmes and projects targeting vulnerable groups; number of mechanisms and instruments adopted by governments to formulate social policy options; number of conferences and public debates held to foster social integration and social policy understanding with ESCWA assistance</p>
<p>Data source(s): Internal sources: IMDIS, self-monitoring and self-evaluation, data available for research and analysis, notes to file, in-depth evaluations, audits and inspections conducted by OIOS, external evaluations conducted by JIU, donors, academic institutions, etc.</p> <p>External sources: Informal and official records of governments and government organizations, intergovernmental organizations, business organizations and NGOs, programme records, other sources of records, individuals/residents of MCs, policymakers and staff of MCs, intergovernmental organizations, NGOs and the private sector, expert observers, end-users/beneficiaries, other individuals, documents produced by the commercial media, official publications by governments, intergovernmental organizations, NGOs and the private sector, websites, databases and other sources, and survey data by mail, telephone, in-person and using the Internet</p>
<p>Collection method(s): Review of official records, review of internal records, survey administration, interview administration and content analysis of audio-visual and/or written communication material</p>
<p>Periodicity: Four per biennium</p>
<p>Comments on data verification and analysis: Data will be verified with concerned officials in member countries and by cross reference</p>
<p>Use of processed data: Executive Secretary, chief and staff of SDD, member countries, Committee on Social Development, ESCWA Commission, and ESCWA papers/publications</p>
<p>Presentation of data: IMDIS, division record files, PPR, progress reports to the Committee on Social Development, and advocacy leaflets/documentaries</p>
<p>Impact of external factors: Limited capacity of designated government departments to formulate relevant social policies. Alteration of priorities of governments under economic or political pressure might adversely affect the progress of policy formulation</p>
<p>Clarification of terms: N/A</p>
<p>Indicator of achievement: (b) (i) Total number of countries responding, with ESCWA assistance, to the World Programme of Action on Youth (WPAY)</p>
<p>Indicator of: Results</p>
<p>Units of measure: Number of countries</p>
<p>Baseline 2009: 3</p>
<p>Estimate 2011: 6</p>
<p>Target 2013: 8</p>

Methodology
<p>Variables: Number of countries formulating youth-focused policies, programmes or projects; number of national countries expressing interest to cooperate with ESCWA in this area; number of measures adopted by governments in response to the WPAY and as a result of ESCWA outreach activities; number of national conferences, workshops and projects implemented within the framework of WPAY</p>
<p>Data source(s): Internal sources: IMDIS, self-monitoring and self-evaluation, data available for research and analysis, and notes to the file</p> <p>External sources: Reports provided by line ministries and departments specialized in youth, the aged and migration, decrees and documents sanctioning the institutionalization and implementation of respective programmes, policymakers and focal points in ministries, participants in ESCWA intergovernmental organizations and expert group meetings, documents by the commercial media, official publications by governments, intergovernmental organizations, NGOs and the private sector, websites, databases and other sources, and survey data by mail, telephone, in-person and using the Internet</p>
<p>Collection method(s): Official records gathering and analysis, desk research, content analyses and questionnaires</p>
<p>Periodicity: Twice per biennium</p>
<p>Comments on data verification and analysis: Data will be verified with concerned officials in member countries and by cross reference</p>
<p>Use of processed data: Executive Secretary, Chief and Staff of SDD, member countries, Committee on Social Development, ESCWA Commission, United Nations/Department of Economic and Social Affairs (DESA) Population Division, ESCWA papers/publications, and a range of professionals and researchers on population and development issues</p>
<p>Presentation of data: IMDIS, division record files, PPR, key issue report to the Committee on Social Development, the ESCWA website and the United Nations Population Information Network (POPIN)</p>
<p>Impact of external factors: Inadequate recognition of the importance of integrating the changes in the population age structure in the development process and the need to allocate sufficient budgetary resources and manpower to institutionalize related policies and programmes</p>
<p>Clarification of terms: N/A</p>

<p>Indicator of achievement: (b) (ii) Total number of measures/policy provisions adopted by member countries to integrate ageing and labour mobility priorities in development plans and programmes</p>
<p>Indicator of: Results</p>
<p>Units of measure: Number of measures/policy provisions</p>
<p>Baseline 2009: 6</p>
<p>Estimate 2011: 8</p>
<p>Target 2013: 10</p>

Methodology
<p>Variables: Number of formulated policies, plans, programmes and projects addressing changes in the population age structure and/or labour mobility; number of decisions adopted or voted to explore relevant policy options; number of legislations on the aged and labour migrants issues; establishment of new committees on various socio-demographic groups; number of conferences, memoranda of understanding (MOUs) and agreements on these issues</p>
<p>Data source(s): Internal sources: IMDIS, self-monitoring and self-evaluation, data available for research and analysis, and notes to the file</p> <p>External sources: Reports provided by line ministries and departments specialized in youth, the aged and migration, and decrees and documents sanctioning the institutionalization and implementation of respective programmes, policymakers and focal points in ministries, participants in ESCWA intergovernmental organizations and expert group meetings, documents of the commercial media, official publications by governments, intergovernmental organizations, NGOs and the private sector, websites, databases and other sources, and survey data by mail, telephone, in-person and using the Internet</p>
<p>Collection method(s): Official records gathering and analysis, desk research, content analysis and questionnaires</p>
<p>Periodicity: Twice per biennium</p>
<p>Comments on data verification and analysis: Data will be verified with concerned officials in member countries and by cross reference</p>
<p>Use of processed data: Executive Secretary, Chief and Staff of SDD, member countries, Committee on Social Development, ESCWA Commission, United Nations/DESA Population Division, ESCWA papers/publications, and a range of professionals and researchers on population and development issues</p>
<p>Presentation of data: IMDIS, division record files, PPR, key issue report to the Committee on Social Development, the ESCWA website and the United Nations Population Information Network (POPIN)</p>
<p>Impact of external factors: Inadequate level of technical capacity and/or competency to prioritize within departments, for implementing relevant social policy measures. Alteration of priorities of governments under economic or political pressure might adversely affect the progress of policy formulation and implementation</p>
<p>Clarification of terms: N/A</p>
<p>Indicator of achievement: (c) (i) Total number of advisory processes, networks and agreements on the approaches of participatory social development, local development and related capacity-building programmes, supported by ESCWA</p>
<p>Indicator of: Results</p>
<p>Units of measure: Number of advisory processes, networks and agreements</p>
<p>Baseline 2009: 8</p>
<p>Estimate 2011: 11</p>
<p>Target 2013: 14</p>

Methodology
<p>Variables: Number of networking mechanisms/agreements among civil society institutions/local communities and governments; number of advisory services provided by ESCWA to support participatory social development initiatives; number of joint committees facilitated by ESCWA on participatory social development, local development and related capacity-building programmes</p>
<p>Data source(s): Internal sources: IMDIS, self-monitoring and self-evaluation of outputs, notes to the file, and SDD website</p> <p>External Sources: Informal and official records from governmental organizations at the central and local levels, intergovernmental organizations, non-governmental organizations and other civil society organizations, expert observers, evaluation questionnaires completed by beneficiaries and end-users, databases, direct correspondence with counterparts, end-users and beneficiaries through email, mail, fax and telephone, commercial media articles and publications, official publications by governments, intergovernmental organizations and NGOs</p>
<p>Collection method(s): Content analysis of official records, reports and documents, Internet search, survey administration, missions and content analysis of audio-visual and/or written communication material</p>
<p>Periodicity: Four per biennium</p>
<p>Comments on data verification and analysis: Data will be crossed checked and verified with concerned officials, civil society institutions, including the media and local communities in member countries</p>
<p>Use of processed data: The Executive Secretary, Chief and Staff of SDD, the Committee on Social Development, the ESCWA Commission, the United Nations Department of Economic and Social Affairs (DESA), regional intergovernmental bodies (e.g. the League of Arab States), ESCWA publications, and national counterparts including civil society organizations</p>
<p>Presentation of data: IMDIS, reports to intergovernmental and expert groups meetings, progress and think tank reports, ESCWA, SDD and other websites, and advocacy material</p>
<p>Impact of external factors: Extrabudgetary funds are made available in a timely manner to finance technical assistance, training and field projects</p>
<p>Clarification of terms: N/A</p>

<p>Indicator of achievement: (c) (ii) Total number of instances in which, civil society organizations and other institutions are consulted in the process of design, implementation and monitoring of policies by governments, with ESCWA assistance</p>
<p>Indicator of: Results</p>
<p>Units of measure: Number of reported cases/instances</p>
<p>Baseline 2009: 2</p>
<p>Estimate 2011: 6</p>
<p>Target 2013: 10</p>

Methodology
<p>Variables: Number of reports, events and press releases highlighting the engagement of civil society institutions including the media in advocating social issues and participating in policy dialogue and processes; number of civil society practitioners/beneficiaries from ESCWA capacity-building workshops advocating social development issues ; number of media outputs advocating/debating national social issues</p>
<p>Data sources: Internal sources: IMDIS, self-monitoring and self-evaluation of outputs, notes to the file, and SDD website</p> <p>External Sources: Informal and official records from governmental organizations at the central and local levels, intergovernmental organizations, non-governmental organizations and other civil society organizations, expert observers, databases, direct correspondence with counterparts, end-users and beneficiaries through email, mail, fax and telephone, commercial media articles and publications, official publications by governments, intergovernmental organizations and non-governmental organizations, and evaluation questionnaires completed by beneficiaries and end-users</p>
<p>Collection methods: Content analysis of official records, reports and documents, Internet search, survey administration, missions and content analysis of audio-visual and/or written communication material</p>
<p>Periodicity: Four per biennium</p>
<p>Comments on data verification and analysis: Data will be crossed checked and verified with concerned officials, civil society institutions, including the media in member countries</p>
<p>Use of processed data: The Executive Secretary, Chief and Staff of SDD, the Committee on Social Development, the ESCWA Commission, United Nations Department of Economic and Social Affairs, regional intergovernmental bodies (e.g. the League of Arab States), ESCWA publications and national counterparts including civil society organizations</p>
<p>Presentation of data: IMDIS, reports to intergovernmental and expert groups meetings, progress and think tanks reports, ESCWA, SDD and other websites, and advocacy material</p>
<p>Impact of external factors: Regular and extrabudgetary funds are made available in a timely manner to finance technical assistance, training and field projects</p>
<p>Clarification of terms: N/A</p>

SUBPROGRAMME 3

ECONOMIC DEVELOPMENT AND INTEGRATION

1. Logical framework

Objectives: To achieve economic development, and accelerate the attainment of the Millennium Development Goals through appropriate macroeconomic policies, adequate financing for development and the promotion of regional integration including transport and trade facilitation

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member countries to formulate and implement economic development policies and strategies recommended by ESCWA that would accelerate the attainment of the Millennium Development Goals by 2015	(a) (i) Total number of high officials from member countries, who endorse the data, information and analysis presented and discussed at proper expert group meetings organized by ESCWA in preparation for the production of the LAS-UN Arab MDGs Report 2013 (ii) Increased number of policy measures taken by member countries, based on the recommendations of the LAS-UN Arab MDGs Report 2010 (iii) Coordination among the United Nations agencies working in the Arab region as well as between them and the Leagues of Arab States (LAS) as reflected in the work of the Thematic Working Group on the Arab MDGs
(b) Enhanced capacity of member countries to formulate and implement policies and measures recommended by the Monterrey Consensus and the Follow-up on the International Conference on Financing for Development, taking into consideration the consequences of the global economic and financial crisis	(b) (i) Total number of policies and measures adopted by member countries to implement the Monterrey Consensus and the Follow-up on International Conference on Financing for Development, taking into consideration the consequences of the global economic and financial crisis, with ESCWA assistance (ii) Total number of policies and agreements adopted by member countries for promoting regional integration, with ESCWA assistance (iii) Total number of government officials who received training in issues related to Foreign Direct Investment (FDI) statistics, bi-lateral investment agreements negotiations and double taxation avoidance with ESCWA assistance
(c) Enhanced capacity of member countries to continue the implementation of the United Nations international transport conventions concluded within ESCWA for enhancing regional integration, as well as the other various components of the Integrated Transport System in the Arab Mashreq (ITSAM) including institutional frameworks, transport and trade facilitation and road traffic safety	(c) (i) Total number of actions taken by member countries to accelerate and enhance regional integration through the implementation of the United Nations international transport conventions concluded within ESCWA on roads, railways and maritime transport

Expected accomplishments	Indicators of achievement
	<p>(ii) Total number of policy measures taken by member countries, based on ESCWA recommendations, to facilitate intraregional transport and trade among member countries including the implementation of the single window concept, and establishment and activation of the National Transport and Trade Facilitation Committees (NTTFC)</p> <p>(iii) Total number of measures taken by member countries, based on ESCWA recommendations, to improve road traffic safety</p>
(d) Enhanced capacity of member countries to negotiate and implement subregional, regional and multilateral trade agreements designed to increase international trade	<p>(d) (i) Total number of requests for technical assistance, including advisory services, in trade policy and negotiations that ESCWA is able to respond to positively</p> <p>(ii) Percentage of instances where member countries acknowledged that they benefited from ESCWA's analytical outputs and capacity-building services in trade policy and trade negotiations</p>
(e) Enhanced capacity of member countries in the region in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation	<p>(e) (i) Percentage of stakeholders in the region that benefited from ESCWA analytical outputs in the area of macroeconomic policies and development strategies in designing and implementing suitable macroeconomic policies and development strategies for sustainable economic growth, employment creation and poverty alleviation</p> <p>(ii) Total number of macroeconomic policies and development strategies adopted by member countries based on ESCWA analytical work in these areas</p>
(f) Strengthened capacity of policymakers in member countries and other stakeholders to design and implement policies and instruments to achieve diversified economies and create effective national and regional value chains	<p>(f) (i) Total number of policy measures taken by member countries, based on ESCWA recommendations, to diversify their national economy and create effective value chains</p> <p>(ii) Total number of requests for technical assistance, including advisory services, in economic policy and strategic planning that ESCWA is able to respond to positively</p>

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) member countries are willing to increase their subregional and regional cooperation and integration; (b) there are no significant shortfalls in funding; (c) the political situation in the region does not further deteriorate; (d) up-to-date and reliable economic and transport statistics are made available on youth unemployment and MDGs; and (e) access to IT facilities is made available to regional stakeholders.

3. Strategy

The responsibility for implementing this subprogramme lies with the Economic Development and Globalization Division. The Millennium Development Goals, the Revised Damascus Declaration on Responding to the International Financial Crisis in the ESCWA Region, the Monterrey Consensus on Financing for Development, the Doha Declaration on Financing for Development, the Doha Development Agenda, the Integrated Transport System in the Arab Mashreq (ITSAM), and the relevant General Assembly and ESCWA resolutions provide the legislative authority for the subprogramme.

In order to enhance the capacity of member countries in accelerating the attainment of MDGs, the subprogramme will continue to lead the coordination and production of a joint regional LAS-UN report on MDGs in the Arab region. The report will be policy oriented and will suggest practical policy recommendations for member countries that should assist them in accelerating the attainment of MDGs by 2015.

To achieve its expected accomplishment in financing the development area, the subprogramme will assist member countries to analyse and evaluate world and regional financial development and propose regional strategies and coordinated regional responses. Emphasis will be placed on the development of strategic partnerships with financial institutions and development funds in order to accelerate the implementation of the Monterrey Consensus and the Follow-up on International Conference on Financing for Development. The subprogramme will also undertake normative and analytical studies to assist policymakers in member countries to deal with issues related to financial markets development, foreign direct investment, workers' remittances, debt management, official development assistance, regional integration, and globalization.

The subprogramme will focus on enhancing regional integration by building the capacities of member countries in accelerating the implementation of the United Nations international transport conventions concluded within ESCWA over the past 35 years with regard to roads, railways and maritime transport. Work will continue on the implementation of the Integrated Transport System in the Arab Mashreq (ITSAM), including transport and trade facilitation for enhancing regional integration and South-South cooperation. Special attention will be given to the implementation of the single-window concept and the continued establishment and activation of and the regional coordination among the National Transport and Trade Facilitation Committees (NTTFC). The subprogramme will also serve as a regional platform to raise awareness about road traffic safety issues.

The subprogramme will continue to work to enhance international trade policy formulation for servicing productive capacity-building and utilization of domestic and regional markets, interregional and intraregional trade in line with regional economic agreements, such as the Greater Arab Free Trade Area (GAFTA). It will continue to enhance the capacities of member countries in the subregional, regional and multilateral trade agreements designed to increase their international and intraregional trade and their integration in the multilateral trading system.

In the area of economic analysis, the subprogramme adopts a two-track strategy. The first track consists of the following: (a) a continuous assessment of the region's macroeconomic performances for timely identification and analysis of socially inclusive macroeconomic policy issues; (b) economic research

with modelling and forecasting techniques and normative approaches, including human rights-based approach for development that are relevant to the regional context; and (c) putting analytical emphasis on regional priorities, namely, poverty alleviation; employment creation, particularly of youth; and socially inclusive macroeconomic policies consistent with long-term development goals. The second track will be implemented in parallel with the first by using analytical and normative outputs of the former in order to enhance technical awareness, capacity and networking on development and socially inclusive macroeconomic issues and policies in the region.

The analytical outputs of the Division will be used in order to enhance technical awareness, capacity and networking on policies and strategies pertaining to achieving the objectives of the subprogramme. This will be carried out by organizing effective intergovernmental group meetings, expert group meetings, seminars, workshops and technical advisory services, and by preparing relevant studies and reports. An increased interaction with global and regional stakeholders, governmental and non-governmental bodies will be sought to promote regional cooperation in the abovementioned areas.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Total number of high officials from member countries, who endorse the data, information and analysis presented and discussed at proper expert group meetings organized by ESCWA in preparation for the production of the LAS-UN Arab MDGs Report 2013
Indicator of: Results
Units of measure: Number of high officials
Baseline 2009: 30
Estimate 2011: 30
Target 2013: 40
Methodology
Variables: Number of officials endorsing the data, information and analysis presented and discussed at proper expert group meetings organized in preparation for the production of the LAS-UN Arab MDGs Report 2013, based on a survey to solicit their endorsement of data, information, analysis and recommendations
Data source(s): Informal and official records, government related ministries, national, regional and international sources and research organizations
Collection method(s): Survey administration; content analysis and a follow-up survey
Periodicity: Once per biennium (the Arab MDGs report is undertaken once every biennium)
Comments on data verification and analysis: N/A
Use of processed data: Member countries, Executive Secretary, Secretary-General, and concerned partners
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability and conflicts in the region, and the availability of resources to implement surveys
Clarification of terms: N/A

Indicator of achievement: (a) (ii) Increased number of policy measures taken by member countries, based on the recommendations of the LAS-UN Arab MDGs Report 2010
Indicator of: Results
Units of measure: Number of policy measures
Baseline 2009: 0
Estimate 2011: 0
Target 2013: 2
Methodology
Variables: Number of policy measures taken by member countries, based on the recommendations of the LAS-UN Arab MDGs Report 2010
Data source(s): Informal and official records, government related ministries, and national and regional research organizations
Collection method(s): Survey administration, and content analysis
Periodicity: Once per biennium (linked to the Arab MDGs report that is undertaken once every biennium)
Comments on data verification and analysis: N/A
Use of processed data: Member countries, Executive Secretary, Secretary-General, and concerned partners
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability and conflicts in the region, and the availability of resources to implement surveys
Clarification of terms: N/A

Indicator of achievement: (a) (iii) Coordination among the United Nations agencies working in the Arab region as well as between them and the Leagues of Arab States (LAS) as reflected in the work of the Thematic Working Group on the Arab MDGs
Indicator of: Results
Units of measure: Percentage of satisfactory assessment of TWG meeting measured through analysis of evaluation forms
Baseline 2009: 80 per cent
Estimate 2011: 80 per cent
Target 2013: 85 per cent

Methodology
Variables: Percentage of satisfactory assessment of TWG meetings
Data source(s): Informal and official records, government related ministries, and national and regional research organizations
Collection method(s): Survey administration, and content analysis
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Member countries, Executive Secretary, Secretary-General, and concerned partners
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability, and conflicts in the region
Clarification of terms: N/A

Indicator of achievement: (b) (i) Total number of policies and measures adopted by member countries to implement the Monterrey Consensus and the Follow-up on International Conference on Financing for Development, taking into consideration the consequences of the global economic and financial crisis, with ESCWA assistance
Indicator of: Results
Units of measure: Number of policies and measures
Baseline 2009: 15
Estimate 2011: 18
Target 2013: 21
Methodology
Variables: National policies, national measures (including concrete action taken by central banks/ministries of trade, planning, finance, etc.), and the governments' interest in enhancing their investment environment
Data source(s): Informal and official records, government related ministries, and national, international and regional research organizations
Collection method(s): Survey administration, and content analysis
Periodicity: Once per biennium (linked to the Technical Committee on Liberalization of Foreign Trade and Economic Globalization that convenes once every biennium)
Comments on data verification and analysis: Verified through peer review, and feedback from national officials from ESCWA member countries
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS

Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability and conflicts in the region, and the availability of resources to implement surveys
Clarification of terms: Policies and measures related to Financing for Development as reflected in Monterrey Consensus, and Doha Follow-up International Conference

Indicator of achievement: (b) (ii) Total number of policies and agreements adopted by member countries for promoting regional integration, with ESCWA assistance
Indicator of: Results
Units of measure: Number of policies and measures adopted by ESCWA member countries related to regional integration
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 2
Methodology
Variables: National policies and measures (including concrete action taken by central banks/ministries of trade, planning, finance, etc.)
Data source(s): Informal and official records, government related ministries, and national, international, and regional research organizations
Collection method(s): Survey administration, and content analysis
Periodicity: Once per biennium
Comments on data verification and analysis: Verified through peer review, and feedback from national officials from ESCWA member countries
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability and conflicts in the region, and the availability of resources to conduct surveys
Clarification of terms: N/A

Indicator of achievement: (b) (iii) Total number of government officials who received training in issues related to Foreign Direct Investment (FDI) statistics, bi-lateral investment agreements negotiations and double taxation avoidance with ESCWA assistance
Indicator of: Results
Units of measure: Trainees participating in the training workshops organized by ESCWA
Baseline 2009: 280
Estimate 2011: 340
Target 2013: 400

Methodology
Variables: Number of participating officials in the training workshops organized by ESCWA
Data source(s): Member countries (ministries)
Collection method(s): Survey administration
Periodicity: Four per biennium
Comments on data verification and analysis: Feedback from participating officials in the training workshops organized by ESCWA
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability, and conflicts in the region
Clarification of terms: N/A

Indicator of achievement: (c) (i) Total number of actions taken by member countries to accelerate and enhance regional integration through the implementation of the United Nations international transport conventions concluded within ESCWA on roads, railways and maritime transport
Indicator of: Results
Units of measure: Number of policies and measures Combined indicator: 1. Number of countries having ratified the Agreement on International Roads in the Arab Mashreq 2. Number of countries having ratified the Agreement on International Railways in the Arab Mashreq 3. Number of countries having ratified the Maritime Memorandum of Understanding
Baseline 2009: 31
Estimate 2011: 32
Target 2013: 34
Methodology
Variables: National policies and measures (including concrete action taken by ministries of transport, planning, public works, etc.)
Data source(s): National ministries of transport or communication, informal and official records, and national and regional research organizations
Collection method(s): Interviewing of national officials, surveys and local newspapers as reported on www.zawya.com
Periodicity: Twice per biennium (the Technical Committee on Transport convenes twice every biennium)
Comments on data verification and analysis: Verified through feedback from national officials from ESCWA member countries
Use of processed data: The data will be reported to the Committee on Transport and the Commission in addition to member countries, Commission, Secretary-General, Executive Secretary, Chief and staff of Division, IMDIS focal point, and OIOS

Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: The progress made in implementing transport agreements depends on the level of infrastructure development in member countries in addition to political instability and conflicts in the region; availability of resources to undertake surveys
Clarification of terms: N/A

Indicator of achievement: (c) (ii) Total number of policy measures taken by member countries, based on ESCWA recommendations, to facilitate intraregional transport and trade among member countries including the implementation of the single window concept, and establishment and activation of the National Transport and Trade Facilitation Committees (NTTFC)
Indicator of: Results
Units of measure: Number of policies and measures (the number of countries having established National Transport and Trade Facilitation Committees)
Baseline 2009: 9
Estimate 2011: 10
Target 2013: 11
Methodology
Variables: National policies and measures (including concrete action taken by ministries of transport, trade, finance, economy, etc...)
Data source(s): National ministries of transport or communication and trade, informal and official records, and national and regional research organizations
Collection method(s): Reporting by interviewing of national officials, surveys and local newspapers as reported on www.zawya.com
Periodicity: Twice per biennium (the Technical Committee on Transport convenes twice every biennium)
Comments on data verification and analysis: Verified through feedback from national officials from ESCWA member countries
Use of processed data: The data will be reported to the Committee on Transport and the Commission in addition to member countries, Commission, Secretary-General, Executive Secretary, Chief and staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: The progress made in implementing transport agreements depends on the level of infrastructure development in member countries in addition to political instability and conflicts in the region; availability of resources to undertake surveys
Clarification of terms: N/A

Indicator of achievement: (c) (iii) Total number of measures taken by member countries, based on ESCWA recommendations, to improve road traffic safety
Indicator of: Results
Units of measure: Number of measures taken by member countries, based on ESCWA recommendations, to improve road traffic safety
Baseline 2009: 6
Estimate 2011: 7
Target 2013: 8
Methodology
Variables: National policies and measures (including concrete action taken by ministries of transport, trade, finance, economy, etc...)
Data source(s): National ministries of transport or communication, ministries of interior, informal and official records, and national and regional research organizations
Collection method(s): Reporting by interviewing of national officials, surveys and local newspapers as reported on www.zawya.com
Periodicity: Twice per biennium (the Technical Committee on Transport convenes twice every biennium)
Comments on data verification and analysis: Verified through feedback from national officials from ESCWA member countries
Use of processed data: The data will be reported to the Committee on Transport and the Commission in addition to member countries, Commission, Secretary-General, Executive Secretary, Chief and staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: The progress made in implementing transport agreements depends on the level of infrastructure development in member countries in addition to political instability and conflicts in the region; availability of resources to implement surveys
Clarification of terms: N/A

Indicator of achievement: (d) (i) Total number of requests for technical assistance, including advisory services, in trade policy and negotiations that ESCWA is able to respond to positively
Indicator of: Results
Units of measure: Number of requests for technical assistance in trade policy and negotiations that ESCWA attended to
Baseline 2009: 3
Estimate 2011: 4
Target 2013: 5
Methodology
Variables: Number of requests for technical assistance, including advisory services, in trade policy and negotiations that ESCWA is able to respond to positively
Data source(s): Informal and official records, government officials and ministries, World Trade Organization (WTO) documents, and the media

Collection method(s): Review of records, content analysis, review of relevant websites and available governments' documents, and survey of participants and focal points directly or indirectly
Periodicity: Once per biennium
Comments on data verification and analysis: Measurement will be made once per biennium as ESCWA activities are designed for long-term impact (more than one year)
Use of processed data: Focal points in member countries, ESCWA Executive Secretary, Chiefs of Division, and concerned parties
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, Executive Secretary's annual compact with the Secretary-General and relevant websites such as WTO, World Customs Organization (WCO), and World Intellectual Property Organization (WIPO)
Impact of external factors: Very high (a) availability and accessibility to data depend on requests from members, (b) availability of appropriate and suitable experts to undertake operational activities
Clarification of terms: Focus group – informal group of experts who are to evaluate the output in detail

Indicator of achievement: (d) (ii) Percentage of instances where member countries acknowledged that they benefited from ESCWA's analytical outputs and capacity-building services in trade policy and trade negotiations
Indicator of : Results
Units of measure: A percentage of stakeholders who express satisfaction on outputs
Baseline 2009: N/A
Estimate 2011: 20 per cent
Target 2013: 30 per cent
Methodology
Variables: A percentage of stakeholders who express satisfaction on outputs
Data source(s): Informal and official records, stakeholders, government officials and ministries, WTO documents, and the media
Collection method(s): Survey of participants and focal points, review of records, content analysis, review of relevant websites and available governments' documents
Periodicity: Once per biennium
Comments on data verification and analysis: Measurement will be made once per biennium as ESCWA activities are designed for long-term impact (more than one year)
Use of processed data: Focal points in member countries, ESCWA Executive Secretary, Chiefs of Division, and concerned parties
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, Executive Secretary's annual compact with the Secretary-General, and relevant websites such as WTO, WCO and WIPO
Impact of external factors: Very high (a) availability and accessibility to data depends on degree of response, (b) availability of appropriate and suitable experts to undertake operational activities
Clarification of terms: Focus group – informal group of experts entrusted with evaluating the output in detail

Indicator of achievement: (e) (i) Percentage of stakeholders in the region that benefited from ESCWA analytical outputs in the area of macroeconomic policies and development strategies in designing and implementing suitable macroeconomic policies and development strategies for sustainable economic growth, employment creation and poverty alleviation
Indicator of: Results
Units of measure: Percentage increase in satisfaction expressed by end-users
Baseline 2009: 50 per cent
Estimate 2011: 55 per cent
Target 2013: 60 per cent
Methodology
Variables: Percentage against the measured sample
Data source(s): Documents, stakeholders, media sources including Internet and feedback through surveys, and focus groups
Collection method(s): Survey administration, interview administration, content analysis, and web browsing
Periodicity: Four per biennium
Comments on data verification and analysis: In addition to the survey-based indicator, an attempt may be made to construct an aggregate performance measure with other sources, such as content analysis, and the number of Internet downloads of publications
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: The end-users and focus group provide timely response to carry out the analysis
Clarification of terms: N/A

Indicator of achievement: (e) (ii) Total number of macroeconomic policies and development strategies adopted by member countries based on ESCWA analytical work in these areas
Indicator of: Results
Units of measure: Number of macroeconomic policies and development strategies adopted by member countries based on ESCWA analytical work in these areas
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 2
Methodology
Variables: Number of policies
Data source(s): Documents, stakeholders, media sources including Internet and feedback through surveys, and focus groups

Collection method(s): Survey administration, interview administration, content analysis, and web browsing
Periodicity: Four per biennium
Comments on data verification and analysis: N/A
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: The mode of operation of the subprogramme, namely, analysis-technical assistance and advisory services link, is sufficiently known by member countries
Clarification of terms: N/A

Indicator of achievement: (f) (i) Total number of policy measures taken by member countries, based on ESCWA recommendations, to diversify their national economy and create effective value chains
Indicator of: Results
Units of measure: Number of policy measures
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 2
Methodology
Variables: Number of policy measures taken by member countries
Data source(s): Informal and official records, member countries, and national and regional research organizations
Collection method(s): Survey administration; content analysis
Periodicity: Once per biennium
Comments on data verification and analysis: N/A
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability and conflicts in the region, and the availability of resources to implement surveys
Clarification of terms: N/A

Indicator of achievement: (f) (ii) Total number of requests for technical assistance, including advisory services, in economic policy and strategic planning that ESCWA is able to respond to positively
Indicator of: Results
Units of measure: Number of requests
Baseline 2009: N/A
Estimates 2011: N/A
Target 2013: 2
Methodology
Variables: Number of requests for technical assistance, including advisory services, in economic policy and strategy planning that ESCWA is able to respond to positively
Data source(s): Informal and official records, ministries, national, and regional research organizations
Collection method(s): Survey administration and content analysis
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Member countries, Commission, Secretary-General, Executive Secretary, Chief and Staff of Division, IMDIS focal point, and OIOS
Presentation of data: Reports and studies, self-evaluation, IMDIS, PPR, ESCWA reports, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political instability and conflicts in the region, and the availability of resources to implement surveys
Clarification of terms: N/A

SUBPROGRAMME 4
INFORMATION AND COMMUNICATION TECHNOLOGY
FOR REGIONAL INTEGRATION

1. Logical framework

Objectives: To narrow the digital divide and build an inclusive, people-centric and development-oriented information society and knowledge-based economy in the ESCWA region in accordance with the outcomes of the World Summit on the Information Society (WSIS) and with internationally agreed development goals and objectives, including the Millennium Development Goals

Expected accomplishments	Indicators of achievement
(a) Perceptible progress towards the development of knowledge-based economies in ESCWA member countries, substantiated by the formulation and implementation of pertinent policies and strategies	(a) (i) Number of member countries formulating/reformulating Information and communications Technology (ICT) policies and implementation strategies, with the direct or indirect assistance of ESCWA, that emphasize the development of knowledge-based economies
	(ii) Number of member countries collecting reliable and gender-sensitive data and developing indicators aimed at measuring the impact of ICT on socio-economic development, with ESCWA assistance
	(iii) Number of regional initiatives intended for the development of knowledge society enabling environments through partnerships and ICT applications, with ESCWA assistance
(b) Enhanced capacity towards competitiveness of the ICT sector in the region on the production and service delivery levels with special focus on partnerships, research, development and innovation	(b) (i) Number of ESCWA member countries implementing action plans for the development of a productive and competitive ICT sector and e-services, with ESCWA assistance
	(ii) Number of national and regional initiatives and partnerships aimed at improving research, development and innovation in the ICT sector, with ESCWA assistance

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) extrabudgetary resources are made available to the Commission in a timely manner for its operational activities; and (b) the political stability is sufficient to facilitate a cooperative environment among member countries in the region as well as effective implementation of technical cooperation.

3. Strategy

The responsibility for implementing this subprogramme lies with the Information and communications Technology Division. Global changes are taking place at the economic, social and cultural levels, with

information and knowledge playing a major role in the move towards the information society. The accelerating development in knowledge during the past few decades has modified the principles of economic growth, with the move towards a knowledge-based economy affecting all sectors of the economy. Significant differences exist in the capacity of countries to adapt to changes in technology and knowledge. Consequently, the move towards the information society constitutes a real challenge to developing countries, particularly in view of the expanding digital divide with developed countries, thereby rendering them increasingly vulnerable to reduction in productivity and economic capacity. This leads, in turn, to unemployment, poverty, corruption and marginalization. Greater efforts must be exerted in order to increase literacy and education levels and tap human resources and talent, especially among women and the growing youth population. With continued monitoring of activities pertaining to the World Summit on the Information Society Geneva Plan of Action and Tunis Agenda for the Information Society and the efforts made to implement the ESCWA Regional Plan of Action for Building the Information Society, in harmonization with the Arab ICT Strategy of the League of Arab States, the subprogramme will strive to adapt the Summit outcomes to better serve the region and fine-tune plans of action in order to build an inclusive, people-centered information society that is based on productive national ICT sectors.

The subprogramme, in its effort to meet the needs of ESCWA member countries, will carry out analytical studies, convene meetings and provide advisory services to support that endeavour, act as a catalyst for changes in policymaking in member countries, and promote the adoption of a more comprehensive set of ICT measurements and indicators that will help strategic decision-making to identify priority areas of policy action and measure the impact of ICT on socio-economic development. It will assess and revise plans of action based on the feedback of ESCWA member countries, monitor progress, evaluate impacts and benchmark national development with other countries based on international indices, with a view to improving the productivity and competitiveness of the ICT sector in the region towards building a knowledge-based economy.

In order to enhance national capacity, with special focus on human resources development, and take advantage of the digital opportunities pertaining to socio-economic development in the region, pilot field projects will be implemented in selected ESCWA member countries. Field projects will incorporate a social dimension through the active involvement of local communities, with a focus on youth employment and the empowerment of women in order to build a people-centred information society.

The subprogramme will continue to place special emphasis on promoting an enabling environment and harnessing the development of ICT thematic applications, including e-services and digital Arabic content, with the aim of building on ICT as an agent of change to empower citizens and improve the quality of life.

Building on the accomplishments of the previous biennium in activating partnerships for implementing ICT projects, the subprogramme will enhance regional collaboration and partnerships in activities that will contribute to efforts aimed at harnessing research and development (R and D) in science and technology, particularly ICT, for socio-economic development. To that end, it will promote the establishment of mechanisms aimed at exchanging information and sharing knowledge among regional players and with counterparts outside the region. The subprogramme will also seek close cooperation and coordination with other ESCWA subprogrammes and with international and regional organizations, including regional commissions, to promote knowledge-based economies, sustainable development, ICT impact measurement and empowerment of women and youth in the information society in order to achieve more effective results.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Number of member countries formulating/reformulating Information and Communications Technology (ICT) policies and implementation strategies, with the direct or indirect assistance of ESCWA, that emphasize the development of knowledge-based economies
Indicator of: Results
Units of measure: Number of member countries
Baseline 2008: 2
Estimate 2011: 4
Target 2013: 8
Methodology
Variables: Number of member countries
Data source(s): Data available for research and analysis, own programme records, informal and official records, experts, documents, publications, and websites
Collection method(s): Review of official records, review of internal records, survey administration, interview administration, content analysis of audio, visual and/or written communication material, and country profiles
Periodicity: Twice per biennium
Comments on data verification and analysis: Data will be verified using national and country reports, and by comparing it with previous data. It will also be verified with concerned officials in member countries
Use of processed data: Member countries, Secretary-General, Executive Secretary, Chief and Staff of Division, ESCWA Commission, and concerned regional and international agencies
Presentation of data: IMDIS, Division record files, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Unanticipated economic/political developments that may affect government budgetary commitments, and the implementation of the regional plan of action for building the information society
Clarification of terms: N/A

Indicator of achievement: (a) (ii) Number of member countries collecting reliable and gender-sensitive data and developing indicators aimed at measuring the impact of ICT on socio-economic development, with ESCWA assistance
Indicator of: Results
Units of measure: Number of member countries
Baseline 2009: 0
Estimate 2011: 2
Target 2013: 4

Methodology
Variables: Number of member countries
Data source(s): Data available for research and analysis, own programme records, informal and official records, experts, documents, publications, and websites
Collection method(s): Review of official records, review of internal records, survey administration, interview administration, content analysis of audio and visual and/or written communication material
Periodicity: Twice per biennium
Comments on data verification and analysis: Data will be verified using national and country reports, and by comparing it with previous data. It will also be verified with concerned officials in member countries
Use of processed data: Member countries, Secretary-General, Executive Secretary, Chief and Staff of Division, ESCWA Commission, and concerned regional and international agencies
Presentation of data: IMDIS, Division record files, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Unanticipated economic/political developments that may affect government budgetary commitments, and the implementation of the regional plan of action for building the information society
Clarification of terms: N/A

Indicator of achievement: (a) (iii) Number of regional initiatives intended for the development of knowledge society enabling environments through partnerships and ICT applications, with ESCWA assistance
Indicator of: Results
Units of measure: Number of regional initiatives
Baseline 2009: 2
Estimate 2011: 4
Target 2013: 6
Methodology
Variables: Number of regional initiatives
Data source(s): Data available for research and analysis, own programme records, informal and official records, experts, documents, publications, and websites
Collection method(s): Review of official records, review of internal records, survey administration, interview administration, content analysis of audio, visual and/or written communication material, and country profiles
Periodicity: Twice per biennium

Comments on data verification and analysis: Data will be verified using national and country reports, and by comparing it with previous data. It will also be verified with concerned officials in member countries
Use of processed data: Member countries, Secretary-General, Executive Secretary, Chief and Staff of Division, ESCWA Commission, and concerned regional and international agencies
Presentation of data: IMDIS, Division record files, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Unanticipated economic/political developments that may affect government budgetary commitments and the implementation of the regional plan of action for building the information society
Clarification of terms: N/A

Indicator of achievement: (b) (i) Number of ESCWA member countries implementing action plans for the development of a productive and competitive ICT sector and e-services, with ESCWA assistance
Indicator of: Results
Units of measure: Number of ESCWA member countries
Baseline 2009: 4
Estimate 2011: 6
Target 2013: 9
Methodology
Variables: Number of ESCWA member countries
Data source(s): Data available for research and analysis, own programme records, informal and official records, experts, documents, publications, and websites
Collection method(s): Review of official records, review of internal records, survey administration, interview administration, content analysis of audio, visual and/or written communication material, and country profiles
Periodicity: Twice per biennium
Comments on data verification and analysis: Data will be verified using national and country reports, and by comparing it with previous data. It will also be verified with concerned officials in member countries
Use of processed data: Member countries, Secretary-General, Executive Secretary, Chief and Staff of Division, ESCWA Commission, and concerned regional and international agencies
Presentation of data: IMDIS, Division record files, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Unanticipated economic/political developments that may affect government budgetary commitments and the implementation of the regional plan of action for building the information society.
Clarification of terms: N/A

Indicator of achievement: (b) (ii) Number of national and regional initiatives and partnerships aimed at improving research, development and innovation in the ICT sector, with ESCWA assistance
Indicator of: Results
Units of measure: Number of national and regional initiatives, and partnerships
Baseline 2009: 1
Estimate 2011: 3
Target 2013: 6
Methodology
Variables: Number of national and regional initiatives, and partnerships
Data source(s): Data available for research and analysis, own programme records, informal and official records, experts, documents, publications, and websites
Collection method(s): Review of official records, review of internal records, survey administration, interview administration, content analysis of audio, visual and/or written communication material, and country profiles
Periodicity: Twice per biennium
Comments on data verification and analysis: Data will be verified using national and country reports, and by comparing it with previous data. It will also be verified with concerned officials in member countries
Use of processed data: Member countries, Secretary-General, Executive Secretary, Chief and Staff of Division, ESCWA Commission, and concerned regional and international agencies
Presentation of data: IMDIS, Division record files, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Unanticipated economic/political developments that may affect government budgetary commitments, and the implementation of the regional plan of action for building the information society
Clarification of terms: N/A

SUBPROGRAMME 5

STATISTICS FOR EVIDENCE-BASED POLICYMAKING

1. Logical framework

Objectives: To improve the production, harmonization and dissemination of quality demographic, social, economic and environmental indicators, including indicators on societal development and progress towards development goals, sex-disaggregated data and gender-sensitive indicators, in order to facilitate evidence-based policymaking by national and international decision makers and civil society

Expected accomplishments	Indicators of achievement
(a) Progress in improving the national institutional framework for official statistics, particularly in conflict-stricken countries and those that are less statistically developed	(a) (i) Total number of ESCWA member countries expressing their commitment to the Fundamental Principles of Official Statistics
	(ii) Total number of ESCWA member countries taking measures to improve their national institutional framework for official statistics, with ESCWA assistance
(b) Enhanced capacity of national statistical offices to produce and disseminate relevant, timely, reliable and comparable social, economic and environment statistics and indicators, including gender-disaggregated data, in compliance with global international standards and recommendations, particularly in conflict-stricken countries and those that are less statistically developed	(b) (i) Total number of ESCWA member countries adopting new or revised international statistical standards (System of National Accounts (SNA) and foundational socio-economic classifications), with ESCWA assistance
	(ii) Total number of new or revised international statistical standards (SNA and foundational socio-economic classifications) adopted by conflict-stricken countries and those that are less statistically developed, with ESCWA assistance
(c) Increased production and use by decision-makers and the public of high-quality data on key socio-demographic, economic and environmental indicators, including indicators on development (societal development and progress towards MDGs), sex-disaggregated data and gender-sensitive indicators	(c) (i) Total number of member countries that provide for the ESCWA statistical database at least 60% of core indicators
	(ii) Total number of database queries of online ESCWA statistical databases

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) there are no significant shortfalls in regular and extrabudgetary resources for statistical capacity-building; (b) the regional and international organizations that are active in official statistics in the region willingly cooperate with ESCWA; (c) the ESCWA Statistical Committee assumes its steering role in setting priorities and providing a strategic direction; and (d) there is minimum political stability and a secure working environment, with political stability being sufficient to facilitate a cooperative environment among member countries in the region and enable the effective implementation of technical cooperation.

3. Strategy

The responsibility for implementing this subprogramme lies with the Statistics Division. There is a continued need to align the production and dissemination of statistics in the region with the emerging needs of society and policymakers, improving relevance and comparability of statistics at the regional level in social, economic and cross-cutting issues. Addressing those challenges will strengthen the role of statistics in evidence-based policymaking, monitoring and evaluating the impact of development policies.

During the biennium 2012-2013, the subprogramme will make all efforts aimed at the following: (a) act as a house of expertise and a forum for exchanging views in statistical issues for ESCWA member countries; (b) concentrate on training at the national, subregional and regional level; (c) work in close/direct cooperation and coordination with professional staff in national statistical offices of member countries in data quality assurance and implementation of international classifications and recommendations; (d) respond to requests of technical assistance coming from member countries; (e) assist in exchange of expertise amongst member countries; and (f) build trust with their counterpart in ESCWA member countries.

A special attention will be paid to indicators on development for monitoring progress towards MDGs as well as other indicators on quality of life, well-being and societal progress guided by the United Nations Millennium Declaration, which was adopted by the General Assembly in its resolution 55/2, and the 2005 World Summit Outcome 60/1 regarding the monitoring of the internationally agreed development goals. The subprogramme will increase its collaboration with other ESCWA subprogrammes with the aim of improving the quality of the secretariat's analytical outputs and products. The subprogramme will also collaborate with other regions whenever this may bring benefits to ESCWA member countries. The subprogramme will also aim to broaden the geographic scope of statistical cooperation to Arab countries in general, in collaboration with the Economic Commission for Africa, the League of Arab States and its subsidiaries as well as with other partners.

The subprogramme will advocate the importance of full adherence to the Fundamental Principles of Official Statistics, especially those which address the following issues: (a) the importance of the impartiality of official statistics and their availability to the public; (b) the use of appropriate methods and procedures for the collection, processing, storage and presentation of statistical data; and (c) the presentation of information on sources and methods according to internationally agreed standards.

The subprogramme will continue to upgrade the knowledge and skills of the national statistical offices needed for increasing the availability, frequency and timeliness of core socio-economic statistics, and in adopting new and revised economic and social international classifications and standards. The capacity-building activities of the subprogramme will focus on the following: (a) economic statistics (short-term statistics, 2008 revision of the System of National Accounts, producer and consumer price indices, statistics on external trade in goods and services, energy and industry statistics); (b) social and demographic statistics (population and vital statistics, including migration, household budget surveys, poverty, employment/labour, health, culture and education); and (c) cross-cutting statistical areas (gender statistics, environment and sustainable development, and issues related to societal development). The strategy is guided by Economic

and Social Council resolution 2006/6 and by ESCWA resolutions 247 (XXII), 276 (XXIV) and 287 (XXV) on strengthening statistical capacities in the ESCWA region, and resolution 286 (XXV) on gender statistics.

The subprogramme will also aim to improve the harmonization of official statistics in priority subject-matter areas. To that end, the subprogramme will aim to produce short implementation guidelines and supplements to global standards, comprising regionally agreed harmonized definitions, concepts and methods. The subprogramme will also work towards improved coordination in official statistics in the region by promoting data sharing and joint questionnaires among international and regional statistical organizations. This is supported by ESCWA resolution 283 (XXV) on compliance with international standards for enhancing national statistical systems

The ultimate goal of the subprogramme is to improve statistics made available to policymakers, researchers and the general public, while reducing the statistical burden on respondents, particularly national statistical offices in the ESCWA region. To that end, the subprogramme will promote the development and harmonization of statistical databases following the international recommendations concerning statistical data and metadata dissemination and exchange, with a free and broad access to the public. With a focus towards electronic on-line dissemination, the subprogramme will continue to produce printed statistical publications as deemed necessary. The feasibility of various statistical products will be periodically evaluated.

In order to enhance coherence across the United Nations system and coordination among international agencies, the ESCWA statistics subprogramme will work in close cooperation with the Department of Economic and Social Affairs and other relevant United Nations entities, development banks and funds, regional and subregional organizations, and other statistical partners and networks.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Total number of ESCWA member countries expressing their commitment to the Fundamental Principles of Official Statistics
Indicator of: Result
Units of measure: Number of countries
Baseline 2009: 6
Estimate 2011: 10
Target 2013: 14
Methodology
Variables: Number of countries expressing a written commitment to implement the Fundamental Principles of Official Statistics
Data source(s): Official records – correspondence with member countries, and documents of the ESCWA Statistical Committee
Collection method(s): Review of official records identified as sources
Periodicity: Once per biennium
Comments on data verification and analysis: N/A
Use of processed data: Evaluation of commitment to the Fundamental Principles of Official Statistics

Presentation of data: Official documents of the intergovernmental body, IMDIS, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Political resistance may hamper ESCWA efforts aimed at signing up to the Fundamental Principles
Clarification of terms: Fundamental Principles of Official Statistics was created and adopted by the Economic Commission for Europe in 1992 and subsequently adopted by the United Nations Statistical Commission. The ESCWA ministerial session of 2008 adopted the Fundamental Principles within its resolution 283 (XXV)

Indicator of achievement: (a) (ii) Total number of ESCWA member countries taking measures to improve their national institutional framework for official statistics, with ESCWA assistance
Indicator of: Result
Units of measure: Number of countries
Baseline 2009: 4
Estimate 2011: 8
Target 2013: 12
Methodology
Variables: Number of member countries that, following the bilateral assistance, agree to recommendations aimed at improving their institutional framework for official statistics
Data source(s): Mission reports and project reports related to technical cooperation, and the correspondence with national statistical offices
Collection method(s): Review of official records
Periodicity: Once per biennium
Comments on data verification and analysis: N/A
Use of processed data: Evaluation of the institutional potential of official statistics in the ESCWA region
Presentation of data: Official documents of the intergovernmental body, IMDIS, PPR, Executive Secretary's annual compact with the Secretary-General
Impact of external factors: While it is quite probable that countries making request for technical cooperation assistance follow up on the recommendations, the number of requests is to some extent beyond control of the ESCWA secretariat
Clarification of terms: Institutional framework of official statistics should normally comprise a national statistical office that has a coordinating role and statistical departments/units in ministries and other government institutions. The issues for improvement are the level of coordination between these actors, and their capacity to act as authoritative sources of official statistics, following international standards, and national policies needs

Indicator of achievement: (b) (i) Total number of ESCWA member countries adopting new or revised international statistical standards (SNA and foundational socio-economic classifications), with ESCWA assistance
Indicator of: Result
Units of measure: Number of countries
Baseline 2009: to be determined
Estimate 2011: 8
Target 2013: 12
Methodology
Variables: Number of countries adopting at least 66 per cent of selected international standards
Data source(s): Missions reports, progress reports, statements by countries and technical cooperation missions
Collection method(s): Review of records identified as sources
Periodicity: Once per biennium
Comments on data verification and analysis: N/A
Use of processed data: Analysis of the statistical capacity of member countries, identifying training and capacity-building needs
Presentation of data: Official documents of the intergovernmental body, IMDIS, PPR, Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Extrabudgetary resources are needed to implement capacity-building activities
Clarification of terms: The selected standards are ISIC (International Standard Industrial Classification), SITC (International Standard Trade Classification) HS (Harmonized System for Trade Statistics), ISCO (International Standard Classification of Occupations), Recommendations and Principles on Migration Statistics and the System of National Accounts 1993 and 2008

Indicator of achievement: (b) (ii) Total number of new or revised international statistical standards (SNA and foundational socio-economic classifications) adopted by conflict-stricken countries and those that are less statistically developed, with ESCWA assistance
Indicator of: Result
Units of measure: Number of standards adopted
Baseline 2009: To be determined
Estimate 2011: 4
Target 2013: 7

Methodology
Variables: Number of standards fully adopted by individual countries. A unit is one standard adopted in one country; if more countries adopt the same standard or if a country adopts several standards, the number is multiplied
Data source(s): Missions reports, progress reports, statements by countries, technical cooperation missions, websites, publications, and surveys
Collection method(s): Review of records identified as sources. Administration of a survey, only in case other sources are not sufficient
Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Analysis of the statistical capacity of member countries, and identifying training and capacity-building needs
Presentation of data: Official documents of the intergovernmental body, IMDIS, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Resources from the Regular Programme of Technical Cooperation and extrabudgetary resources are needed to implement capacity-building activities. This is a pre-condition to implementing international statistical standards
Clarification of terms: The selected standards are ISIC (International Standard Industrial Classification), SITC (International Standard Trade Classification), HS (Harmonized System for Trade Statistics), ISCO (International Standard Classification of Occupations), Recommendations and Principles on Migration Statistics and the System of National Accounts 1993 and 2008 The conflict stricken countries are those identifies by the ESCWA Unit for Emerging and Conflict Related Issues. The targets are set on a basis of three countries, the increase or decrease would impact on values

Indicator of achievement: (c) (i) Total number of member countries that provide for the ESCWA statistical database at least 60 per cent of core indicators
Indicator of: Result
Units of measure: Number of countries
Estimate 2009: 7
Baseline 2011: 10
Target 2013: 14
Methodology
Variables: Number of countries that have at least 60 per cent of non-empty data cells for the past three years in the ESCWA statistical databases for indicators identified as core
Data source(s): ESCWA statistical databases
Collection method(s): Review of the databases

Periodicity: Twice per biennium
Comments on data verification and analysis: N/A
Use of processed data: Adjustment to the design and management of the ESCWA statistical databases
Presentation of data: Official documents of the intergovernmental body, IMDIS, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: The targets can be met, if the regional and international organizations active in official statistics in the region willingly cooperate with ESCWA, and where the ESCWA Statistical Committee assumes its steering role in setting priorities and providing a strategic direction
Clarification of terms: Core indicators are those that will be placed in overview tables following a review set for the first quarter of 2010

Indicator of achievement: (c) (ii) Total number of database queries of online ESCWA statistical databases
Indicator of: Result
Units of measure: Number of queries registered by the database system within a selected quarter of the biennium
2008-2009: N/A
2010-2011: 200
2012-2013: 300
Methodology
Variables: Number of queries registered by the database system within a selected quarter of the biennium
Data source(s): Webmaster's electronic logs related to the database
Collection method(s): Review of the webmaster's electronic logs related to the database
Periodicity: Once per biennium
Comments on data verification and analysis: N/A
Use of processed data: Identifying shortcomings and adjustments to the management of statistical databases
Presentation of data: Documents for internal discussions on statistical databases. IMDIS, PPR, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Willingness of member countries to cooperate is a key factor for this indicator
Clarification of terms: A query is an act resulting in retrieving data tables from a statistical database

SUBPROGRAMME 6

ADVANCEMENT OF WOMEN

1. Logical framework

Objectives: To reduce gender imbalances, encourage exchange of lessons learnt among member countries and contribute to increased respect of the rights of women in line with international conventions and conferences

Expected accomplishments	Indicators of achievement
(a) Enhanced knowledge and capacity of National Women Machineries (NWMs) to implement and monitor the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and be effective agents in promoting a positive role for women in the socio-economic and political development of their societies	(a) (i) Total number of initiatives (strategies, policies and programmes) designed by National Women's Machineries (NWMs) with ESCWA assistance to advance women are adopted and implemented in their respective countries
	(ii) Improved national monitoring mechanisms and reporting quality of periodical CEDAW reports submitted to the CEDAW Committee
(b) Strengthened capacity of member countries to mainstream gender in national policies, plans, statistics and programmes	(b) (i) Total number of initiatives undertaken by governments with support from ESCWA to mainstream gender in selected pilot ministries and their respective policy papers, structure, programmes and disseminated information
	(ii) Total number of gender disaggregated data including gender analysis publications developed by member countries with support from ESCWA

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) member countries remain committed to implementing the internationally agreed conventions and development goals; (b) there is political will for enhancing the role of national mechanisms and strengthening dialogue with civil society; and (c) the political situation is stable enough to permit the developments.

3. Strategy

The responsibility for implementing the subprogramme lies with the ESCWA Centre for Women (ECW). The subprogramme will build on the experience gained in previous biennia and continue to advocate for the advancement of women.

As the recent Beijing + 15 reports from member countries have shown, many improvements were seen over the past 5 years in relation to the status of women in socio-economic and political development. This is particularly evident in the areas of education, access to health and legal reform. However, representation of women in the economic sphere and in decision-making positions remains one of the lowest in the world. The

problem is exasperated by the limited availability or reliability of gender disaggregated data and information. At the same time, the need to develop region-specific gender indicators has also surfaced among member countries to ensure the availability of a comprehensive and effective measurement of the region's development in the field of gender equity.

Most member countries in the ESCWA region have ratified the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and have been periodically reporting on the progress made in implementation in the fields of legislation and actual access to rights. Moreover, some countries are actively lifting a number of reservations that were made on the Convention. However, there is a need to disseminate further the Convention among already ratifying States and to promote it among other member countries who are still considering ratification. Furthermore, as has been shown by reports made to the CEDAW Committee as well as the concluding comments and recommendations made by the Committee, efforts are still needed to ensure that member countries are fulfilling their international obligations and commitments and producing quality periodical reports.

Similarly, most countries have engaged over the past years in gender mainstreaming activities at the national level and in line ministries. In fact, many of the member countries have developed initiatives for national mainstreaming strategies. However, work in this area is constrained to familiar terrain and has not been generalized to all fields and contexts, thereby resulting in a weak impact on existing structures.

While national women machineries (NWMs) have been established with strong mandates in most member countries, the limited financial and trained human resources available have hindered the active engagement of NWMs in their countries at the policy or programmatic levels. Furthermore, the limited exchange of experience among existing NWMs has resulted in repeating past efforts without analysing the lessons learnt from them.

Finally, the ability to engage the civil society to take an active role in the policy dialogue has been one of the key hindering factors affecting the positive involvement of all stakeholders in promoting the equal status and equity agenda.

The expected accomplishments will be achieved by servicing and providing assistance to member countries through the following: (a) needs assessments; (b) documentation and dissemination of knowledge; (c) provision of advocacy tools and research methodology; (d) sharing knowledge experience; (e) ensuring that socio-economic development issues related to advancement and empowerment of women are adequately addressed in the intergovernmental debate; (f) assisting member countries in the development and implementation of national policies and international conventions; and (g) providing training and capacity-building activities on gender issues.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Total number of initiatives (strategies, policies and programmes) designed by National Women's Machineries (NWMs) with ESCWA assistance to advance women are adopted and implemented in their respective countries
Indicator of: Results
Units of measure: Number of initiatives (strategies, policies, and programmes)
Baseline 2009: 10
Estimate 2011: 16
Target 2013: 20

Methodology
Variables: Strategies, policies, and programmes designed and implemented by NWMs with ESCWA assistance
Data source(s): NWM documentation, mission reports to member countries, and desk review of existing studies
Collection method(s): Review of records, and content analysis
Periodicity: Four per biennium
Comments on data verification and analysis: Data will be analysed, documented and cross referenced with other sources
Use of processed data: Executive Secretary, Programme Planning and Technical Cooperation Division (PPTCD), ESCWA Centre For Women (ECW) Staff, member countries, and the Committee on Women
Presentation of data: IMDIS, reports, and tables
Impact of external factors: Political stability within countries and continuous political support to NWMs are important to ensure that the indicators remain applicable. Availability of adequate funds is also important
Clarification of terms: N/A

Indicator of achievement: (a) (ii) Improved national monitoring mechanisms and reporting quality of periodical CEDAW reports submitted to the CEDAW Committee
Indicator of: Quality (quality measured by feedback from the CEDAW Committee)
Units of measure: Reports presented to the CEDAW Committee with ESCWA technical support that are in line with CEDAW criteria
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 3
Methodology
Variables: Positive concluding comments of the CEDAW Committee on the structure, and preparation process of reports
Data source(s): National periodical reports, and CEDAW Committee concluding comments
Collection method(s): Communication with the CEDAW Committee, and communication with NWMs
Periodicity: Twice per biennium

Comments on data verification and analysis: The number of reports presented will be the quantitative indicator. The concluding comments will measure the quality aspect
Use of processed data: The Chief of ECW, the Executive Secretary, PPTCD, and the Committee on Women in its fifth session
Presentation of data: Data will be collected annually and presented in a report reviewed by the Committee on Women
Impact of external factors: Political stability within countries, political will and coordination among various United Nations organisations are important factors that will facilitate the satisfactory monitoring of the indicators. Availability of adequate funds is also important
Clarification of terms: N/A

Indicator of achievement: (b) (i) Total number of initiatives undertaken by governments with support from ESCWA to mainstream gender in selected pilot ministries and their respective policy papers, structure, programmes and disseminated information
Indicator of: Results
Units of measure: Measures taken to mainstream gender in national policies and programmes
Baseline 2009: 14
Estimate 2011: 16
Target 2013: 20
Methodology
Variables: Measures including requests from member countries for technical assistance aimed at supporting gender mainstreaming efforts in plans and programmes at national levels and in governmental institutions, and NWMs
Data source(s): Reports by NWMs, gender adviser at ECW, letters and requests from governments, and reports on workshops and events
Collection method(s): Documentation at ECW, and correspondence log with member countries
Periodicity: Four per biennium
Comments on data verification and analysis: The data will be discussed with the ECW focal points in member countries
Use of processed data: The Chief of ECW, the Executive Secretary, PPTCD, the Committee on Women, and other organizations
Presentation of data: Reports in intergovernmental and expert groups meetings
Impact of external factors: Level of cooperation with ministries at the national level should remain in order to ensure that institutional resistance is mitigated and availability of adequate funds
Clarification of terms: N/A

Indicator of achievement: b (ii) Total number of gender disaggregated data including gender analysis publications developed by member countries with support from ESCWA
Indicator of: Results
Units of measure: Number of publications developed by member countries with support from ESCWA that are analysed from a gender perspective
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 3
Methodology
Variables: Measures including requests from member countries for technical assistance aimed at supporting the production of gender disaggregated statistics and gender sensitive analysis of these statistics
Data source(s): National publications and productions in relation to gender issues
Collection method(s): Communication with member countries, web-based research, and ESCWA records
Periodicity: Four per biennium
Comments on data verification and analysis: The data will be discussed with the ECW focal points in member countries
Use of processed data: The Chief of ECW, the Executive Secretary, PPTCD, the Committee on Women and other organisations, and ESCWA publications
Presentation of data: Reports in intergovernmental meetings
Impact of external factors: Level of cooperation with ministries at the national level should remain in order to ensure that institutional resistance is mitigated, and availability of adequate funds
Clarification of terms: N/A

SUBPROGRAMME 7

CONFLICT MITIGATION AND DEVELOPMENT

1. Logical framework

Objectives: To mitigate the impact of conflict and its spillover effects on development in the ESCWA region by strengthening recovery and peacebuilding policies and disseminating institution-building best practices, particularly in conflict and post-conflict affected countries and the Least Developed Countries (LDCs)

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member countries to identify, formulate, adopt and implement recovery and peacebuilding policies, strategies and mechanisms geared towards the structural prevention of conflict, mitigating its impact on development, addressing its regional spillover effects and the ramifications of emerging global issues	(a) (i) Number of policies, strategies and mechanisms identified and/or adopted by member countries and civil society dedicated to the structural prevention of conflict and mitigating its impact on development, with ESCWA assistance
	(ii) Increased percentage of civil servants and civil society representatives acknowledging having benefited from ESCWA analytical activities/outputs dedicated towards the formulation of national and regional peacebuilding and conflict mitigation policies, strategies and mechanisms which promote development
(b) Enhanced capacity of member countries to apply good governance applications and best practices that strengthen public institutions to preempt conflict, achieve reconciliation and peace and attain development goals	(b) (i) Number of modern tools and best practices introduced by national stakeholders, in partnership with ESCWA, to strengthen and modernize institutions in conflict affected countries, with the prospect of enhancing service delivery and mitigating the impact of conflict and its spillover effects
	(ii) Number of public sector and civil society entities participating in ESCWA normative activities geared towards inducing good governance principles within the public sector, aiming at strengthening and/or modernizing public institutions as a means to prevent conflict, mitigate its impact on human security and alleviate the hardships resulting from conflict, occupation and emerging global issues

2. External factors

The subprogramme will achieve its expected accomplishments provided the following: (a) member countries are fully committed to and supportive of the recommendations included in the Report of the Secretary-General on peacebuilding in the immediate aftermath of conflict and the 2005 outcome document recommendations, as well as the timely and adequate realization of ESCWA resolutions pertaining to mitigating the impact of conflict on development and regional cooperation under unstable conditions; (b) there is continued and adequate access to beneficiaries, in particular decision makers, despite political tensions and conflict in crisis afflicted countries; and (c) adequate human and financial resources are made available for supporting ESCWA's conflict affected countries, particularly those under occupation and LDCs.

3. Strategy

The responsibility for implementing the subprogramme lies with the Unit for Emerging and Crisis Related Issues. The strategy is a response to the ESCWA region's relentless struggle with the ramifications of continuous instability and resulting development deficits. It departs from the premise that conflict prevention, peacebuilding and development are inseparable and mutually reinforcing, and must be led by a strong public sector in which good governance practices are applied. Significantly, conflict mitigation measures targeting crisis afflicted countries will inevitably reduce conflict across the region and its repercussions.

As such, this strategy derives from the following: (a) the 2005 World Summit Outcome, which stresses the interlinkages of security, development and human rights; (b) the Secretary-General's "Report on peacebuilding in the immediate aftermath of conflict", which highlights capacity development and national ownership as a central element of peacebuilding and conflict prevention and calls for the support of regional organizations to enhance crisis management capacities; (c) the timely attainment of internationally agreed development goals, including MDGs; (d) the United Nations Millennium Declaration, which states that development and poverty eradication depend on good governance within each country; and (e) the ministerial session resolutions in which ESCWA member countries called upon the secretariat to mitigate the impact on development of conflict, occupation and instability, to strengthen the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development and to enhance regional cooperation under unstable conditions.

The first pillar of the subprogramme will focus on building the capacity for development of ESCWA member countries, particularly those affected by conflict, to implement peacebuilding policies, strategies and mechanisms that are geared towards the structural prevention of conflict or potential sources of conflict, thereby mitigating its impact on development and addressing its regional spillover effects as well as the ramifications of emerging global issues. The second pillar of the strategy is to strengthen the capacity of member countries to apply good governance applications and best practices that enhance the capacity of public institutions to improve service delivery, and to preempt conflict and achieve reconciliation and peace and attain development goals.

The subprogramme will achieve these objectives by focusing its activities on three areas, namely: (a) promoting revitalization/recovery policies and strategies, inclusive dialogue, reintegration and reconciliation as part of peacebuilding and conflict mitigation policies and mechanisms; (b) developing conflict management capacity of State institutions and strengthening the abilities of conflict affected countries to provide basic services by restoring and strengthening core government functions through public sector modernization; and (c) address the ramifications of spillover effects generated by conflict and the impact of emerging global challenges on the most vulnerable ESCWA member countries, particularly LDCs.

In order to achieve the above, the subprogramme will examine suitable recovery and peacebuilding strategies and policies to attain sustainable development, as well as human and institutional development, particularly in conflict and post-conflict countries. These interventions will be based on advisory missions,

field-oriented situation analysis, desk research and in-depth studies on the root causes of conflict, its impact on development as well as the generated spillover effects. Throughout its normative work, the programme will solicit substantive inputs, including the challenges and the strategic development priorities of member countries and civil society representatives that are catalysts for peacebuilding. From its normative work, the subprogramme will also work towards developing policies, strategies and mechanisms that attain more development interactions through greater regional integration. Regional integration policies will be geared towards reducing tensions and preventing conflict or mitigating its impact in order to facilitate the attainment of national development goals.

The subprogramme will also focus on tailoring policies and other interventions that will mainstream good governance practices within the public sector, thereby enhancing its efficiency and service delivery capacity and, consequently, strengthening its ability to lead as well as sustain peacebuilding efforts in conflict and post-conflict countries.

The subprogramme will work closely with member countries, the United Nations system (particularly United Nations country teams of conflict affected countries), the League of Arab States and other multilateral/regional organizations as well as civil society to develop conflict-sensitive policy recommendations that will enhance recovery and peacebuilding efforts in the region.

4. Performance indicators, data collection methodology and performance measures

Indicator of achievement: (a) (i) Number of policies, strategies and mechanisms identified and/or adopted by member countries and civil society dedicated to the structural prevention of conflict and mitigating its impact on development, with ESCWA assistance
Indicator of: Results
Units of measure: Number of policies, strategies, and mechanisms
Baseline 2009: 2
Estimate 2011: 3
Target 2013: 4
Methodology
Variables: The policies, strategies and mechanisms would comprise the following: (a) conflict mitigation/prevention policies and procedures identified/endorsed by member countries and civil society; and (b) conflict mitigation best practices identified and translated into measures and activities within the public sector and civil society
Data source(s): Informal and official records, IMDIS, self-monitoring and self-evaluation to appraise the type and quality of recommendations provided to member countries and civic groups in the prospect of developing policies and strategies geared towards conflict mitigation, peer reviews of normative activities, notes to file, attendance sheets and lists of participating entities, informal and official communications and documents provided by public and civic actors, questionnaires and surveys conducted on usefulness of the European Commission against Racism and Intolerance (ECRI) normative, and operational activities
Collection method(s): Review of records, surveys and questionnaires analysis, review of formal/informal inputs from public and civic actors (correspondence, meetings, etc.)
Periodicity: Four per biennium

<p>Comments on data verification and analysis: Data verification would be performed through the review of reports and communications received from member countries and civil society, as well as through the administration of surveys and questionnaires</p>
<p>Use of processed data: Chief of Section, Executive Secretary, Secretary-General, concerned partners within the United Nations system and civil society, multilateral organizations, network of experts affiliated to ECRI, academic institutions and research centers, and concerned donor organizations</p>
<p>Presentation of data: Reports, studies and other normative outputs (such as manuals, recommendations, etc) to be circulated to concerned public entities, IMDIS, Division records, and the Executive Secretary's annual compact with the Secretary-General</p>
<p>Impact of external factors: Long-term disruption of work due to insecurity and instability situation in conflict affected countries, rendering the access to information and stakeholders limited; social and cultural particularities may hinder utilization of certain data or information; political sensitivity of member countries and factions on certain information utilized; public and civil interlocutors unable to participate in ESCWA organized activities due to unforeseen political developments, and the availability of resources to implement surveys</p>
<p>Clarification of terms: Public sector and civic entities include government bodies and agencies of concerned member countries as well as national civil society organizations involved in the provision of services and conflict mitigation in conflict afflicted countries in the ESCWEA region</p>
<p>Indicator of achievement: (a) (ii) Increased percentage of civil servants and civil society representatives acknowledging having benefited from ESCWA analytical activities/outputs dedicated towards the formulation of national and regional peacebuilding and conflict mitigation policies, strategies and mechanisms which promote development</p>
<p>Indicator of: Results</p>
<p>Units of measure: Percentage of civil servants and civil society representatives</p>
<p>Baseline 2009: N/A</p>
<p>Estimate 2011: N/A</p>
<p>Target 2013: 55 per cent</p>
<p>Methodology</p>
<p>Variables: Civil servants represent public sector officials and civil society representatives from member countries' administrations attending and benefiting from ESCWA activities</p>
<p>Data source(s): Informal and official records, IMDIS, self-monitoring and self-evaluation to appraise type and quality of recommendations provided to member countries and civic groups in the prospect of developing policies and strategies geared towards conflict mitigation, peer reviews of normative activities, notes to file, attendance sheets and lists of participating entities, informal and official communications and documents provided by public and civic actors, questionnaires and surveys conducted on usefulness of ECRI normative and operational activities</p>
<p>Collection method(s): Review of records; surveys and questionnaires analysis; and review of formal/informal inputs from public and civic actors (correspondence, meetings, etc.)</p>

Periodicity: Four per biennium
Comments on data verification and analysis: Data verification would be performed through the review of reports and communications received from member countries and civil society representatives, as well as through the analysis of surveys and questionnaires
Use of processed data: Chief of Section, Executive Secretary, Secretary-General, concerned partners within the United Nations system and civil society, multilateral organizations, network of experts affiliated to ECRI, academic institutions and research centers, and concerned donor organizations
Presentation of data: Reports, studies and other normative outputs (such as manuals, recommendations, etc) to be circulated to concerned public entities, IMDIS, Division records, and the Executive Secretary's annual compact with the Secretary-General
Impact of external factors: Long-term disruption of work due to insecurity and instability situation in conflict affected countries, rendering the access to information and stakeholders limited; social and cultural particularities may hinder utilization of certain data or information; political sensitivity of member countries and factions on certain information utilized; public and civil interlocutors unable to participate in ESCWA organized activities due to unforeseen political developments and the availability of resources to implement surveys
Clarification of terms: Civil servants and civic entities include government officials of concerned member countries as well as national civil society organizations involved in the provision of services and conflict mitigation in conflict afflicted countries in the ESCWEA region

Indicator of achievement: (b) (i) Number of modern tools and best practices introduced by national stakeholders, in partnership with ESCWA, to strengthen and modernize institutions in conflict affected countries, with the prospect of enhancing service delivery and mitigating the impact of conflict and its spillover effects
Indicator of: Results
Units of measure: Number of modern tools and best practices
Baseline 2009: 2
Estimate 2011: 3
Target 2013: 4
Methodology
Variables: Conflict mitigation tools and best practices
Data source(s): Informal and official records, IMDIS, self-monitoring and self-evaluation to appraise type and quality of recommendations provided to member countries and civic groups in the prospect of developing policies and strategies geared towards conflict mitigation, peer reviews of normative activities, notes to file, attendance sheets and lists of participating entities, informal and official communications and documents provided by public and civic actors, questionnaires and surveys conducted on usefulness of ECRI normative and operational activities
Collection method(s): Review of records; surveys and questionnaires analysis and review of formal/informal inputs from public and civic actors (correspondence, meetings, etc.)

Periodicity: Four per biennium
Comments on data verification and analysis: Data verification would be performed through the review of reports and communications received from member countries and civil society representatives, as well as through the analysis of surveys and questionnaires
Use of processed data: Member countries, Chief of Section, Executive Secretary, Secretary-General, concerned partners within the United Nations system and civil society, multilateral organizations, network of experts affiliated to ECRI, academic institutions and research centers, and concerned donor organizations
Presentation of data: Reports, studies and other normative outputs (such as manuals, recommendations, etc) to be circulated to concerned public entities, IMDIS, Division records, Executive Secretary's annual compact with the Secretary-General, United Nations Public Administration Network (UNPAN) website, and ESCWA website
Impact of external factors: Long-term disruption of work due to insecurity and instability situation in conflict affected countries, rendering the access to information and stakeholders limited; social and cultural particularities may hinder utilization of certain data or information; political sensitivity of member countries and factions on certain information utilized; public and civil interlocutors unable to participate in ESCWA organized activities due to unforeseen political developments and the availability of resources to implement surveys
Clarification of terms: Conflict mitigation tools and best practices include modern techniques for institution building that develop human and institutional capacity within member countries, particularly in conflict affected countries

Indicator of achievement: (b) (ii) Number of public sector and civil society entities participating in ESCWA normative activities geared towards inducing good governance principles within the public sector, aiming at strengthening and/or modernizing public institutions as a means to prevent conflict, mitigate its impact on human security and alleviate the hardships resulting from conflict, occupation and emerging global issues
Indicator of: Results
Units of measure: Number of public sector and civil society entities
Baseline 2009: N/A
Estimate 2011: N/A
Target 2013: 6
Methodology
Variables: Public sector and civic entities include government bodies and agencies of concerned member countries as well as national civil society organizations involved in the provision of services and conflict mitigation in conflict afflicted countries in the ESCWA region
Data source(s): Informal and official records, IMDIS, self-monitoring and self-evaluation to appraise type and quality of recommendations provided to member countries and civic groups in the prospect of developing policies and strategies geared towards conflict mitigation, peer reviews of normative activities, notes to file, attendance sheets and lists of participating entities, informal and official communications and documents provided by public and civic actors, questionnaires and surveys conducted on usefulness of ECRI normative and operational activities

<p>Collection method(s): Review of records; surveys and questionnaires analysis and review of formal/informal inputs from public and civic actors (correspondence, meetings, etc.)</p>
<p>Periodicity: Four per biennium</p>
<p>Comments on data verification and analysis: Data verification would be performed through the review of reports and communications received from member countries and civil society representatives, as well as through the analysis of surveys and questionnaires</p>
<p>Use of processed data: Member countries, Chief of Section, Executive Secretary, Secretary-General, concerned partners within the United Nations system and civil society, multilateral organizations, network of experts affiliated to ECRI, academic institutions and research centers and concerned donor organizations</p>
<p>Presentation of data: Reports, studies and other normative outputs (such as manuals, recommendations, etc) to be circulated to concerned public entities, IMDIS, Division records, Executive Secretary's annual compact with the Secretary-General, and ESCWA website</p>
<p>Impact of external factors: Long-term disruption of work due to insecurity and instability situation in conflict affected countries, rendering the access to information and stakeholders limited; social and cultural particularities may hinder utilization of certain data or information; political sensitivity of member countries and factions on certain information utilized; public and civil interlocutors unable to participate in ESCWA organized activities due to unforeseen political developments and the availability of resources to undertake surveys</p>
<p>Clarification of terms: Public sector and civic entities include government bodies and agencies of concerned member countries as well as national civil society organizations involved in the provision of services and conflict mitigation in conflict afflicted countries in the ESCWA region;</p> <p>For the purpose of this programme, good governance is defined as the mechanism that ensures the adequate utilization of public resources, ensuring accountability, transparency and a high level of participation in decision-making</p>

Annex I

LEGISLATIVE MANDATES

General mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/270	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals
61/16	Strengthening of the Economic and Social Council
61/49	Cooperation between the United Nations and the Organization of the Islamic Conference
61/157	Human rights and extreme poverty
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/266	Multilingualism
62/161	The right to development
62/199	Role of the United Nations in promoting development in the context of globalization and interdependence
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations
62/209	South-South Cooperation
62/211	Towards global partnership
63/17	Cooperation between the United Nations and the League of Arab States
63/159	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the Outcome of the twenty-third special session of the General Assembly
63/227	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Council resolutions

1818(LV)	Establishment of an Economic Commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: Change of name of the Commission
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2005/50	The Damascus Declaration and the role of the Economic and Social Commission for Western Asia in the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration
2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2008/6	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2008/8	Admission of the Sudan as a member of the Economic and Social Commission for Western Asia
2008/21	Mainstreaming disability in the development agenda
2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2008/34	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2008/37	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

ESCWA resolutions

258 (XXIII)	Strengthening technical cooperation in the Economic and Social Commission for Western Asia
260 (XXIII)	Development and regional cooperation under unstable conditions
261 (XXIII)	Strengthening the cooperation between ESCWA and the League of Arab States in the field of economic and social development
263 (XXIII)	Promoting partnership and resource mobilization
268 (XXIII)	Adoption of the final reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
269 (XXIV)	The role of ESCWA in light of the 2005 World Summit Outcome Document and the subsequent change process
272 (XXIV)	Youth employment in ESCWA member countries
286 (XXV)	Gender statistics for equality and empowerment of women
289 (XXV)	Supporting the comprehensive development efforts of Yemen

*Subprogramme 1. Integrated management of natural resources
for sustainable development*

General Assembly resolutions

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|--------|---|
| 57/253 | World Summit on Sustainable Development |
| 59/228 | Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources |
| 60/200 | International Year of Deserts and Desertification, 2006 |
| 61/215 | Industrial development cooperation |
| 62/190 | Agricultural technology for development |
| 62/193 | Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa |
| 62/197 | Promotion of new and renewable sources of energy |
| 63/212 | Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development |
| 63/216 | International Strategy for Disaster Reduction |
| 63/217 | Natural disasters and vulnerability |
| 63/218 | Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and / or Desertification, Particularly in Africa |
| 63/281 | Climate change and its possible security implications |

Economic and Social Council resolution

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|---------|---|
| 2006/49 | Outcome of the sixth session of the United Nations Forum on Forests |
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ESCWA resolutions

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| 255(XXIII) | The establishment of a regional mechanism for building capacities to manage shared water resources |
| 281 (XXV) | Addressing climate change issues in the Arab region |

*Subprogramme 2. Social development**General Assembly resolutions*

- | | |
|--------|--|
| 62/126 | Policies and programmes involving youth: youth in the global economy – promoting youth participation in social and economic development |
| 62/129 | Follow-up to the tenth anniversary of the International Year of the Family and beyond |
| 62/130 | Follow-up to the Second World Assembly on Ageing |
| 62/198 | Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat) |
| 63/150 | Realizing the Millennium Development Goals for persons with disabilities through the implementation of the World Programme of Action concerning Disabled Persons and the Convention on the Rights of Persons with Disabilities |
| 63/152 | Implementation of the outcome of the World Summit for Social Development and the twenty-fourth special session of the General Assembly |
| 63/184 | Protection of migrants |
| 63/192 | Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto |
| 63/225 | International migration and development |

Economic and Social Council resolutions

- | | |
|---------|--|
| 2006/4 | Sustained economic growth for social development, including the eradication of poverty and hunger |
| 2006/15 | Promoting youth employment |
| 2006/16 | Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities |
| 2006/18 | Future organization and methods of work of the Commission on Social Development |
| 2007/2 | The role of the United Nations system in providing full and productive employment and decent work for all |
| 2008/18 | Promoting full employment and decent work for all |
| 2008/20 | Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights |

ESCWA resolution

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| 285 (XXV) | Integrated social policy |
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Subprogramme 3. Economic development and integration

General Assembly resolutions

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| 60/5 | Improving global road safety |
| 62/184 | International trade and development |
| 62/186 | External debt and development: towards a durable solution to the debt problems of developing countries |
| 62/187 | Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus |
| 63/277 | Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development |

Economic and Social Council resolutions

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| 2006/4 | Sustained economic growth for social development, including the eradication of poverty and hunger |
| 2007/2 | The role of the United Nations system in providing full and productive employment and decent work for all |
| 2007/30 | Follow up to the International Conference on Financing for Development |

ESCWA resolutions

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| 256 (XXIII) | Adoption of the Memorandum of Understanding on Cooperation in the Field of Maritime Transport in the Arab Mashreq |
| 257 (XXIII) | Selection of the routes to be given priority in implementation of the Agreement on International Roads in the Arab Mashreq |
| 265 (XXIII) | Regional cooperation in the field of road traffic safety |
| 270 (XXIV) | Macroeconomic policy for financial stability |
| 279 (XXIV) | Follow-up to implementation of components of the Integrated Transport System in the Arab Mashreq |
| 290 (XXV) | Call for regional action to accelerate implementation of the Monterrey Consensus in Western Asia |

Subprogramme 4. Information and communications technology for regional integration

General Assembly resolutions

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| 60/252 | World Summit on the Information Society |
| 63/202 | Information and communications technologies for development |

Economic and Social Council resolutions

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| 2006/46 | Follow-up to the World Summit on Information Society and review of the Commission on Science and Technology for Development |
| 2007/8 | Flow of information for the follow-up to the World Summit on the Information Society |
| 2008/3 | Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society |

ESCWA resolutions

- | | |
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| 273 (XXIV) | Follow-up to the development of the Information Society in Western Asia |
| 284 (XXV) | Establishment of the ESCWA regional technology centre |

*Subprogramme 5. Statistics for evidence-based policymaking**General Assembly resolutions*

- | | |
|--------|---|
| 61/143 | Intensification of efforts to eliminate all forms of violence against women |
| 62/127 | Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities |
| 62/130 | Follow-up to the Second World Assembly on Ageing |
| 62/132 | Violence against women migrant workers |
| 62/206 | Women in development |
| 63/225 | International migration and development |

Economic and Social Council resolutions

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| 2005/13 | 2010 World Population and Housing Census Programme |
| 2006/6 | Strengthening statistical capacity |

ESCWA resolutions

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| 262 (XXIII) | Support for the capacities for member countries in the field of statistics and the International Comparison Programme |
| 276 (XXIV) | Strengthening statistical capacities in the ESCWA region |
| 283 (XXV) | ESCWA member country compliance with international standards for enhancing national statistical systems |
| 287 (XXV) | Strengthening statistical capacities for evidence-based policy-making |

Subprogramme 6. Advancement of women

General Assembly resolutions

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| 62/133 | Intensification of efforts to eliminate all forms of violence against women |
| 62/206 | Women in development |
| 62/218 | Convention on the Elimination of All Forms of Discrimination against Women |
| 63/159 | Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly |

Economic and Social Council resolutions

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| 2006/9 | Future organization and methods of work of the Commission on the Status of Women |
| 2008/11 | Situation of and assistance to Palestinian women |

ESCWA resolution

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| 278 (XXIV) | Increasing the role of women in decision-making with respect to conflict prevention and peace building |
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Subprogramme 7. Conflict mitigation and development

General Assembly resolutions

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| 63/140 | Assistance to the Palestinian people |
| 63/165 | The right of the Palestinian people to self-determination |
| 63/201 | Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources |

Economic and Social Council resolutions

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| 2005/3 | Public administration and development |
| 2008/31 | Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan |

Security Council resolution

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| 1645 (2005) | Post-conflict peacebuilding |
|-------------|-----------------------------|

ESCWA resolutions

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| 260 (XXIII) | Development and regional cooperation under unstable conditions |
| 271 (XXIV) | Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development |
| 282 (XXV) | Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries |

Annex II**LESSONS LEARNED AND EXPERIENCES GAINED**

In preparing the Biennial Programme Plan for 2012-2013, ESCWA took into account a number of lessons learned and experiences gained from the programme performance reporting exercise for the biennium 2008-2009. These are set forth below.

<ul style="list-style-type: none"> • A consistent and strategic effort is needed to build, consolidate and maintain fruitful partnerships with a range of stakeholders for the effectiveness of ESCWA work. Solid networks and relationships with regional organizations, United Nations agencies, member countries and other stakeholders are required to improve programme design, monitoring, implementation and programme effectiveness, to enhance commitment and ownership by member countries of ESCWA activities, and in the process of identifying priority issues and gaps 	<p><i>Actions taken</i></p> <ol style="list-style-type: none"> 1. The Social Development Division (SDD) at ESCWA established several fruitful partnerships with regional organizations, United Nations agencies, member countries and other stakeholders. SDD will continue to strengthen such partnerships in the 2012-2013 biennium Within the framework of the Secretary-General’s campaign “UNite to end violence against women”, ESCWA’s Centre for Women (ECW) is cooperating with other regional commissions on a Development Account project to measure violence against women. In recent meetings, ECW has included International Labour Organization (ILO) and regional NGOs to provide inputs to increase cooperation and coordination. One of ECW’s publications on women in conflict has been produced in close cooperation with United Nations High Commissioner (UNHCR) Headquarters 2. Efforts have been made to enhance the regional reach of ESCWA work by establishing working partnerships with ICT related institutions in a number of countries. However efforts should be intensified to enhance regional collaboration and partnerships and encourage fund-raising efforts which are aimed at harnessing e-services in Arabic targeting socio-economic development 3. ESCWA has initiated, in partnership with United Nations Development Programme (UNDP) Iraq, the implementation of a project to extend local governance in Iraq, and established legal and other mechanisms to facilitate decentralization of authority to enhance service delivery in Iraq through improving knowledge of and capacity-building for decentralization and local government reform
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	<p>4. ESCWA is leading, in partnership with UNESCO, United Nations Population Fund (UNFPA) and Office of the High Commissioner for Human Rights (OHCHR), the design, development and implementation of a project to strengthen the institutional and human capacity of the education sector in Iraq, thereby delivering quality education through the promotion of civic values and life skills among education providers, public sector managers/decision makers/legislators and young people</p>
<ul style="list-style-type: none"> The ability to forge and foster partnerships with NGOs is central to ensuring the sustainability of pilot initiatives and garnering lessons for dissemination at the regional level 	<p><i>Actions taken</i></p> <ol style="list-style-type: none"> 1. ECW maintains a good work relationship with NGOs working on gender issues in the region. In order to provide a bigger frame for the Development Account project on measuring violence against women, ECW staff attend Oxfam Regional meetings and regular meetings of Kafa (Lebanese NGO) working on a project on including men and boys in gender projects. In a recent expert group meeting, ECW organized a side event to present the Secretary-General's campaign "UNite to end violence against women" and in this context, the Executive Director of Kafa presented a DVD on the topic and a keynote speech 2. SDD has already established several fruitful partnerships with key NGOs, notably in Saudi Arabia. Such partnerships will continue in the 2012-2013 biennium
<ul style="list-style-type: none"> The high rate of vacancies and the significant difficulties in recruiting qualified staff as a result of the security situation in Beirut in 2008 had a significant negative impact on the delivery of ESCWA activities. Acknowledging the environment within which ESCWA operates necessitates the design of contingency plans for improving the delivery of work should such circumstances occur in the future as well as require renewed effort to bring ESCWA up to full staffing 	<p><i>Actions taken</i></p> <ol style="list-style-type: none"> 1. ESCWA has been actively seeking to employ qualified staff members to contribute and respond to increasing demands and requests from member countries. ESCWA has made significant strides in not only reducing the number of vacant posts, but also in ensuring that recruitment processes are streamlined and contribute to a more representative international and professional balance within ESCWA staffing tables 2. ESCWA has also made progress in developing contingency plans in the event of adverse changes to the security situation in Beirut that could affect normal operations

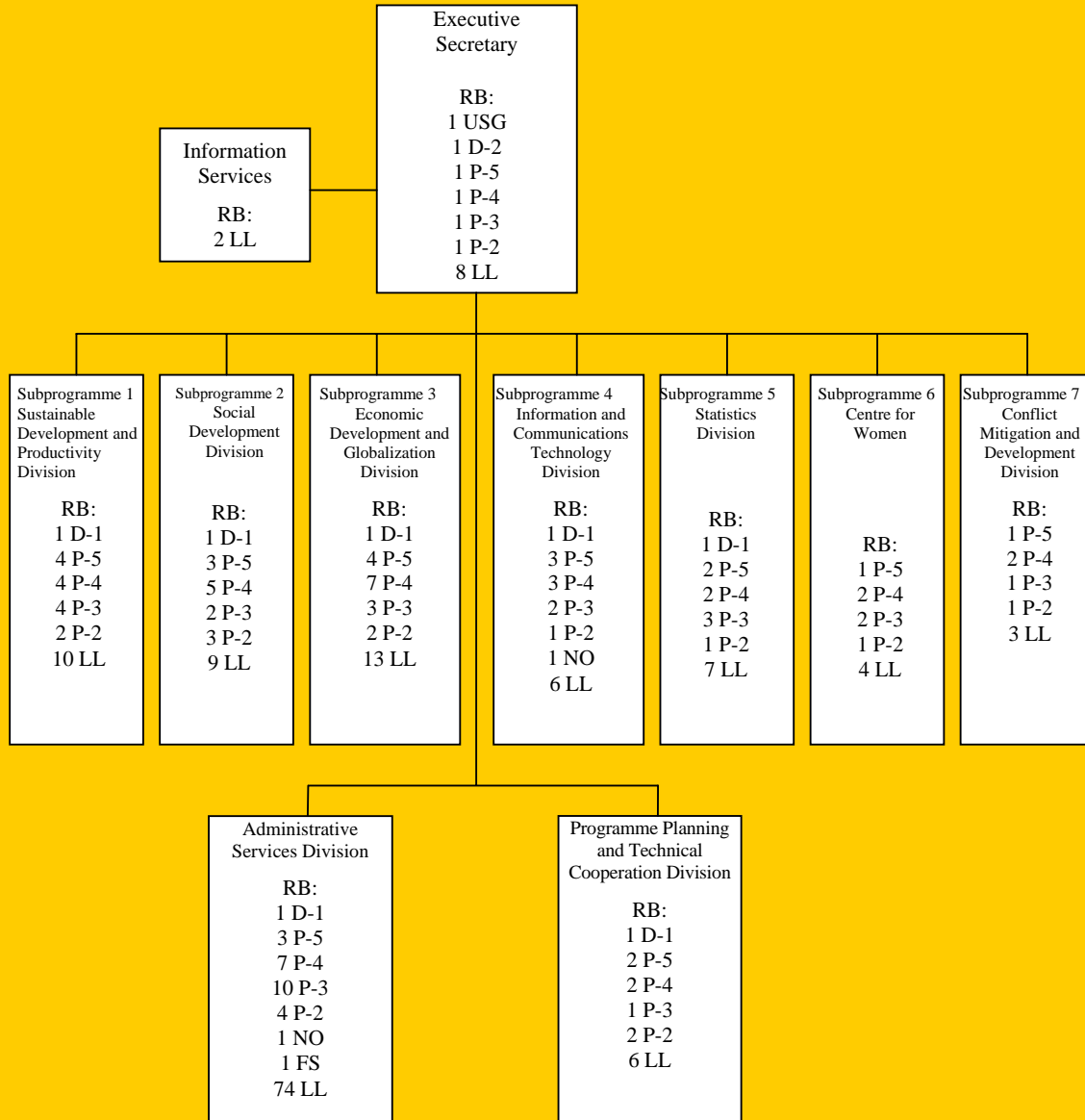
<ul style="list-style-type: none"> • Greater effort is needed to increase interaction with the relevant focal points in government organizations. The establishment of mechanisms to exchange information and share knowledge with regional and international players would contribute to achieving better results 	<p><i>Actions taken</i></p> <ol style="list-style-type: none"> 1. In the social policy area, continued interaction with national focal points is a focus for continued strengthening including youth development and the implementation of the World Programme of Action on Youth in the region 2. Over the past few years, ECW has managed to enhance its network and communication strategies with National Women's Machinerys (NWMs) in member countries. This has included consultative correspondence and discussions on issues relating to gender equality and the advancement of women. ECW has established a close network with NWMs in the region and maintains regular contact with them through meetings, workshops and remote communications 3. There has been significant progress in supporting member countries in the development of ICT policies, with a total of eight countries being provided support. However, future efforts should focus on obtaining responses from member countries on their current status in implementation of the Regional Plan of Action (RPoA) for Building the Information Society. This could be done through a focused short questionnaire to be filled by ministries and organizations in member countries dealing with the RPoA implementation
<ul style="list-style-type: none"> • Additional efforts are required to improve the formulation of the logical framework and performance measures, building on actions already taken. In particular, further consideration is needed for the following: (a) set realistic targets; (b) better articulate the formulation and linkages of logical framework elements, including objective, expected accomplishment and indicator of achievement and output; and (c) develop specific performance methodologies and measures. Such measures will assist in producing evidence and showing the impact of the activities undertaken more clearly 	<p><i>Actions taken</i></p> <p>The focus on open consultation and setting realistic and measurable targets was one of the main priorities during the formulation of ESCWA strategic framework exercise for 2012-2013. The exercise took careful consideration of existing mandates, as well as the expressed priorities of member countries through consultations with regional and technical advisors, extensive review of installed capacity, and frank discussions between the substantive Divisions and the Programme Planning and Technical Cooperation Division (PPTCD). Learning from previous exercises, the process of selection of monitoring indicators within the strategic framework focused on developing measures that provide, as clearly as possible, an image of the work and efforts of each Division. Furthermore, this strategic framework presents measures on how ESCWA resources need to be leveraged during 2010-2013 in order to improve ESCWA ability to provide high-quality, timely services to member countries, to the Secretary-General as well as to the United Nations system and other partners</p>

<ul style="list-style-type: none"> Follow-up sessions/courses allowed participants to re-evaluate and update the knowledge acquired after applying it in their respective work environments. It also provided feedback for fine-tuning training modules and guidelines based on experience 	<p><i>Actions taken</i></p> <p>This was a key objective of a series of Division-wide retreats conducted during the 2008-2009 biennium through a training workshop on building substantive skills in the respective areas of responsibility. Similar activities will occur in the 2010-2011 biennium, and will be proposed for the 2012-2013 biennium under ESCWA training programme</p>
<ul style="list-style-type: none"> More efforts should be directed to improve gender statistics and MDG indicators, particularly health and poverty statistics. The availability of metadata and the coherence between national and international sources remain a challenge 	<p><i>Actions taken</i></p> <p>The lack of gender-disaggregated data remains the primary weakness for analytical work on gender and other topics in the ESCWA region. However, ECW is cooperating closely with ESCWA Statistics Division on implementing the Development Account project on measuring violence against women, which will contribute to increased quality of gender-disaggregated data. Indicators have been developed and willingness of member countries to participate in testing the modules has been determined. In the next phase of the project, the module will be tested and data collected</p>
<ul style="list-style-type: none"> Harnessing various forms of media in celebrating the International Day of Solidarity with the Palestinian People was effective in drawing more attention to the issue. Efforts are needed to improve the timely dissemination and provision of the material in Arabic 	<p><i>Actions taken</i></p> <ol style="list-style-type: none"> ESCWA observed the International Day of Solidarity with the Palestinian People by organizing an official ceremony to express solidarity with the Palestinian people and their plight, in accordance with relevant General Assembly resolutions, including resolution 32/40 B of 2 December 1977, and raising awareness of the role of the United Nations regarding the issue of Palestine. The commemorative ceremony was held at the United Nations House in Beirut on 3 December 2009. This annual ceremony constitutes an appropriate posture to communicate the position of the United Nations Secretary-General and that of ESCWA, which was highlighted by the presence of diplomats and journalists from member countries. The Palestine Liberation Organization was provided with a platform to present its position, and the role of the United Nations in Palestine was highlighted One of the proposed expected accomplishments for SDD during the 2012-2013 biennium focuses on the role of the media in addressing participatory social development approaches ECW produces a report on the situation of Palestinian women. While the report allows for close monitoring on the situation of Palestinian women, the limited available updated statistical data sometimes hinders the quality of such a report

Annex III

ORGANIGRAMME OF ESCWA

ORGANIZATIONAL STRUCTURE AND POST DISTRIBUTION FOR THE BIENNIUM 2010-2011*



Abbreviations: RB, regular budget; USG, Under-Secretary-General; LL, Local level; FS, Field Service; NO, National Officer.

* Extracted from General Assembly document No. A/64/6 (Section 21) dated 26 March 2009.