

**Economic and Social Commission for Western Asia (ESCWA)**

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**REPORT OF THE EXECUTIVE SECRETARY
ON THE ACTIVITIES OF THE COMMISSION****TECHNICAL COOPERATION PROGRAMME
AND REGIONAL ADVISORY SERVICES****Summary**

This report provides an overview of the technical cooperation activities carried out by the Economic and Social Commission for Western Asia (ESCWA) with funding by the Regular Programme of Technical Cooperation (RPTC), the Development Account (DA), and extrabudgetary resources (XB) during 2010-2011.

The report documents the overall approach to technical cooperation and provides a quick overview of general trends in the implementation of programmes, projects and services under each of the funding modalities. It also provides specific examples of some of the results that have been achieved during the biennium that serve to further the Commission's hands-on knowledge of the development challenges in the region and to build the capacity of member countries in effectively responding to those challenges. The report demonstrates the synergy between all the components of technical cooperation as well as between technical cooperation and the regular programme of work. Finally, the report takes stock of some of the good practice and lessons learned during the biennium.

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Introduction

1. Technical cooperation programmes, projects and services provide the means through which ESCWA operationalizes its normative work and creates a cycle of policy-oriented research, learning, implementation and knowledge exchange. At its core, technical cooperation seeks to support member countries in their capacity development efforts using evidence-based knowledge acquired through the organization's normative and analytical work. It supports the efforts of member countries to strengthen the formulation and effective implementation of national policies, strategies and programmes towards the fulfilment of sustainable development. In implementing the technical cooperation programme, ESCWA staff, regional advisors, and consultants work on the ground providing tangible and immediate assistance, finding practical solutions and supporting Government-led policies and initiatives. ESCWA exerts every effort to ensure a coherent, interdisciplinary and results-oriented approach.
2. Spanning the full spectrum of the Commission's mandated areas of specialization, technical cooperation initiatives take into account the following parameters in their design:
 - Common development challenges facing more than one member country, where lessons in one may be relevant to others;
 - Cross boundary issues where collaboration and implementation of global and regional agreements can promote regional integration;
 - Emerging issues of a sensitive nature where ESCWA can assist in raising awareness, advocacy and negotiations.

I. STRATEGIC DIRECTIONS OF ESCWA TECHNICAL COOPERATION

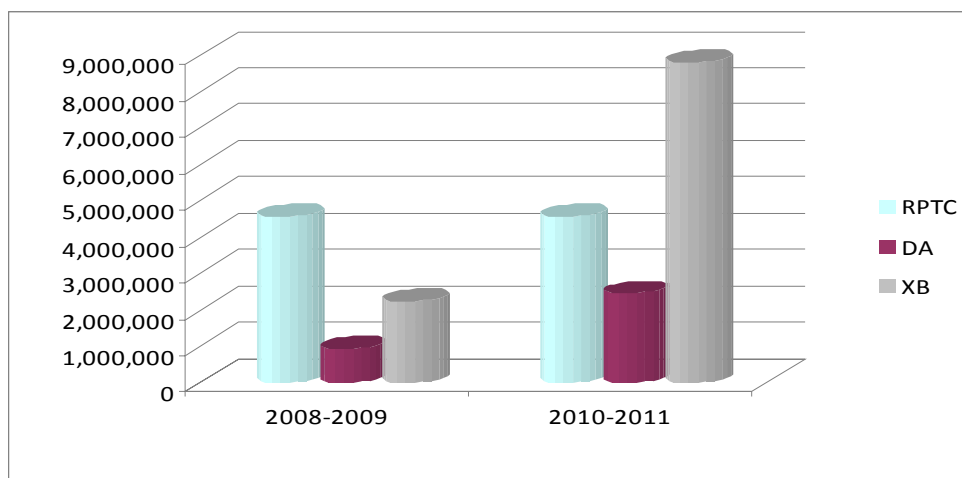
3. The Technical Cooperation Strategy of ESCWA highlights the comparative advantage of the Commission as a regional body that undertakes its mandated activities with a global perspective making use of its interdisciplinary staff. It further emphasized the role of ESCWA in the translation of normative and analytical work into operational programmes in the field through well-designed capacity-building programmes, expanded, reliable resources and more extensive, strategic partnerships. Finally, the Strategy envisioned that technical cooperation, combined with stronger institutions, should move beyond human resource development into a more interactive and focused range of services that emphasize both national ownership and the sustainability of results.
4. Over the past four years, ESCWA has worked hard to implement the Strategy to achieve the highest level results from the different technical cooperation programmes, projects and services. These initiatives are guided by policy and strategic objectives set by relevant international decisions and recommendations, including those of ESCWA intergovernmental meetings. There is no "one size fits all" approach to the technical assistance needs of countries in the region, and the technical cooperation initiatives of ESCWA respond to the needs of its client countries as articulated in their national development plans. Technical cooperation projects and services are predominately demand-driven and tailor-made to beneficiaries' needs and requirements. In whichever form they are provided, the services seek to enhance the capacity of beneficiary countries in policy formulation processes.
5. In the process of planning and delivering technical cooperation services, ESCWA seeks to develop and nurture strong strategic partnerships with international organizations and institutions in the region and globally. In line with global calls for greater United Nations system coherence, ESCWA systematically strives to coordinate and collaborate with the United Nations development agencies at the global, regional and country levels to ensure greater impact and optimization of financial and non-financial resources.
6. In addition to creating further synergy between each of the different technical cooperation modalities and the regular programme of work, 2010-2011 also witnessed greater synergy among the three funding

modalities. More and more, ESCWA is using Regular Programme of Technical Cooperation (RPTC) resources to feed into and leverage longer-term Development Account (DA) and extrabudgetary (XB) projects.

II. THREE INTERRELATED MODALITIES

7. Technical cooperation is composed of three distinct but interrelated funding modalities: Regular Programme of Technical Cooperation; Development Account; and extrabudgetary resources.

Figure I. Technical cooperation funds received in 2008-2009 and 2010-2011



A. THE REGULAR PROGRAMME OF TECHNICAL COOPERATION

8. The Regular Programme of Technical Cooperation is part of the ESCWA regular budget, and provides funding to support and advance capacity development for member countries in the formulation and implementation of policies for sustainable social and economic development. RPTC is often called “the operational arm of the ESCWA regular programme” as it allows for fast, flexible, and on the ground technical application of the normative and analytical work of the Commission. A key distinguishing feature of RPTC is its demand-driven nature. Activities undertaken under RPTC respond to an expressed need by member countries for capacity development support. At the same time RPTC services complement and promote the organization’s overall strategic priorities. Balancing demand-driven flexibility with a planned perspective has meant that RPTC activities are part of more complex programmatic approaches. Applying innovative programming approaches has increased RPTC’s ability to transition to results-oriented work, enhancing its effectiveness and accountability, while still remaining demand-driven at the core of its services.

Using RPTC funds, ESCWA joined forces with United Nations Country Teams in Bahrain, Iraq, Jordan, the Sudan and Yemen to promote the tailoring and localization of the Millennium Development Goals (MDGs) to each specific national context allowing development partners to refine their targets and “fast track” action plans towards the achievement of the MDGs.

9. Another feature of RPTC is its allocation of specific funds for the recruitment of short to medium-term regional advisors in line with the demonstrated needs of member countries. In 2010-2011 ESCWA employed six regional advisors in the areas of: Water and Environment; Social Policy; Millennium Development Goals; Information and Communications Technology; National Accounts and Economic Statistics; and Empowerment and Advancement of Women.

B. THE DEVELOPMENT ACCOUNT

10. The Development Account is a global programme established by the United Nations Secretariat to enhance the capacities of developing countries in the priority areas of the United Nations Development Agenda. It is funded from the Secretariat's regular budget and has a biannual budget of around US\$25 million, funding around 40 projects implemented by 10 entities of the Executive Committee of Economic and Social Affairs (Department of Economic and Social Affairs (DESA)), the five regional commissions, United Nations Conference on Trade and Development (UNCTAD), United Nations Environment Programme (UNEP), United Nations Office on Drugs and Crime (UNODC) and United Nations Human Settlements Programme (UN-Habitat). Project size ranges from US\$250,000 to US\$1 million.

In the past nine years, ESCWA has led 14 regional or global projects for a total of US\$7.8 million and participated in more than 22 DA projects worldwide.

11. Development Account projects promote country ownership, intercountry collaboration, South-South and regional and subregional cooperation among United Nations entities. DA projects allow ESCWA member countries to participate in and benefit from new global and regional initiatives. Recent examples in 2011 include the preparation of the ESCWA Cyberlegislation Directives which provide the legal and regulatory framework for legislation related to the information society. They are based on global best practice and were developed in close consultation with member countries. These Directives are already guiding technical and policy advisory work at the national level.

C. EXTRABUDGETARY RESOURCES

12. Extrabudgetary resources are those funds mobilized by ESCWA, to respond to innovative outside-the-box project ideas that are then able to take off, engage donors, and nurture important partnerships for the region. Examples include the launch of projects for the preparation of two key flagship reports on Arab Integration and the Arab Region at 2025, and a key strategic partnership with the Swedish International Development Agency to assess the impact of climate change on water resources and socio-economic vulnerability in the Arab region. Extrabudgetary resources are provided to ESCWA on a voluntary basis by individual Governments, organizations and agencies of the United Nations and other intergovernmental and non-governmental organizations, in the form of cash contributions (funds-in-trust) or assistance in kind.

In 2010-2011, ESCWA succeeded in raising around US\$8.77 million for the implementation of 12 new programmes and projects.

III. OVERALL TRENDS IN TECHNICAL COOPERATION

13. Programmes, projects and services provided under the technical cooperation programme were reinvigorated during the biennium 2010-2011. Despite instability and uprisings in several member countries, financial implementation of RPTC reached close to 100 per cent indicating a high degree of activity and support services to member countries. For the DA and XB, ESCWA was able, through innovative projects, to attract significantly larger financial resources during this biennium compared to the 2008-2009 biennium.

14. In the planning and management of technical cooperation, ESCWA is committed to adopting results-based management (RBM) principles and approaches. By defining strategic goals and expected results, ESCWA has a clear focus for action. RBM also provides ESCWA with the tools and methodology necessary to monitor and assess performance against clear targets and outcomes.

A. REGULAR PROGRAMME OF TECHNICAL COOPERATION TRENDS

15. During 2010-2011 concerted effort was placed on early planning for all technical cooperation, including RPTC. Subprogrammes identified key outcomes at the national and regional levels and planned

medium-term projects and short-term initiatives that collectively worked to achieve sustainable results and translate the normative recommendations and findings of ESCWA into practical outputs that responded to member country demands. In addition country plans were shared with member countries for their feedback and views and regular coordination was maintained with technical cooperation focal points assigned by member countries. The plans also allow greater synergy and interdisciplinary work across the organization.

16. The flexibility inherent in RPTC allowed ESCWA to respond to many new and emerging advisory and technical support needs of member countries. While maintaining a close link to regular programme of work, RPTC assistance is designed to respond to unexpected requests from member countries in the context of regional priorities. The overall financial implementation rate for RPTC for the biennium 2010-2011 was 99.5 per cent. This implementation rate compares very favourably with past bienniums.

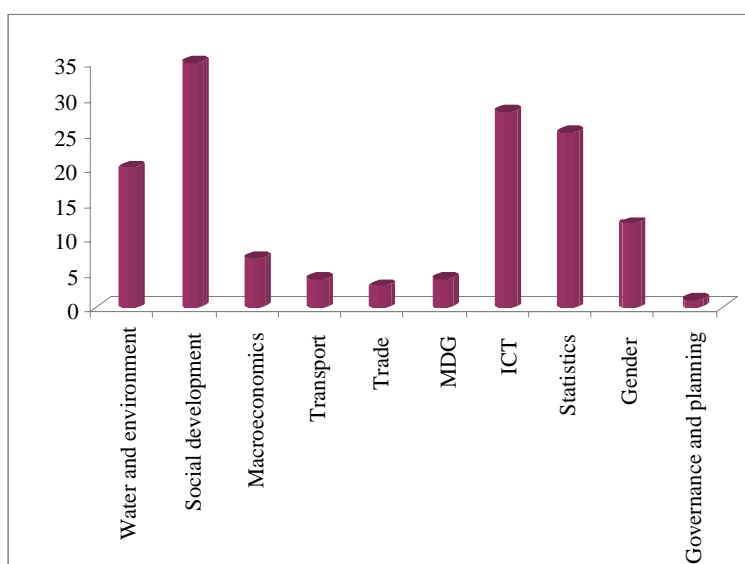
In the aftermath of the secession of South Sudan, ESCWA organized a high level, interdisciplinary mission to Khartoum. A key result was the identification of new priorities and the preparation of an ambitious four-year plan for sustained ESCWA support. This mission followed a multidisciplinary mission in 2010 that aimed at strengthening collaboration between ESCWA and the Sudan in different sectors and thematic areas.

17. Regular Programme of Technical Cooperation services during 2010-2011 can be divided into two main areas: advisory services and capacity-building support. The following sections provide highlights of the main advisory and capacity-building activities.

1. Advisory services

18. Advisory services are provided in response to requests received from member countries on policy-related questions, programme development and evaluation, and national or sectoral strategies. These services are in line with the outcomes, or expected accomplishments, approved by the General Assembly, namely to “enhance the ability of member countries to address specific technical constraints in the development and implementation of policy and programmes in support of internationally agreed development goals”.

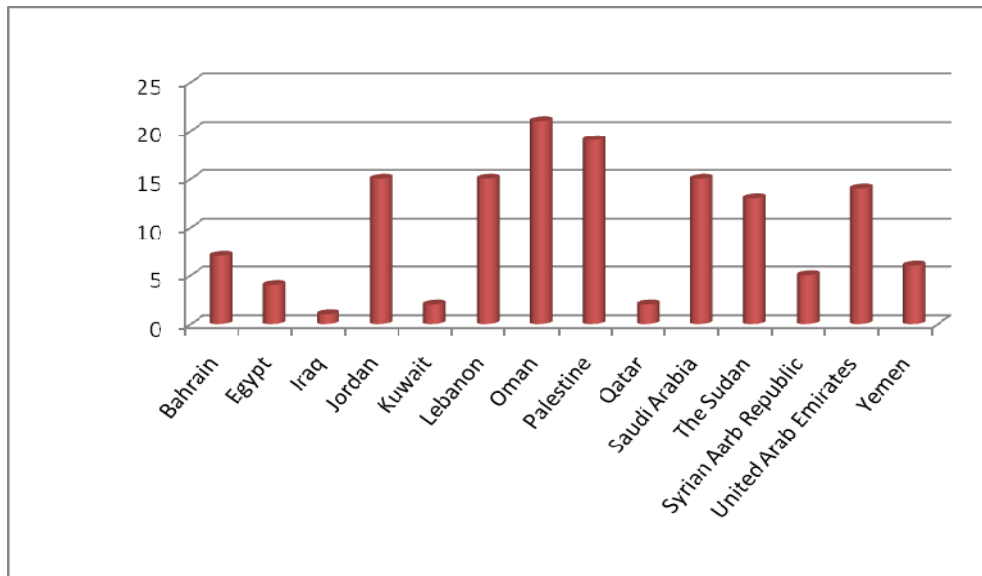
Figure II. Advisory services by theme



19. Advisory services are provided by regional advisors, other ESCWA staff members and/or consultants. During the implementation of advisory services, special attention is given to the least developed countries in the ESCWA region, to countries under occupation and those emerging from conflict.

20. During the biennium 2010-2011, a total of 139 advisory missions were undertaken in the fields of macroeconomics, trade, transport, empowerment and advancement of women, national accounts and economic and social statistics, environment and water, energy, the MDGs, social policy, information and communication technologies, and strategic planning.

Figure III. Advisory services by member country



2. Capacity-building activities, workshops, fellowships and study tours

21. ESCWA delivered 22 regional and subregional training workshops and 47 national training workshops during the biennium 2010-2011. It also organized 39 study tours and fellowships benefiting Government officials. Capacity-building activities are developed in response to expressed needs of member countries and identified capacity gaps. Workshops and seminars are strategic, with clear results and objectives seeking to effect change at the country level. Fellowships and study tours are complementary to ongoing ESCWA engagement and promote South-South cooperation and the transfer of good practice.

Figure IV. National capacity-building workshops by member country

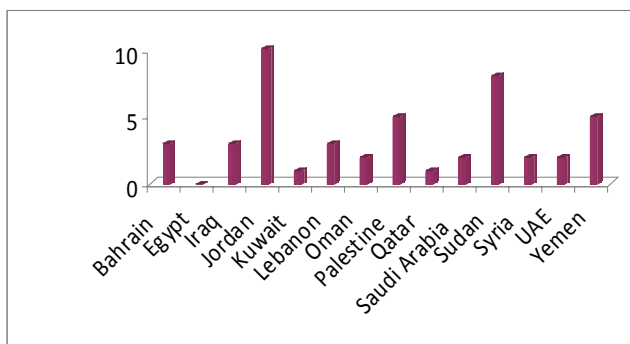


Figure V. Capacity-building workshops by type

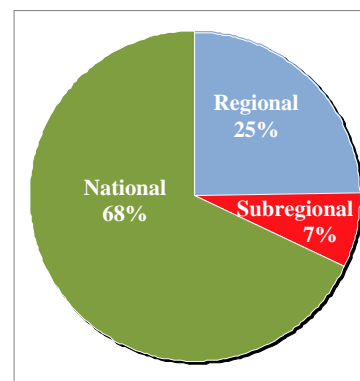
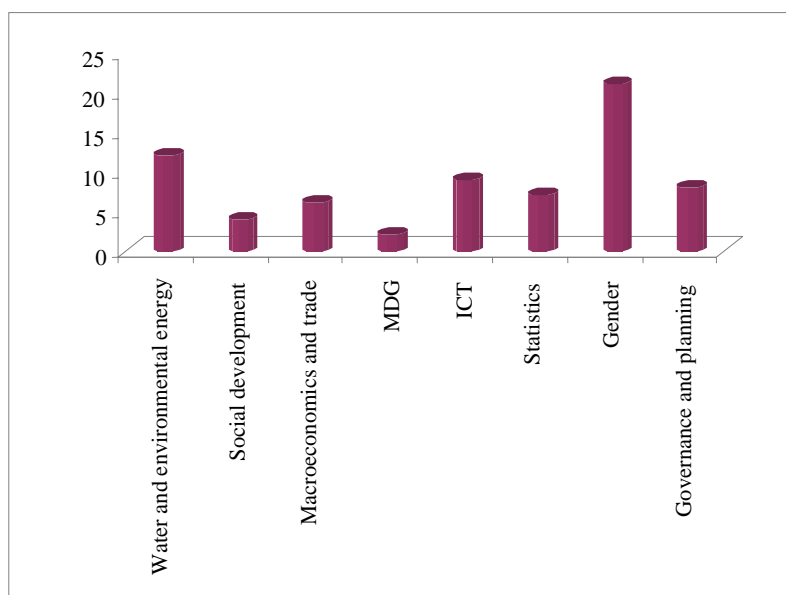


Figure VI. Capacity-building workshops by theme

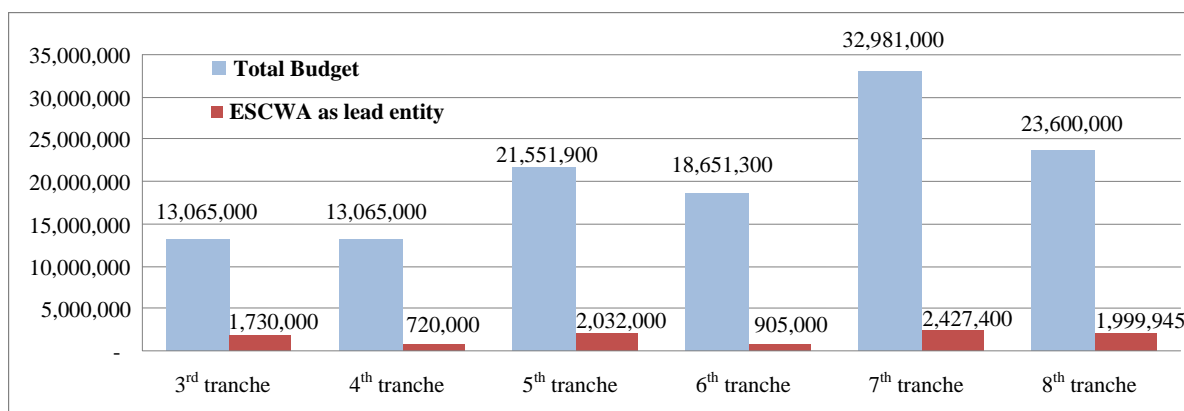
3. *Strengthening the Technical Cooperation Network for knowledge-sharing*

22. ESCWA manages its RPTC technical cooperation programme at the country level through a network of technical cooperation focal points, who act as liaisons with ESCWA in the planning and delivery of technical cooperation advisory and capacity-building activities. Officially designated by their Governments, technical cooperation focal points are key actors in the successful delivery of the RPTC programme of work. They are responsible for receiving, reviewing and transmitting requests for technical assistance to ESCWA from the different sector ministries. They filter requests to ensure their relevance and priority, and help ESCWA put in place short-term plans for advisory and capacity-building support.

23. In September 2010 ESCWA held the third meeting of the members of the Technical Cooperation Network at the United Nations House in Beirut. The purpose of the meeting was to follow-up on the recommendations made during the second meeting and to review ways to enhance the coordination of the technical cooperation work of ESCWA. During the meeting, network members from Oman, Palestine, the Sudan and Yemen presented the main outcomes of the national technical cooperation workshops and achievements of the missions conducted by ESCWA regional advisors and experts to their respective countries. Focal points also reviewed and discussed with ESCWA regional advisors the priorities of their member countries within the framework of each national plan of action. The meeting resulted in a set of recommendations related to the continued enhancement of coordination mechanisms and functions.

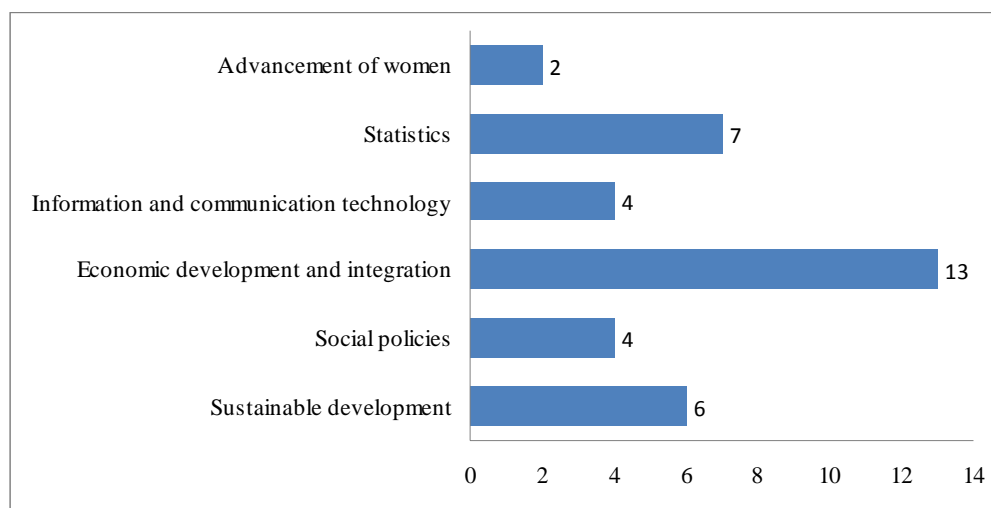
B. DEVELOPMENT ACCOUNT TRENDS

24. The participation of ESCWA in the DA began in 2002, during the third tranche of the DA. Since its initial involvement, ESCWA has steadily increased its participation in DA-funded projects. The biennium 2010-2011 represents the seventh tranche, the theme of which is “Support to addressing key global development challenges to further the achievement of internationally agreed development goals, through collaboration at the global, regional and national levels”.

Figure VII. Funding by tranche (total budgets 3rd-8th tranches)

25. In the past ten years, ESCWA has led 13 projects of a regional or global nature for a total of US\$7.8 million in various thematic sectors. It has also participated in more than 22 projects worldwide. DA projects promote country ownership, intercountry collaboration, South-South cooperation as well as regional and subregional cooperation among the United Nations executing entities.

26. In the biennium 2010-2011, ESCWA was involved in 14 DA projects, five of which were carried over from the sixth tranche (2007-2008), while the rest were initiated in the seventh tranche. During those tranches, ESCWA served as the leading agency for six projects, with total allocated funds of US\$905,000 and US\$2,427,400 for the sixth and seventh tranches, respectively. For the current tranche (2012-2013 biennium), four projects have been approved for ESCWA with the total allocated funds of US\$1,999,945.

Figure VIII. Thematic coverage of DA projects led or participated in by ESCWA, 3rd-7th tranche

C. EXTRABUDGETARY TRENDS

27. ESCWA is committed to building partnerships at both the regional and global levels in order to mobilize extrabudgetary resources that complement RPTC and DA initiatives. In support of the regular programme of work of the Commission and through continual engagement with partners and stakeholders

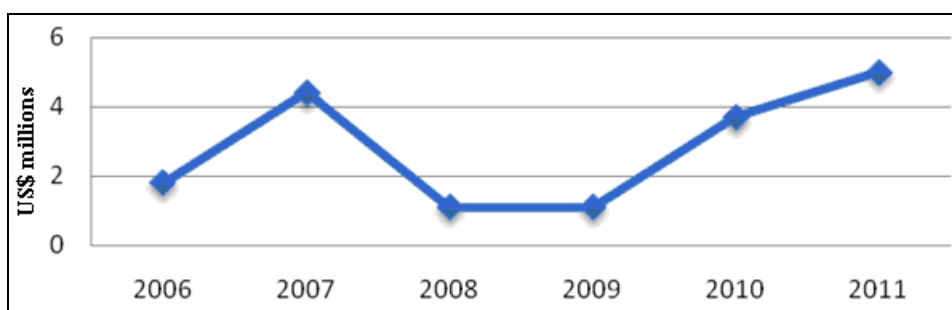
across various sectors, ESCWA designs and implements projects that are innovative in approach and content, applying new strategies, bolstered by the organization's research findings.

28. During the biennium 2010-2011, ESCWA forged partnerships with several agencies and organizations such as the Arab Gulf Programme for United Nations Development (AGFUND), the Arab Fund for Economic and Social Development (AFESD), the Hariri Foundation for Sustainable Human Development, the Islamic Development Bank (IsDB), the Swedish International Development Cooperation Agency (SIDA), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the World Bank, and UN-Women.

29. Through these strategic partnerships ESCWA was able to raise around US\$8.7 million to implement national and regional activities under its seven subprogrammes. The table below shows the total amount of voluntary contributions received by ESCWA in the years from 2006 to 2011. Although a downward trend in the mobilization of XB resources can be seen from 2008 to 2009, XB resources have already seen a significant upturn in 2010 and 2011 as several large scale projects have been negotiated with regional and international partners.

Figure IX. Total amount of voluntary contribution received 2006-2011
(Millions of US\$)

	2006	2007	2008	2009	2010	2011
Total	1.8	4.4	1.1	1.1	3.7	5



30. The substantial increase in voluntary contributions received by ESCWA in 2010-2011 may be accredited to the following factors:

- Strategic outreach to partners with common vision and objectives;
- Deliberate focus on the comparative advantage of ESCWA with respect to specific programme subjects;
- Improvement of project proposals which was made possible through support of the project committee;
- Application of results-based management in the design and implementation of projects building on lessons learned and best practice;
- Regular and systematic monitoring of the gaps and needs of ESCWA member countries in order to identify targeted interventions and innovative projects.

IV. RESULTS OF TECHNICAL COOPERATION BY SUBPROGRAMME

31. Interlinked with each other and with the regular programme of work, technical cooperation initiatives under RPTC, DA and XB offer the Commission a two-way interface between the normative and operational. There is synergy, complementarity and coherence among these different technical cooperation modalities, creating the conditions whereby they reinforce each other and the normative work of the organization.

32. This chapter presents highlights from a sample of the technical cooperation programmes, projects and services of each subprogramme. This is not an exhaustive or complete catalogue of all the activities and projects implemented by the subprogrammes, but selected initiatives that shed light on the different types of technical cooperation offered by ESCWA during the biennium. (For a list of RPTC, DA and XB activities see annexes).

A. SUBPROGRAMME 1: INTEGRATED MANAGEMENT OF NATURAL RESOURCES
FOR SUSTAINABLE DEVELOPMENT

1. RPTC results

33. As part of its RPTC workplan, subprogramme 1 delivered activities and services that focused on environmental sustainability and sustainable management issues especially in the areas of water and energy.

(a) *Advisory services*

34. Advisory services to Bahrain, Egypt, Lebanon, Oman, Palestine, the Sudan and Yemen in the areas of natural, environmental, water and land resources resulted in the implementation of key policy and programme recommendations related to improvement in the integrated and sustainable management of these resources, and in mainstreaming the sustainable development approach in national development plans. ESCWA also supported member countries in their efforts to mitigate the challenges of climate change and achieve targets under MDG 7. Advisory activities also targeted policies in the areas of energy balance, energy audit, climate change adaptation and the green economy enabling the scaling up of initiatives.

35. In Bahrain, ESCWA supported the Ministry of Municipalities Affairs and Urban Planning and the Ministry of Works in developing an appropriate national approach to the reuse of treated sewage effluent and managed aquifer recharge, through reviewing and commenting on related planning documents and terms of reference as well as contributing and supporting a national workshop on Treated Sewage Utilization in Bahrain.

36. In Oman ESCWA provided support to the Ministry of Regional Municipalities and Water Resources in developing a draft outline for a strategy for the assessment and re-estimation of the overall national water budget with a focus on the total deficit in Oman. ESCWA intervention resulted in the launch of a comprehensive study on the sector.

37. Using an interdisciplinary approach, ESCWA supported the Palestinian Water Authority (PWA) to review the status of data and information management in the water sector and contributed to the development of an action plan for an integrated management of geospatial water-related information and database for Palestine. In the context of that support, an intergovernmental workshop on water management information systems and GIS applications resulted in a call to establish the current technical coordination body with

As a result of support provided by ESCWA to the Public Authority for Electricity and Water in Oman, the Government initialized a process to review and amend the national drinking water guidelines. ESCWA revised the latest scientific guidelines on the appropriate values for Boron in drinking water, with a special focus on the drinking water supply in Oman which relies to a large degree on desalination of seawater through reverse osmosis processes. The recommendations provided by ESCWA included amending the existing national drinking water guidelines to increase the maximum tolerable concentration for boron.

regular agreed meetings between the respective Government institutions under the lead of the PWA. ESCWA recommendations and proposals on the management of water data have been well received.

38. In Saudi Arabia, support to the Ministry of Economy and Planning spanned an eight-month period during which ESCWA provided technical assistance and substantive contributions to the preparation of a comprehensive assessment of the water sector which provided socio-economic analysis and future scenarios of water resources availability taking into account alternative water demand management options.

39. In the Sudan ESCWA has engaged in a long-term partnership to support the Water Harvesting Unit at the Ministry of Irrigation and Water Resources (MoIWR). During the biennium 2010-2011, ESCWA supported the preparation of the national water harvesting study. This support helped in the development of a highly skilled team of experts at the MoIWR which has been enabled to provide necessary support at national and subnational level to investigate suitable locations of water harvesting infrastructure. Part of the assistance included the organization of a study tour to Oman that took place in early January 2012, where Sudanese officials benefited from an in-depth exploration of water harvesting and water management in the Sultanate.

(b) *Capacity-building activities, workshops, fellowships and study tours*

40. Subprogramme 1 organized national capacity-building workshops and regional and subregional workshops to support member countries in dealing with key policy issues in the fields of environment, energy, green economy, water resources and climate change. ESCWA also responded to requests by member countries to build the capacity of Government officials through fellowships and study tours. Eighteen participants from Egypt, Lebanon, Palestine, the Sudan, the Syrian Arab Republic, and Yemen benefited from six fellowships in the areas of water management, renewable energy, green economy, and sustainable development in preparation for Rio+20.

Preparations for Rio+20

RPTC resources were used strategically to support activities leading up to the Rio+20 Conference. This resulted in greater coherence among member countries at both the governmental and civil society levels, and the articulation of both regional and national priorities that will be presented at the 2012 Conference. In this context, and as part of the national and regional preparatory meetings for Rio+20, ESCWA organized a regional workshop on Institutional Framework for Sustainable Development (IFSD) in the Arab Region (Jeddah, Saudi Arabia, 3-5 October 2011).

The workshop that was organized in cooperation with the Presidency of Meteorology and Environment in Saudi Arabia, the League of Arab States, United Nations Environment Programme (UNEP) and Cairo Office of the United Nations Educational, Scientific, and Cultural Organization (UNESCO), aimed at assessing the strengths and weaknesses of existing IFSD in the Arab region at the national and regional levels to identify possible and proposed reforms that address emerging challenges facing sustainable development in the region.

Recommendations of the workshop called on the Council of Arab Ministers Responsible for the Environment (CAMRE) to help Arab countries in harmonizing their IFSDs with international and regional ones and urged Arab countries that have not yet established an IFSD at the national level to promptly do so in compliance with Arab Summit resolutions and CAMRE decisions on that matter.

2. Extrabudgetary: the impact of climate change

41. Projects funded by extrabudgetary resources proved to be central to the subprogramme's technical cooperation activities. In an effort to respond to the need to assess the impact of climate change on water resources in the Arab region as articulated in a regional initiative involving Arab Governments, the League of Arab States, specialized agencies and United Nations organizations, ESCWA designed and began the implementation of a project on "Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region". With funding

By serving as the basis for dialogue, priority setting and policy formulation on climate change adaptation, the outcomes of the project assessment will provide a common platform to respond to the impact of climate change on freshwater resources in the region.

from the Swedish International Development Agency (SIDA), the project builds upon the experience of the Swedish Meteorological and Hydrological Institute (SMHI) in applying regional climate models and hydrological models in arid and semi-arid developing regions, and that of the World Meteorological Organization (WMO) on strengthening climate services as well as building capacity for climate change impact assessment and adaptation as it relates to the water sector.

B. SUBPROGRAMME 2: SOCIAL DEVELOPMENT

1. *RPTC results*

42. Through advisory services, innovative training workshops and opportunities for South-South knowledge exchange, ESCWA was able to meaningfully contribute to the policy debate in member countries on the needed revisions of existing social protection programmes to arrive at an integrated social policy programme. This work effectively complements and bolsters the normative work of the subprogramme on social security.

(a) *Advisory services*

43. In 2010-2011, ESCWA delivered advisory services to Jordan, Lebanon, Oman, Palestine, Saudi Arabia, the Sudan, United Arab Emirates and Yemen. Advisory services have focused on a strategic realignment of priorities, with a focus on integrated social protection that aims to: (a) stimulate national dialogue on available social protection mechanisms; (b) promote synergies and complementarities between social and economic policies; and (c) level the playing field through equitable access to quality services for all.

In Jordan, national stakeholder consultation has taken place on the integrated social protection profile prepared by ESCWA. In Oman and Palestine, ESCWA initiatives are supporting a comprehensive revision of existing social policy frameworks, and integrated social protection profiles are being prepared for both countries.

44. An innovative mix of policy advisory services based on substantive analysis, international capacity-building workshops and study tours is provided through short to medium-term programmes of activities for individual countries.

45. In Lebanon, ESCWA provided policy advisory services to a specialized Parliamentary Committee in support of legislation on 'street children', support to the Prime Minister's office on the Government's social priorities and to the Ministry of Social Affairs on the National Social Development Strategy.

46. In Oman, ESCWA is supporting the establishment of a new entity on social protection and a revision of existing social protection programmes including access to all services.

47. In Jordan, Lebanon, Palestine, Saudi Arabia and Yemen, ESCWA interventions supported the reform and re-alignment of social protection programmes from an integrated perspective. ESCWA advisory services also supported the preparation of reports in relation to youth priorities identified in World Plan of Action on Youth (WPAY).

48. Complementing field-based advisory work, ESCWA is preparing social protection profiles for each of the 14 ESCWA member countries allowing meaningful comparisons and South-South cooperation to be further promoted.

49. In addition, ESCWA is supporting an integrated approach to urban planning that takes the socio-economic dimensions of the urban context into account. In Oman, support to the Ministry of Housing is focused on the socio-economic revitalization of historic cities and the creation of a ministerial level intersectoral committee team and interdisciplinary strategy for that purpose. In the case of the GCC countries, ESCWA is organizing an international workshop on integrated spatial planning that is to set the ground for longer-term vision, goals and strategies.

(b) *Capacity-building activities, workshops, fellowships and study tours*

50. ESCWA organized regional, subregional and national workshops on “Social Protection as Development” which discussed the challenges, successes and failures of different models of social protection implemented in the ESCWA, Latin America and Asia Pacific regions. These included a brainstorming workshop that presented different approaches to social protection. A second regional review meeting of the Madrid International Plan of Action on Ageing (MIPAA) made a critical contribution to the review of national reports and the identification of key actions to promote the implementation of MIPAA.

In Palestine, an ESCWA capacity-building intervention supported policymakers to publish a national youth report that responds to the World Plan of Action on Youth.

51. As part of its capacity-building efforts, ESCWA organized a study tour for staff in the Ministry of Social Development in Oman who provide assistance to Jordan and Lebanon. The study tour provided the opportunity to exchange lessons and good practice in the establishment of a social security protection entity. With support from ESCWA and as a direct result of this tour, a Memorandum of Understanding was signed between the Ministry of Social Development in Oman and the Ministry of Social Affairs in Lebanon. The Memorandum outlines possible areas of cooperation between the two ministries.

2. Development Account: International migration

52. During the biennium 2010-2011, ESCWA participated in a DA project entitled “Strengthening national capacities to deal with international migration: maximizing development benefits and minimizing negative impact”. As part of its activities, ESCWA organized an interregional workshop bringing together officials and experts from the region and from Asia Pacific countries to dialogue on issues of mutual concern. The workshop focused on migration and development, management of labour migration and protection of migrant workers, especially female migrant workers. The outcome of the workshop was fed into different international consultative processes such as the Ministerial Consultations on Overseas Employment and Contractual Labour for Countries of Origin and Destination in Asia (Abu Dhabi Dialogue) and the Global Forum on Migration and Development.

53. The importance of integrating issues of migration into development strategies was emphasized throughout the project’s activities. In 2011, the United Arab Emirates passed a new regulation covering private recruitment agencies aiming to protect migrant workers. Lebanon passed its first anti-trafficking law based on the provisions of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime.

C. SUBPROGRAMME 3: ECONOMIC DEVELOPMENT AND INTEGRATION

1. RPTC results

54. As part of its RPTC work plan, subprogramme 3 delivered activities and services focused on MDGs, investment promotion, financing for development, and integrated transport systems.

(a) *Advisory services*

55. Advisory services were delivered in 2010-2011 to Bahrain, Egypt, Jordan, Oman, Palestine, Saudi Arabia, the Sudan, the Syrian Arab Republic, the United Arab Emirates and Yemen. In partnership with United Nations Country Teams, ESCWA has championed efforts to tailor the indicators of the MDGs to the national

ESCWA’s methodology to calculate an Urban Poverty Index has attracted the attention of the Arab Urban Development Institute (AUDI), which is piloting its use in three cities in the Arab region. With ESCWA technical support, AUDI is hoping to learn more about the complex characteristics and causes of poverty in an urban setting, and ultimately support local policymakers in the design of more effective poverty reduction strategies and plans.

context in Bahrain, Iraq, Jordan, Palestine, the Sudan and Yemen, allowing development partners to fast track action plans towards the achievement of the goals. It has also led the way in the development and testing of the Unsatisfied Basic Needs multidimensional poverty index and the Urban Poverty Index in selected countries.

56. In Jordan, ESCWA spearheaded efforts towards the development of a new mining strategy beginning with a full audit of the sector. The strategy and related plan of action are expected to be adopted by the Government in 2012. In Lebanon, ESCWA supported the Ministry of Industry in the identification of key strategic priorities and facilitated a meaningful dialogue between the Ministry and private sector industrialists. ESCWA has also facilitated discussions between Egypt and Jordan on the establishment of a customs union, and hosted a workshop for both Governments to further explore opportunities and challenges.

(b) *Capacity-building activities, workshops, fellowships and study tours*

57. ESCWA organized national workshops in Jordan and the Syrian Arab Republic on negotiations of double taxation avoidance agreements focusing on analysing the content of such agreements and challenges related to taxation practices, tax avoidance, tax evasion, tax havens and transfer price.

58. ESCWA also developed a comprehensive Arabic manual on negotiation of bilateral investment agreements as a guiding tool for Government officials. Using this manual, ESCWA has held a number of national workshops including one in the Sudan to support Government negotiators to enhance their skills in drafting bilateral agreements. Achievements under RPTC were important to leverage funds for a full-scale DA project on Bilateral Investment Treaties (BITs).

59. In Jordan, a national workshop was organized in cooperation with the Chamber of Commerce and in partnership with the United Nations Industrial Development Organization on the importance of productivity in enhancing competitiveness of manufacturing firms. The workshop proved to be an excellent forum for knowledge exchange among the public and private sector on concepts and international standards.

60. In Lebanon, ESCWA organized a workshop for staff from different ministries on consumer protection and national economic policy. The workshop focused on consumer protection laws and regulations, and usage of economic and trade data.

2. Development Account: Bilateral Investment Treaties

61. Building upon successes in RPTC, ESCWA is now leading a DA project on the negotiation of BITs. The project aims to strengthen the capacity of Government officials and negotiators in designing and negotiating BITs that are in favour of investors and serve the development objectives of ESCWA member countries. So far, national training workshops have been conducted in Jordan, Lebanon, the Sudan and the Syrian Arab Republic. The project has encouraged ESCWA member countries to develop their own BITs template/model and to form a coherent team of multidisciplinary experts to draft different clauses in BITs and carry out negotiation procedures. As a result of the training in the Sudan, the Government has established a permanent team of Government officials to negotiate future BITs.

D. SUBPROGRAMME 4: INFORMATION AND COMMUNICATIONS TECHNOLOGY
FOR REGIONAL INTEGRATION

1. RPTC results

62. ESCWA advisory and capacity-building activities have collectively supported member countries as they move towards an information society and a knowledge-based economy through the development and enhancement of relevant mechanisms, processes and tools.

(a) *Advisory services*

63. Advisory services were carried out during the biennium 2010-2011 in response to official requests from member countries for assistance in formulating and evaluating information and communication technology (ICT) policies, formulating and reviewing cyberlegislation, enhancing the performance and assessment of e-Government strategies and plans, developing science, technology and innovation (STI) strategies, measuring information technology (IT) indicators, supporting business process reengineering efforts, restructuring IT departments and assessing the necessary competencies of Government Chief Information Officers. The services resulted in the development of action plans for the establishment of data centres and the improvement of IT. Furthermore ESCWA supported the efforts of Egypt, Jordan and Qatar in the establishment of STI observatories.

64. Through a strategic partnership with the League of Arab States, ESCWA has led efforts to establish an Automated Domain Names System tailored for the Arab region. It has also successfully advocated building the capacity of member countries in influencing global Internet policy through the Arab Roadmap for Internet Governance, an initiative developed as part of the regular budget. These initiatives have created an enabling environment for digital Arabic content.

ESCWA supported the establishment of a special task force that helped the Government of Yemen put the National Initiative for e-Government back on track. ESCWA teamed with the Ministry of Telecommunications, the Secretariat General of the Council of Ministers and several national authorities such as the National Information Center to review the current status of the initiative. Through intensive efforts with the special task force, ESCWA was able to unify efforts for the development of a realistic framework and terms of reference allowing for the resumption of the Government initiative.

(b) *Capacity-building activities, workshops, fellowships and study tours*

65. During the biennium 2010-2011, ESCWA organized regional and subregional workshops on building trust in Arabic e-services, benchmarking the ICT sector, and STI indicators and observatories. The workshops increased understanding and knowledge on a range of issues related to STI development and policymaking, and provided a forum for the sharing of best practice between member countries on issues related to trust building, securing data, personal data and individual privacy. In addition, a subregional workshop on the foundations of Government Chief Information Officers was implemented. Nine officials from Iraq, Jordan, Palestine and Yemen participated in the workshop which was designed with their specific needs in mind.

66. ESCWA also organized national workshops in Egypt, Jordan, Lebanon, Oman and the United Arab Emirates on the application of ESCWA Statistical Information System (ESIS) for measuring ICT indicators and establishment of STI observatories initiatives.

2. Development Account: harmonizing cyberlegislation

67. During the biennium 2010-2011, ESCWA led a project on regional harmonization of cyberlegislation. This project aims to support the development of appropriate legal and regulatory frameworks. In addition to raising awareness on the importance of harmonizing cyberlegislation at the regional level, the project produced the ESCWA Cyberlegislation Directives, a major output envisaged to be a main point of reference for the region in years to come. They have been the subject of advisory services provided by ESCWA to several member countries and will continue to be a vehicle towards ensuring the formulation of harmonized cyberlaws across the region or the possible improvement and enhancement of existing cyberlaws.

The ESCWA Cyberlegislation Directives are modular in nature and divided into six areas of cyberlegislation for application at the national level.

E. SUBPROGRAMME 5: STATISTICS FOR EVIDENCE-BASED POLICYMAKING

1. *RPTC results*

68. Regional and national training workshops were augmented by hands-on, field-based support to national statistical offices (NSOs). This assistance led to tangible results in terms of enhanced capacity of NSOs to produce and disseminate reliable, timely and comparable economic and social statistics.

(a) *Advisory services*

69. Advisory services were carried out during the biennium 2010-2011 to Bahrain, Jordan, Kuwait, Oman, Palestine, Qatar, Saudi Arabia, the Sudan, the Syrian Arab Republic, the United Arab Emirates and Yemen. In Jordan, Kuwait, Lebanon and the Syrian Arab Republic, support to the System of National Accounts had a direct bearing on improved quality and reliability of published data. In Bahrain, Iraq, Jordan and Palestine, ESCWA supported NSOs to refine development indicators and develop new multidimensional measures of poverty. Support to population statistics and censuses in Iraq, Palestine, Saudi Arabia and the United Arab Emirates helped refine methodologies and improve analysis.

70. In the United Arab Emirates, ESCWA provided technical assistance to the Dubai Statistics Center on population projection techniques, external trade indices, and real estate price indices. Although the area of

At the request of member countries, ESCWA supported the implementation of the System of National Accounts (SNA). In Kuwait, ESCWA supported the efforts of the Central Statistical Office to assess the source and methods used to compile the national accounts on SNA 1993 and to formulate a strategy for improving economic statistics in order to implement the SNA 2008. The support ESCWA has provided to improve the implementation of SNA contributes directly to the availability of quality data that is the basis for economic analysis and policy formulation.

real estate price indices is still a burgeoning field of statistics, the support ESCWA provided was relevant and timely in supporting the Center for the construction of the indices. In Jordan, ESCWA supported the Department of Statistics in developing a new system of compiling national accounts and revising gross domestic product (GDP) estimates. The system seeks to improve the quality, consistency and reliability of all economic statistics including annual, quarterly and monthly indicators.

71. Through both advisory services and hands-on capacity-building activities, ESCWA effectively supported the Central Bureau of Statistics in the Syrian Arab Republic to compile and produce Supply and Use Tables for 2009, a requirement of the State Planning Commission. The work carried out by ESCWA was recognized by the Japan International Cooperation Agency who agreed to co-finance advisory services related to consolidating a social accounting matrix for the Syrian Arab Republic. ESCWA also provided technical assistance to the Palestinian Central Bureau of Statistics in reviewing and evaluating the most recent population projections and the quality of birth and death registration.

(b) *Capacity-building activities, workshops, fellowships and study tours*

72. During 2010-2011, ESCWA organized several regional and subregional workshops, three of them in partnership with other agencies, and national workshops. Topics ranged from systems of national accounts, international trade in services statistics, time use statistics, population projections, ICT indicators and gender and MDG indicators. The outcomes of these workshops were reinforced and operationalized by the advisory services. Fellowships to support statistics training activities were granted to one person from Egypt to participate in the tenth Meeting of the Washington Group on Disability Statistics and three individuals from Palestine who participated in the fifty eighth World Statistics Congress of the International Statistical Institute.

2. *Extrabudgetary: International Comparison Programme*

73. In collaboration with the World Bank, ESCWA is leading the International Comparison programme (ICP) in member countries as a global statistical initiative aimed at estimating purchasing power parities (PPP) that are used to convert GDP and its components from national currency denominations into common international currency units at an equal price level. The ICP encourages regional and global data harmonization by requiring rigorous compliance with international standards for statistical classifications, data collection, processing and reporting. Through the project, ESCWA is assisting member countries in measuring GDP of economies, national income level and expenditures of the countries under comparison, in PPP real terms.

F. SUBPROGRAMME 6: ADVANCEMENT OF WOMEN

1. *RPTC results*

74. The advancement of women is a cross-cutting issue within ESCWA. As part of its RPTC work plan, subprogramme 6 delivered activities and services principally focused on capacity-building related to the implementation of conventions such as the Convention on the Elimination of All forms of Discrimination against Women (CEDAW), United Nations Security Council resolution 1325 (2000) and gender mainstreaming.

(a) *Advisory services*

75. During the biennium 2010-2011, advisory services were carried out for Bahrain, Lebanon, Palestine, Saudi Arabia, the Sudan, and the United Arab Emirates. The services focused on the implementation of CEDAW, women's empowerment strategies, and mainstreaming gender concerns into projects and plans. In the United Arab Emirates, ESCWA advised the General Federation for Women on the national Women's Strategy. In Saudi Arabia, technical advice provided by ESCWA to the Al-Qassim Women's Society, Herfa, led to improvements in the women's income generating programme. Advice was focused on improving the production flow of the food sector by developing relevant standard operating procedures to ensure product quality.

(b) *Capacity-building activities, workshops, fellowships and study tours*

76. ESCWA organized regional, subregional and national workshops. The workshops were designed taking into account the needs of member countries, and in particular requirements related to reporting on CEDAW.

ESCWA provides technical assistance to the Supreme Council for Women in Bahrain to implement their national strategy for women by providing capacity-building workshops to different stakeholders, and ESCWA is providing ongoing assistance to the United Arab Emirates and Lebanon in the Formulation of their National Strategy on Women. ESCWA provided technical assistance to Qatar to raise awareness on CEDAW, and on how to prepare national report among different stakeholders, which fulfill the requirements of the CEDAW Committee.

77. ESCWA also organized two subregional workshops on United Nations Security Council resolution 1325 (2000) on Women and Peace and Security which calls for the protection of women in crisis and post-crisis situations. These workshops aimed to support countries in the development of national action plans for the implementation of the resolution.

78. In Lebanon, ESCWA organized a national workshop on gender sensitive budgets aimed at enhancing the capacities of staff within ministries and the National Women's Machinery to initiate work on gender budgets. During the next biennium ESCWA plans to scale up this work to several interested countries.

79. ESCWA also organized a study tour for Government officials from Lebanon to visit their counterparts in Jordan with the specific purpose of learning more about Jordan's experience in mainstreaming gender in development projects and the establishment of a gender unit at the Ministry of Planning and International Cooperation.

2. Development Account: violence against women

80. ESCWA participated in a DA project led by the Economic and Social Commission for Asia and the Pacific on violence against women. Activities implemented by ESCWA include a virtual library of gender materials, a glossary of gender terminology, a database on violence against women in the Arab region and a regional study. The project identified the prevalence of violence against women in the region and existing measures to eliminate it. ESCWA encouraged countries to disseminate data on violence against women in reports on women and men or through specialized studies. In partnership with ESCWA, Iraq has published the first national report on women and men, including a chapter on violence against women.

G. SUBPROGRAMME 7: CONFLICT MITIGATION AND DEVELOPMENT

1. RPTC results

81. Given the particular political climate in the ESCWA region, the outputs and activities of subprogramme 7 have become increasingly integral within the Commission especially in addressing governance-related issues. During the biennium 2010-2011, technical cooperation activities focused on capacity-building in formulating programmes that enhanced sustainable economic development with special attention to conflict-affected countries were provided assistance

Capacity-building

82. Technical cooperation activities focused on the enhancement of institutional capacities in countries in crisis, namely Iraq, Palestine, the Sudan and Yemen, to formulate sustainable economic and social policies and programmes. Based on expressed demand and assessed needs, eight national training workshops and advisory missions were designed and carried out in the areas of food security, public finance reform, human rights, natural disaster risk management and decentralization through local governance. Special attention was paid to enhancing skills in project design and formulation, results-based monitoring and evaluation.

83. These capacity-building activities were attended by 175 civil servants and civil society activists. In the Sudan, an intensive two-stage, hands-on training programme led to the development of a full scale project document on the production of Gum Arabica taking into account value chain mechanisms. The project is being considered for major donor funding. At the regional level, Arabic language tool kits and best practice guides on public finance reform and modernization have been developed and disseminated for use by officials in 12 member countries.

2. Extrabudgetary: public sector modernization

84. The subprogramme's largest projects continued to be in support of institutional development in Iraq with the aim of enabling Government to formulate and undertake a reform and modernization process. In collaboration with the United Nations Development Programme in Iraq, ESCWA is implementing a public sector modernization project that aims to provide the Government with options and strategies to enable greater citizen participation and public-private partnerships for enhanced service delivery. As part of the project, ESCWA performs functional reviews, surveys and other assessments on service delivery mechanisms both at the central and local levels, fostering citizens' participation in decision-making and evaluation processes. Particular emphasis is placed on providing indigenous solutions and options for enhanced cooperation between the private and public sectors in service delivery.

V. MONITORING AND EVALUATION

85. Ongoing monitoring and assessment of performance is an integral part of results-based management. It allows for regular feedback and the incorporation of lessons learned to enhance performance towards the attainment of results and set targets. Whether for RPTC, the DA or XB, ESCWA systematically monitors its activities and services to ensure their alignment to overall strategic priorities and the needs of member countries.

86. ESCWA's Evaluation Policy launched in 2010 was developed in line with recommendations of the United Nations Evaluation Group as a practical and user friendly tool for ESCWA staff and management as well as stakeholders to design and deliver successful programmes and projects using the success stories and lessons learned compiled by these evaluations. It focused on the expected and achieved accomplishments examining the results chain, processes, contextual relevance, impact, effectiveness, efficiency and sustainability of the interventions.

A. REGULAR PROGRAMME OF TECHNICAL COOPERATION EVALUATIONS

1. Member country written feedback

87. In addition to a standard evaluation form used to obtain feedback from member countries on every technical cooperation service rendered under RPTC, ESCWA also prepares a more comprehensive country evaluation to cover the totality of services delivered by ESCWA to each of the 14 member countries during the biennium. In 2010-2011, an improved evaluation form was sent to all participating institutions requesting them to reflect on the quality, timeliness and relevance of the ESCWA technical cooperation services. Of the 63 questionnaires sent out, ESCWA received feedback from 38, a 60 per cent response rate. The table below lists the number of forms sent to each of the 14 member countries and the related response rate.

TABLE 1. RATE OF RESPONSE TO THE EVALUATION OF RPTC SERVICES

Country	Number of forms submitted to member country	Number of responses from member country	Percentage (%)
Bahrain	6	5	83
Egypt	4	2	50
Iraq	2	-	-
Jordan	11	8	73
Kuwait	3	-	-
Lebanon	9	2	22
Oman	7	7	100
Palestine	7	2	28
Qatar	3	-	-
Saudi Arabia	7	-	-
Syrian Arab Republic	5	-	-
The Sudan	7	3	43
United Arab Emirates	7	5	71
Yemen	5	4	80
Total	63	38	60

Note: A dash (-) indicates that the value is nil.

88. The evaluations revealed that of the institutions that responded to the survey close to 80 per cent found the quality, timeliness, recommendations and achievements of ESCWA advisory and capacity-building services to be good. Two-thirds of respondents indicated that the working relationship with ESCWA was

good. Half of the respondents indicated that training and other capacity-building activities were most useful to them, close to one-third of respondents indicated that policy advisory services were most useful to them, while one-fifth of respondents said they preferred ESCWA's medium-term interventions.

TABLE 2. FEEDBACK FROM MEMBER COUNTRIES ON RPTC

	Good	Fair	Not good	No response
Quality	33	3	-	2
	87%	8%	-	5%
	On time	Not on time	Acceptable	No response
Timeliness	33	1	2	2
	87%	3%	5%	5%
	Useful	Acceptable	Suitable	No response
Recommendations	31	4	-	3
	82%	10%	-	8%
	Fully	Partially	Not achieved	No response
Achievements	33	-	4	1
	87%	-	10%	3%
	Good	Average	No response	
Working relationship with ESCWA	28	3	8	
	74%	8%	21%	
	Policy advice	Training	Projects	No response
Most useful services	27	49	19	-
	29%	52%	19%	-

Note: A dash (-) indicates that the value is nil.

2. Field assessment missions

89. Field assessment missions are an important part of the technical cooperation evaluation process allowing ESCWA first hand insight into the usefulness and relevance of its capacity development efforts at the country level. Undertaken with a selected number of countries, the field assessment missions allow member countries to elaborate on their responses to the evaluation indicating good practice and areas for improvement. During the biennium 2010-2011, five field assessment missions were conducted to Bahrain, Jordan, Oman, the Sudan and the United Arab Emirates.

B. EVALUATION OF DEVELOPMENT ACCOUNT PROJECTS

90. Independent evaluations are required for all DA projects with a minimum of 3 per cent of the overall budget allocated for an evaluation at the end of the project. During the biennium 2010-2011, two DA projects were evaluated.

91. The evaluation of the DA project "Strengthening national capacities in environment statistics, indicators and accounts in support of progress towards achieving the internationally agreed development goals in the ESCWA and ECLAC regions", implemented during 2008-2010, found that the planned benefits of this project were quantitatively achieved and stakeholders' participation in project activities was satisfactory. It also noted good coordination between project partners despite some minor difficulties in communication between the two regional commissions. The evaluation noted that the sustainability of the project at the national level depends on the commitment of each participating institution. The evaluation recommended that various assumptions and risks should be considered during the formulation of similar projects. It also recommended mid-term evaluations as a way of identifying weaknesses and reorienting remaining activities in order achieve the project objective.

92. The evaluation of the Development Project “Knowledge networks through ICT access points for disadvantaged communities”, which was implemented during 2006-2011, found that some degree of flexibility was allowed under the project and it permitted an adaptation to changes in circumstances, a fact that contributed to an increase in the project relevance. The evaluation found that the sustainability of the project at regional/global levels depends on the commitment of each participating institution. The evaluation found possible obstacles related to good governance and the financial sustainability of the established knowledge hubs. It recommended the identification and integration of new areas of partnerships and operational strategies between potential partners and to extend the impact coverage of the project to targeted beneficiaries at large.

C. EVALUATION OF EXTRABUDGETARY PROJECTS

93. Independent evaluations of projects funded through extrabudgetary resources are carried out in consultation with the donors, depending on the size of the project. During the biennium 2010-2011, ESCWA joined efforts with UNESCO to prepare for the independent evaluation of the “Information Communication Technologies Project for Iraq” to assess the impact of the project on the ICT education sector in the country. The evaluation of the Iraq project is expected to measure both the project’s development and operational effectiveness. It will also assess the results of the project outputs and measure to what extent the project achieved its planned objectives.

94. The evaluation will provide both UNESCO and ESCWA with recommendations to improve general implementation modalities and similar initiatives that both organizations may undertake in the future to support the reconstruction of technical and vocational education in Iraq.

Annex I**RPTC ADVISORY SERVICES RENDERED IN 2010-2011 BY SUBPROGRAMME****Subprogramme 1: Integrated management of natural resources for sustainable development**

Country	Activity
Bahrain	Support to the Ministry of Municipality Affairs and Urban Planning (MMAUP) in the Reuse of Treated Sewage Effluent and Managed Aquifer Recharge
	Technical contribution to the workshop on Treated Sewage Effluent and Utilization upon the request of the MMAUP
Egypt	Support to the Egyptian Environmental Affairs Agency, Ministry of Environment in the assessment of the draft national adaptation strategy
Jordan	Technical presentations on Green Economy and the Role of Private Sector, Eco-labelling, Environmental Goods and Services, Environmental Standards and Competitiveness and Improving Energy Efficiency of Industrial Sector to the national training on “The role of productivity Improvement in Enhancing Competitiveness and Manufacturing Firms in Jordan”, upon the request of Jordan Chamber of Industry and Industrialists
Lebanon	Support to the meetings of the European Union Water Sector Coordination group on the National Water Sector Strategy
	Contribution to the Parliamentarian’s Water Forum in the Arab World and Surrounding countries (Turkey and Iran) upon the request of the Parliamentary Committee of Public Works and Transport
Oman	Support to the Ministry of Regional Municipalities and Water Resources (MRMWR) in the development of a strategy for the assessment and re-estimation of the national water budget
	Assistance in the review of guideline values for Boron in drinking water
	Assessment of quality assurance procedures at the Public Authority for Electricity and Water (PAEW)
	Technical presentation on “Water Scarcity, Climate Change in the Middle East: Challenges to Water Management” as a contribution to the symposium on Nature, Hydrology, and Engineering upon the request of the MRMWR as part of the World Water Day
	Technical contribution to the Regional Water Safety Plan Conference for the Middle East and North Africa upon the request of the PAEW
	Technical presentation on “Remote Sensing in Environmental Hazard Mitigation: Examples from the ESCWA region as a contribution to the Regional Training Workshop on Application of Geographic Information Systems and Remote Sensing in Water Resources Management”, upon the request of MRMWR
Palestine	Review of sectoral strategies related to environmental issues and the National Energy Sector Strategy as part of the national plan for 2011-2013
	Assistance in the Development of an Action Plan for an Integrated Management of Geospatial Water-related Information and Database
	Support to the Water and Sanitation Sector Working Group (WSWG) meeting upon the request of the Palestinian Water Authority (PWA)

Country	Activity
Saudi Arabia	Support the review process of the Assessment and Strategic Management of the Water Sector
The Sudan	Support to the Water Harvesting Unit at the Ministry of Irrigation and Water Resources in a nation-wide assessment of water harvesting facilities and advice on the implementation of studies and training in water resources
United Arab Emirates	Advice to the Ministry of Environment and Water on possible ways to implement the National Strategy for Conservation in the United Arab Emirates
Yemen	Support to the Ministry of Planning and International Cooperation in the implementation of the National Conference for Management and Development of Water Resources: review of conference papers, identification of conference concept, objectives, and themes

Subprogramme 2: Social development

Country	Activity
Jordan	Revision of the strategic framework for the Ministry of Social Development and development of a comprehensive mechanism on the implementation of strategies and social programmes
	Preparation of the Social Protection as Development Profile for Jordan
Lebanon	Support to Hariri Foundation national vision and development goals for the 100th Anniversary of Greater Lebanon 1920-2020
	Advice to the Parliamentary Committee on Women and Children on the law on street children
	Support to the Poverty Team, Ministry of Social Affairs on issues of targeting including geographic and categorical
	Support to the Office of the Prime Minister in identifying priorities to be included in the socio-economic programme of the current Government
	Support to Borj Hammoud Municipality in preparing a development plan the areas of economic, social, environment and governance
Oman	Initiation of a national master plan and revitalization of the historic cores of many of Oman's secondary cities
	Advice to the Ministry of Housing on social and economic development of historic cities
	Support to the establishment of a new entity on social protection and a revision of existing social protection programmes including access to all services
Palestine	Review of the social chapters for the five-year National Development Plan (social protection, housing, youth, culture and education)
Saudi Arabia	Support to Herfah, a women's cooperative, in the prioritization of activities and the formation of a strategic plan
The Sudan	Revision phase II of the project on integrated social policy
United Arab Emirates	Support to the formulation of a project on the Abu Dhabi Social Policy
	Co-sponsorship of an international conference on Integrated Social Policy with the Community Development Authority in the Dubai Executive Office
Yemen	Review of the Housing Policy and Social Protection Schemes

Subprogramme 3: Economic development and integration

Country	Activity
Bahrain	Prepared documentation report on the unemployment insurance system
Egypt	Technical support to the establishment of Jordan-Egyptian customs union
	Technical support to the establishment of national transport and trade facilitation committee
Jordan	Technical support to the establishment of Jordan-Egyptian customs union
	Review the results of the living standard report 2010 and household survey
	Preparation of the mining strategy for Jordan
Lebanon	Assistance to the preparation of the Industrial Development Strategy action plan
Oman	Assistance to institutional reform of the research and studies department of the Chamber of Commerce and its other branches and Information Department
Saudi Arabia	Preparation of Dutch Disease study for the Ministry of Trade and Industry
	Advice on the establishment of the national transport and trade facilitation committee
The Sudan	Proposal to establish a business centre at the Trade Point of Sudan
United Arab Emirates	Technical input to the first conference on economic development policies
	Proposal on transport and trade facilitation between the United Arab Emirates and other countries
Yemen	Advice and support on fast track action plan of MDGs

Subprogramme 4: Information and communications technology for regional integration

Country	Activity
Egypt	Advice on cybercrime and building trust in cyberspace to the e-safety portal
Jordan	Support to the National Committee for unifying sources of IT data
Kuwait	Advice on e-Government development
Lebanon	Support SWOT analysis database for the Bourj Hammoud Municipality development plan
Oman	Support the efforts of the Information Technology Authority in the preparation of the Sultan Qaboos Award for e-Government projects
	Advice on the improvement of e-Government Excellence
	Preparation of an IT development action plan for Dhofar Government
Palestine	Review the ICT and the tourism chapters of the national development strategy
	Advice on the e-Government initiative
	Assess the IT capabilities in the Ministry of Youth
	Assist in developing an action plan for an integrated management of geospatial water-related information and database
	Advice on establishing of a digital library for the Ministry of Culture

Country	Activity
Saudi Arabia	Develop a comprehensive plan for capacity-building and skills for the Ministry of Economy and Planning
	Technical support to the Jury Panel of the Saudi e-Government Achievement Award, organized by the e-Government Program
The Sudan	Support to the implementation of the e-Government national strategy
	Assess the needs of an electronic commerce business resource centre
Syrian Arab Republic	Technical support on e-Government projects
	Develop an action plan for the data centre
Yemen	Technical support on development process of e-Government

Subprogramme 5: Statistics for evidence-based policymaking

Country	Activity
Jordan	Develop a new system of compiling quarterly national accounts
	Revise the GDP estimates for the Department of Statistics
Kuwait	Assess the sources and methods used to compile national accounts on SNA 1993
Lebanon	Technical contribution on “proposed methodologies for measuring the value of unpaid household work by women” to national workshop
Palestine	Review and evaluate the most recent population projections, the quality of birth and death registration and housing projections for Palestinian Central Bureau of Statistics
	Review the current poverty line in Palestine, evaluate the quality of data used and provide guidelines for a plan of action
	Evaluate and review the data sources for culture statistics
Qatar	Technical contribution on “Methods and Techniques of Measuring Mortality among Infants, Children and Adults” at an national seminar on methodologies of census data analysis
Saudi Arabia	Advice on the completion of data collection on water
	Advice to the women’s section of the department of statistics on gender statistics and MDGs
	Review indicators of the urban observatory for possible policy interventions for the Ministry of Municipal Affairs in Abha
Syrian Arab Republic	Improve the quality of the GDP estimates by expenditure components as constant price for Central Bureau of Statistics
	Establish methods for compiling supply and tables (SUT) to be used in the social accounting matrix (SAM)
United Arab Emirates	Advice on external trade indices and provide on-the-job training on population projection techniques
	Advice on methods and sources for compiling real estate index for Dubai, and establish the methodology to be used for compiling the data for Dubai Statistics Center
	Advice on population projection methods using software programs for statisticians from GCC countries to Abu Dhabi National Bureau of Statistics

Subprogramme 6: Advancement of women

Country	Activity
Saudi Arabia	Technical advice to the Al-Qassim Women's Society on the improvement of the food factory
	Support for the preparation of a project proposal for training and rehabilitation of women prisoners and identification of organizations in Lebanon with experience in economic empowerment of women prisoners
United Arab Emirates	Technical advice to General Federation for Women on the national Women's Strategy
	Technical contribution on "Gender Sensitive Social Policy" to the Social Policy conference organized by the Ministry of Social Affairs in Sharjah

Annex II**RPTC CAPACITY-BUILDING ACTIVITIES****RPTC regional, subregional and national workshops in 2010-2011**

Country	Regional	Subregional	National	Total
Bahrain	-	-	3	3
Egypt	1	-	-	1
Iraq	-	-	3	3
Jordan	2	-	10	12
Kuwait	-	-	1	1
Lebanon	12	4	3	19
Oman	1	-	2	3
Palestine	-	-	5	5
Qatar	-	-	1	1
Saudi Arabia	-	-	2	2
The Sudan	-	-	8	8
Syrian Arab Republic	-	-	2	2
United Arab Emirates	-	-	2	2
Yemen	-	-	5	5
Others	1	1		2
Total	17	5	47	69

Note: A dash (-) indicates that the value is nil.

RPTC capacity-building activities in 2010-2011 by subprogramme**Subprogramme 1: Integrated management of natural resources for sustainable development**

Country	Capacity-building activity
Jordan	Training workshop on “Application of Geographic Information Systems (GIS) and Remote Sensing (RS) in Management of Water Resources”, Jordan Valley Authority
Oman	Training workshop on “Introduction to Modeling of Contaminant Transport in Groundwater”, MRMWR
	Training workshop on “Quality Control and Quality Assurance Procedures in Drinking Water Laboratories in Oman”, PAEW
The Sudan	Two training workshops on “Energy Balance and Energy Audit”, Ministry of Energy and Mining
	On-the-job training for the Water Harvesting Group on “Data Processing for Water Harvesting Assessments” in partnership with Arab Center for the Study or Arid Zones and Dry Lands (ACSAD)
United Arab Emirates	Training workshop on “Energy Balance”, Ministry of Energy
Yemen	Training workshop on “Flash Floods and Landslides in Yemen”, Ministry of Water and Environment
	Training workshop on “Rockfalls and Landslides in Yemen”, Geological Survey and Mineral Resources Board

Country	Capacity-building activity
Regional	Regional workshop on “Trade and Environment: Developing Goods and Services Sector in the Arab Region for Transformation into a Green Economy”, Beirut
	Regional workshop on “Institutional Framework for Sustainable Development in the Arab Region”, Jeddah
Subregional	Round table on “National Trade and Environment”, Beirut

Subprogramme 2: Social development

Country	Activity
Palestine	National training workshop on “How to Analyse the Situation of Youth and Prepare National Youth Reports”, Ramallah
	National brainstorming workshop on “Social Protection as Development for Palestine”, Beirut
Regional	Regional workshop on “Social Protection as Development”, Beirut
	Second regional review meeting of “The Madrid International Plan of Action on Ageing (MIPAA)”, Beirut

Subprogramme 3: Economic development and integration

Country	Activity
Jordan	National workshop on “Agreements for Double Taxation Avoidance”, Amman
	National workshop on “The Role of Productivity Improvement in Enhancing Competitiveness of Manufacturing Firms”, Amman
Lebanon	National workshop on “The Relationship between Consumer Protection and National Economic Policy”, Beirut
Palestine	National workshop on “Adaptation of MDGs in the National Plan”, Amman
The Sudan	National workshop on “Macroeconomic Policies and Growth”, Khartoum
	National workshop on “Drafting Bilateral Investment Agreements”, Khartoum
Syrian Arab Republic	National workshop on “Agreements for Double Taxation Avoidance”, Damascus

Subprogramme 4: Information and communications technology for regional integration

Country	Activity
Egypt	National workshop on “Science, Technology and Innovation Observatory (STIO)”, Cairo
Jordan	National workshop on “The Measurement of ICT Indicators and the ESCWA Statistical Information System (ESIS)”, Amman
Oman	National workshop on the “ESCWA Statistical Information System (ESIS)”, Muscat
Qatar	National workshop on “Establishment and Composition of a National Science, Technology and Innovation Observatory (STIO)”
United Arab Emirates	Advanced national workshop on “ICT Indicators and ESCWA Statistical Information System (ESIS)”, Abu Dhabi

Country	Activity
Regional	Regional Workshop on “Science, Technology and Innovation Observatories (STIO) in ESCWA Member Countries: Phase II”, Beirut
	Regional workshop on “Building Trust and Confidence in Arabic e-Services”, Beirut
	Regional workshop on “Promotion and Benchmarking the ICT Sector in the ESCWA Region”, Beirut
Subregional	Subregional workshop on “Advanced training and evaluation for Government Chief Information Officers”, in cooperation with the International Institute of Software Technology of the United Nations University, Macao

Subprogramme 5: Statistics for evidence-based policymaking

Country	Activity
Jordan	National workshop on “Measurement of Informal Sector and Informal Employment”, Amman
Lebanon	National workshop on “Conducting Internal Trade Surveys”, Beirut
Regional	Regional workshop on “First Coordinators on Measuring the Well-being and Progress of Arab Societies”, Beirut
	Regional workshop on “Statistics of International Trade in Services”, Muscat
	Regional workshop on “Time Use Statistics”, Amman
	Regional workshop on “Use of SDMX and Dev Info Reporting for MDGs Data”, Amman
	Regional workshop on “Industrial Statistics for the Arab Countries”, Beirut

Subprogramme 6: Advancement of women

Country	Activity
Bahrain	Two national workshops on (1) “Supervisory and Leadership Skills for Women in the Private Sector”, and (2) “Training of Trainers in the Implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)”, Manama
	National workshop on “Leadership and Decision-making for Women in Civil Society Organizations”, Manama
Jordan	National workshop on “Project Management From a Gender Perspective”, Amman
	National workshop on “Gender Concepts”, Amman
	National workshop on “Gender Mainstreaming Concepts for the Economic and Social Council Employees”, Amman
Kuwait	National workshop on “CEDAW and the Methodology of Preparing National CEDAW Reports”, Kuwait City
Lebanon	National workshop on “Gender Sensitive Budgets”, Beirut
	National workshop on “How to Prepare National CEDAW Reports”, Beirut

Country	Activity
Qatar	National workshop on “Development of International Conventions on Women’s Human Rights, with Special Focus on CEDAW”, Doha
Saudi Arabia	National workshop on “Gender concepts”, Riyadh
The Sudan	National workshop on “Gender Concepts”, Khartoum
Syrian Arab Republic	National workshop on “Gender Concepts for Academics”, Damascus
Yemen	National workshop on “Participation of Women in the Leadership of Political Campaigns”, for the Yemeni Women Union, Sana’a
	National workshop on “Negotiation Skills for Women”, Sana’a
Regional	Regional workshop “The Role of Women National Machineries in Promoting the Full Implementation of CEDAW”, Beirut
	Regional workshop for Arab Parliaments on “Implementing CEDAW and Ending Violence against Women”, Beirut
	Regional round table on “Creative and Scholarly Writing by Arab Women”, Beirut
Subregional	Subregional workshop on “Gender Mainstreaming for Ministries of Labor and National Women Machineries”, Beirut
	Subregional workshop on “National Women Machineries in Developing National Action Plans to Implement UNSCR 1325 (2000)”, Beirut
	Subregional workshop on “The Protection of Women in Conflict Situations and on National Action Plans for UNSCR 1325 (2000)”, Beirut

Subprogramme 7: Conflict mitigation and development

Country	Activity
Iraq	National workshop on “Decentralization and Local Governance”, Amman
Palestine	Two national training workshops on “Results-Based Monitoring and Evaluation for Palestinian Civil Servants”, Ramallah
The Sudan	Two national workshop on “Project Design and Formulation in Post-Conflict Settings”, Khartoum
	National training workshop on “Human Rights” in cooperation with UNHCHR, Khartoum
Regional	Workshop on “Public Finance Reform as a Pre-requisite for Good Governance in the ESCWA Region: A Road Map for Modernization”, Beirut
	Workshop on “Arab Uprisings and the Prospects for Renaissance”, Cairo

Annex III**SUMMARY OF FELLOWSHIPS AND STUDY TOURS**

Country	No. of participants	Activity
Oman	2	Study tour for officials from the Ministry of Social Development of Oman to Jordan and Lebanon to review experiences in social security and social protection
Lebanon	2	Participation of officials at the Third Arab Countries Water Utilities Association Best Practice Conference and Exhibition on “Non-Revenue Water Management in the Region: Strategies to Reduce Unbilled, Apparent and Real Losses of Drinking Water”, Rabat, Morocco
Palestine	1	
Syrian Arab Republic	1	
Palestine	2	Wind Energy Systems and Photovoltaic Power Systems, Jordan
Egypt	1	Participation of officials in the 9th Gulf Water Conference on “Water Sustainability in the GCC Countries: The Need for a Socio-Economic and Environmental Definition”, Muscat
The Sudan	1	
Yemen	1	
Palestine	1	Participation of an official in the “5th Arab Conference of the Geographical Places”, Beirut
Egypt	1	Participation of an official in the “10th Meeting of the Washington Group on Disability Statistics”, Luxembourg
Lebanon	1	Participation of officials in the “Green Jobs Learning Forum: Training on Green Economy Opportunities in the Organic Agriculture and Ecotourism Sector”, Turin
Palestine	1	
Syrian Arab Republic	1	
Yemen	1	
Palestine	1	Participation of officials in the “Sixth International Water Association (IWA) Specialist Conference on Efficient Use & Management of Water-Water Demand Management”, Amman
The Sudan	1	
Iraq	4	Participation of officials in regional workshop on “Strengthening Capacity and Regional Networking in Environment Statistics, Indicators and Accounts in the ESCWA Region”, Ankara
Lebanon	5	Study tour for Government officials from Lebanese Ministry of Social Affairs to Jordan to review experiences on gender mainstreaming
Palestine	2	Participation of officials at “The 58th World Statistics Congress of the International Statistical Institute (ISI)”, Dublin
Lebanon	3	Participation of officials in the “Arab Regional Preparatory Meeting for the United Nations Conference on Sustainable Development (Rio+20)”, Cairo
Egypt	2	Participation of officials in an online e-learning course on “Measurement of violence against women through statistical surveys”
Lebanon	1	
Oman	1	
Total	37	

Annex IV**DA PROJECTS WHERE ESCWA IS LEADING AGENCY
OR IMPLEMENTING PARTNER**

Leading agency	Project title	Start year	End year	Budget (US\$)
	6th tranche (2008-2009)			
	ESCWA lead projects			
ESCWA	Participatory human development in post-conflict countries	2009	2011	506 000
ESCWA	Regional harmonization of cyberlegislation to promote the knowledge society in the Arab world	2009	2012	401 000
	ESCWA is a partner agency			
ECLAC	Enhancing capacities to eradicate violence against women through networking of local knowledge communities	2009	2012	736 000
ECLAC	Strengthening national capacities to deal with international migration [Maximizing development benefits and minimizing negative impact]	2009	2012	1 193 000
ECE	Enhancing capacity of developing countries to implement international standards for commercial agricultural products in order to improve their trade competitiveness	2008	2012	703 000
	7th tranche (2010-2011)			
	ESCWA lead projects			
ESCWA	Capacity-building on climate change mitigation for poverty alleviation in Western Asia	2010	2012	547 200
ESCWA	Strengthening capacity in the Economic and Social Commission for Western Asia region to negotiate bilateral investment treaties	2010	2014	502 200
ESCWA	Strengthening national capacity to formulate national youth policies and plans for action	2011	2013	379 000
ESCWA	Regional project for strengthening statistical capacity for the ESCWA countries in energy statistics and energy balance	2011	2014	509 000
	ESCWA is a partner agency			
UNCTAD	Addressing the impact and implications of the global financial crisis on developing countries through support to services sector development	2010	2012	653 000
ESCAP	Enhancing energy security and improving access to energy services through development of public-private renewable energy partnerships	2011	2012	1 006 500
ESCAP	Strengthening social protection in Asia and the Pacific	2011	2012	749 400

Leading agency	Project title	Start year	End year	Budget (US\$)
ECLAC	Strengthening national statistical and inter-institutional capacities for monitoring the MDGs through interregional cooperation and knowledge-sharing	2010	2014	1 192 000
ECE	Development and implementation of a monitoring and assessment tool for CO ₂ emissions in inland transport to facilitate climate change mitigation	2011	2013	738 000
ECE	Strengthening the capacity of developing and transition economies to link to global supply chains through the reduction of trade obstacles	2011	2012	452 000
ECA	Facilitating effective integration of developing countries in the global economy through aid for trade schemes	2010	2012	975 300
ECA	Interregional cooperation on the use of data on informal sector and informal employment in national account	2012	2013	800 000
DESA	Strengthening regional knowledge networks to promote the effective implementation of the United Nations development agenda	2010	2013	526 300
DESA	Enhancing key statistics and indicators to monitor progress towards the MDGs and other internationally agreed development goals	2010	2012	810 600

Annex V**LIST OF XB PROJECTS 2010-2011**

Donor	Project title	Total budget (US\$)	Total contribution received 2010-2011 (US\$)	Start date	End date
UNDG-ITF	Promoting civic values and life skills for adolescents through education	1 448 695	1 448 695	2010	2012
UNDP-Iraq	Inter-agency agreement with UNDP Iraq for the implementation of the Iraqi Public Sector Modernization	1 385 662	1 385 662	2010	2012
SIDA	Assessment of the impact of climate change on water resources and socio-economic vulnerability in the Arab region	3 000 000	2 951 325	2010	2013
Various	Democratic transition in the Arab region	5 100 000	544 929	2011	2013
WB	International Comparison Programme for Western Asia (2011)	300 000	300 000	2011	2013
AGFUND	Operationalizing ESCWA Participation in Public Policy process in ESCWA Countries	120 000	60 000	2011	2014
UNIFEM	Analysis of Gender Equality Gaps in the Arab Region	100 000	50 000	2010	2012
UNFPA	Strengthening national capacities in social statistics and preparedness for the upcoming ICPD@20	161 250	161 250	2011	2014
TF	Promoting Digital Arabic Content Phase III	70 000	70 000	2011	2013
UNICEF	Regional Workshop on DevInfo for Gender Analysis	25 000	25 000	2011	2012
SIDA	MDG+ Initiative (M & E and reporting on access to water)	1 479 000	866 255	2011	2015
WB	International Comparison Programme for Western Asia (2010)	200 000	200 000	2010	2011
UNFPA/ UNDP/LA S	Arab MDG report 2010	25 000	25 000	2009	2011
UNDP Iraq	Support to Decentralization and local governance for service delivery	646 354	231 983	2009	2011
UN-Women	UNIFEM-ESCWA joint Document on Gender Equality	84 750	67 800	2011	2011
UNHCR	The protection of Women in Conflict Situations UNSCR 1325 (2000)	11 000	11 000	2011	2011
