

# Workshop on Resolutions

ESCWA

Cairo, September 2007

# I – RESOLUTIONS IN THE U.N. SYSTEM

# Resolutions in the UN System



Addressed to  
**Member States, International Organizations, UN agencies**



Can be initiated by  
**Experts from UN Staff**



Submitted and adopted by  
**Member States**



# US Staff Contribution to Resolutions

In the process of drafting resolutions UN staff can, in close cooperation with state representatives

## **1-Initiate resolutions** which entails:

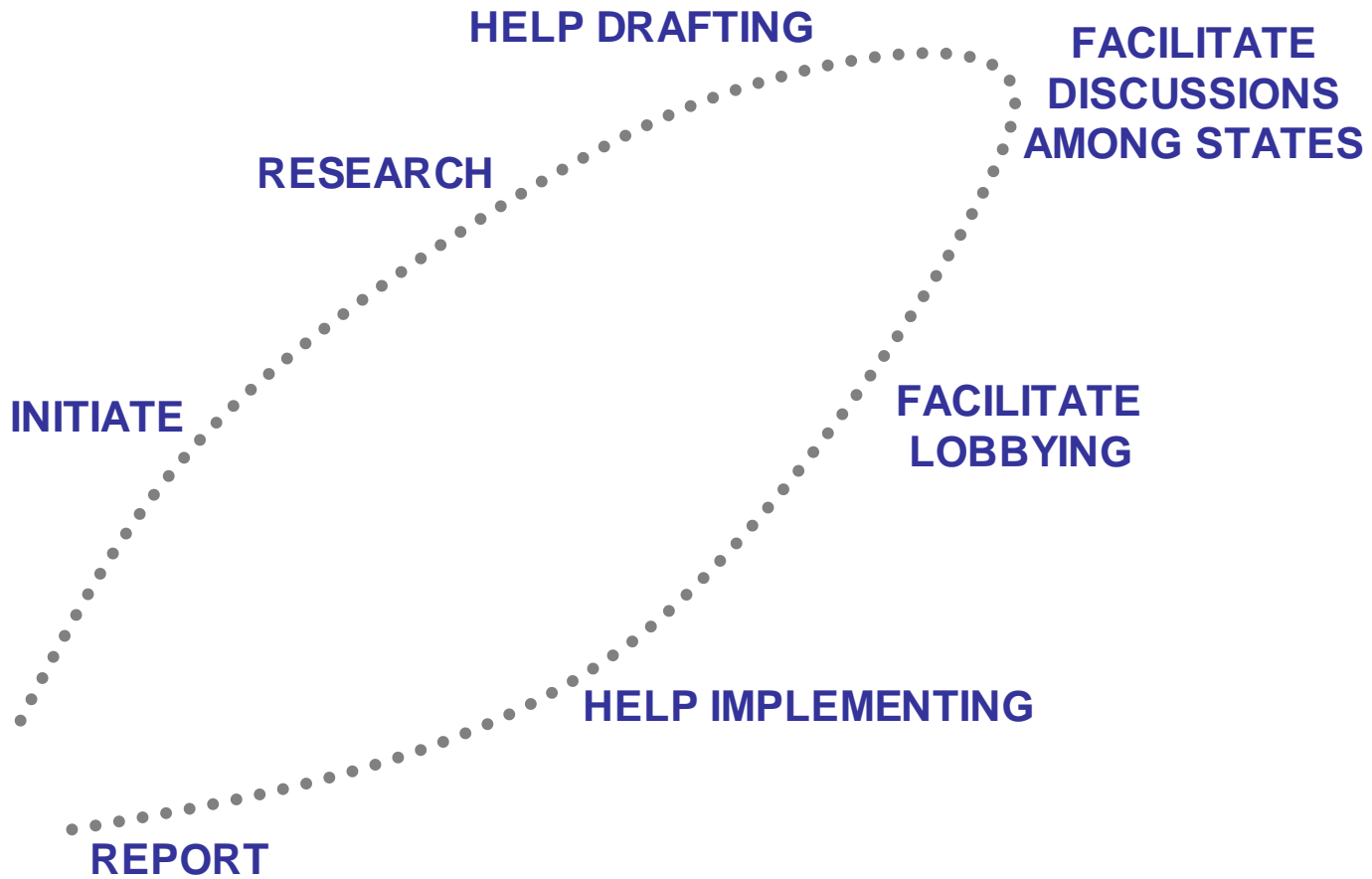
- Suggest ideas / drafts to member States.
- Enhance the discussion process between member states.
- Encourage international or regional perspective instead of individual perspective.
- Motivate respect of resolution writing procedures and rules.

## **2-Facilitate lobbying** in favor of resolutions.

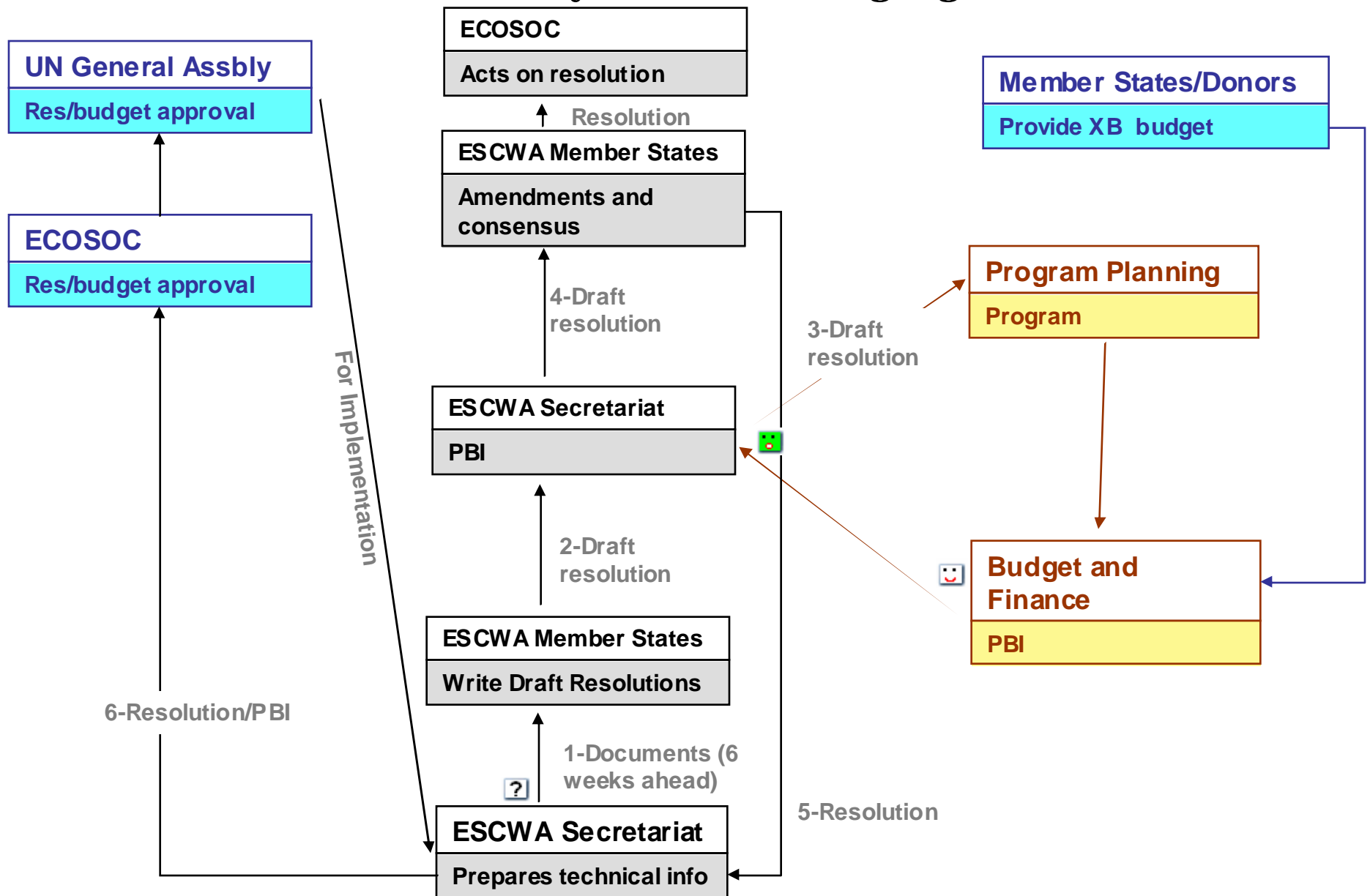
**3-Work** in close cooperation with member State representatives **towards the implementation** of resolutions.

## **4-Report** on resolution implementation.

# The Boomerang Effect



# ESCWA Resolution: key element in a big organization



## What is a Resolution?

- **Resolutions:**

**Coming from resolving, deciding.**

**From a formal point of view, it is a position adopted by an international organization **without prejudice of the mandatory power of the act thus adopted.****

**It means, that a resolution can be any act signed or approved by parties to an assembly of an international organization.**

**Use resolutions when you need to state the solution reached by different parties after discussing an issue.**

## What is a Declaration?

- **Declarations:**

**Unilateral or multilateral acts that can materialize a commitment from those who are making them public. Declarations **may have a mandatory power attached to them or may not.****

**Use declarations to state a global vision or reiterate a position**



## What is a Decision?

- **Decisions:**

This word is generally used to designate **unilateral mandatory acts** adopted by an international organization or within an international organization.

It means that the decision will commit the members of the organisation or the recipient.

**Be sure of what you are writing and of what you want.  
Meanings and intentions are more important than titles.**

### Resolutions :

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From a formal point of view, it is a position adopted by an international organization **without prejudice of the mandatory power of the act thus adopted.**

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### Declarations:

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This word is generally used to designate **unilateral mandatory acts** adopted by an international organization or within an international organization. It means that the decision will commit the members of the organisation or the recipient.

*Be sure of what you are writing and of what you want.  
Meanings and intentions are more important than titles.*

The Economic and Social Commission for Western Asia,

Guided by the United Nations Millennium Declaration, which was adopted by Heads of State and Government by General Assembly resolution 55/2 of 2000,

Recognizing the importance of realizing the major challenge currently facing the region, which lies in making globalization a positive force that will work in the interests of the peoples of the region by creating a shared future where the focus is on the highest and most equitable humanitarian principles,

Recognizing also that the achievement of the Millennium Development Goals (MDGs) in the region is a national responsibility, both with respect to identifying national development goals and targets and to adopting the general policies necessary to ensure that those goals and targets are achieved by 2015,

Stressing the need for the developed countries to honour their commitments towards developing countries, which represents the second part of the development partnership equation, and further affirming the relationship between the liberalization of international trade, opportunities for developing countries to gain access to global markets, and MDGs, while emphasizing the importance of coordination between developing countries,

Affirming the importance of intensifying cooperation between the countries of the region in order to realize MDGs by 2015,

Commending the efforts exerted by the secretariat in that field, and the report on the progress made towards realizing MDGs in the ESCWA region,

1. Affirms the importance of increasing economic growth and linking that growth to the formulation of strategies for the eradication of poverty and unemployment and the achievement of social integration, with a view to realizing MDGs, including by adopting the general policies necessary in respect of labour, social security, the improvement of living conditions, particularly for vulnerable persons, the eradication of corruption and the strengthening of accountability;
2. Urges member countries to coordinate at the regional level and work together in order to formulate coordinated and unified Arab positions in advance of the meeting that will be held in New York in September 2005, five years after the United Nations Millennium Declaration, and to update MDG monitoring and follow-up systems;
3. Calls upon the United Nations institutions that are working in the ESCWA region to coordinate and work together in order to meet regional needs and to focus, in the meetings of the regional coordination group organized by ESCWA, on the progress of the region towards the realization of those goals;
4. Requests the secretariat to provide support to member countries in realizing MDGs, including by building capacities to formulate policies, monitor the progress made, measure its impact and prepare regional reports;
5. Requests the Executive Secretary to submit a report on the progress made in this regard to the Commission at its twenty-fourth session.

**Compare  
this...**

With this...

*We, the representatives of the Governments of the member States of the Economic and Social Commission for Western Asia, meeting at Beirut on 27 and 28 May 1999 at the twentieth session of the Commission and gathered here today to celebrate its twenty-fifth anniversary,*

*Acting in accordance with the desire of our Governments to assume their responsibilities towards their peoples in their aspiration towards integrated, sustainable development,*

*stressing their originality and their contributions to civilization, believing in the principles and purposes of the Charter of the United Nations, aware of the development of international relations and partnership, and acting on the experience and lessons of the past, understanding the present and its dimensions and looking with confidence to the future,*

*Taking the opportunity offered by the celebration of the twenty-fifth anniversary of the Economic and Social Commission for Western Asia,*

*Present our vision of the role and tasks of the Commission in line with regional and world developments in the coming century, as set out below.*

1. The growth of globalism does not diminish or detract from the extreme importance of acting at the regional level. Nor does the global nature of problems preclude area-specific solutions and policies. In the trend towards globalism, with full respect for the sovereignty of States, regionalism cannot be bypassed. Cooperative arrangements within homogeneous groups, especially of small and medium-sized countries, represent a bridge between national and global interests. Moreover, development trends and requirements do not materialize all at once throughout the world, but rather do so in the form of regional waves, in which the conditions and situations peculiar to each area must be taken into account;

2. The role and functions of the Economic and Social Commission for Western Asia are based primarily on development and economic and social cooperation, the objective being to raise the level of economic activity in Western Asia and to maintain and strengthen economic relations between its member countries and other countries of the world. Such development can be achieved only to the extent that it is comprehensive, integrated and sustainable in both the economic and social spheres;

3. Recognition of the sovereignty, independence and territorial integrity of States, non-interference in their internal affairs and settlement of disputes by peaceful means in accordance with the Charter of the United Nations and the principles of international law constitute the basis of a sound international community. However, the State is not capable by itself of achieving comprehensive, sustainable development unless there exists international cooperation in the economic and social fields that is based, on the one hand, on a just and comprehensive peace, security on equal terms, and respect for the principles of justice and international law, and on the other hand, on international relations that are balanced in all areas and based on effective international cooperation and a genuine sense of partnership on the part of donor States and international donor institutions;

4. The increasing importance of regional cooperation in the economic and social fields places a great responsibility on the Commission. As part of the United Nations system, the Commission is the natural place for dealing with issues related to such cooperation, for it is not merely a regional arrangement for expressing the needs and particularities of the region to which it belongs, but also the embodiment, at the regional level, of the universal purposes and principles set forth in the Charter and the resolutions of the United Nations;

economic and social cooperation and mutual respect of all for the rights and interests of the peoples of the region in an atmosphere of a just and comprehensive peace, security on a basis of equality, and economic and social stability. These goals can be achieved only if cooperation is strengthened between the members of the Commission, the United Nations and international financial institutions and the following objective conditions are met:

**Both are entitled Declarations!**

## ESCWA resolutions by year and by type

WHAT DO YOU  
THINK?

Year	Procedural	Substantive	Establishment of subsidiary bodies	Total
1992	6	11	1 (Stat)	18
1994	5	2	1 (Social)	8
1995	3	-	2 (Water & Energy)	5
1997	7	-	2 (Trans. & Globalization)	9
1999	6	1	-	7
2001	8	4	1 (Science and Technology)	13
2002	1	-	-	1
2003	6	8	1 (Women)	15
2005	6	9	-	15
<b>Total</b>	<b>48</b>	<b>35</b>	<b>8</b>	<b>91</b>

## Comments on ESCWA Resolutions

“Of the total of 35 substantive resolutions, six resolutions do not contain **any action required** of the ESCWA secretariat or the Executive Secretary in their operative paragraphs. Six other resolutions contain **no substantive request** to the Executive Secretary or the secretariat but include procedural requests to the Executive Secretary to report to the Commission on the progress made in the implementation of the concerned resolutions or invitations to the Executive Secretary to provide funds or to carry out coordination with the concerned organizations .”

## Advantages and Disadvantages

**Procedural** resolutions aim at organizing or designating a commission/committee/expertise/etc.

**Substantive** resolutions deal with the core of an issue to solve it.

Same structure, same aim, different angles.

Procedural helps implementing substantive.

**Procedural resolutions may be redundant and foreshadow substantive decisions on some crucial issues.**

13 (II). Statistics

The Economic Commission for Western Asia,

Recognizing the need for adequate and comprehensive statistical information for use by planners, policy-makers and researchers at the national and regional levels,

Stressing the importance of the availability of statistical information on economic, social and demographic matters in the countries of the region,

1. Expresses its appreciation of the important work done by the Commission and the substantial assistance rendered by it to the countries of the region in connexion with censuses, studies and other statistical activities;

2. Invites the Executive Secretary to take the necessary steps to expand statistical activities, including the possible establishment of a separate statistics division.



**247 (XXII). THE DEVELOPMENT OF STATISTICAL WORK  
IN THE ESCWA REGION**

*The Economic and Social Commission for Western Asia,*

*Cognizant* of the need to provide statistics prepared in a scientific manner in order to assist countries in formulating the economic and social policies necessary for the national development process,

*Noting* the need of the countries of the region to develop national statistical bodies and update mechanisms for and methods of preparing and analysing their economic and social data and indicators,

1. *Requests* the secretariat to assist the countries of the region in adopting and applying the scientific standards employed internationally for amassing, analysing and disseminating statistical data and indicators, with a view to enabling those countries to formulate economic and social policies and monitor progress towards the achievement of national development objectives;

2. *Also requests* the secretariat to encourage the countries of the region and provide them with the necessary technical support to enable them to become parties to the Special Data Dissemination Standard applied by the International Monetary Fund;

3. *Urges* member countries to participate in the project for the development of national gender statistics programmes.

6<sup>th</sup> plenary meeting  
17 April 2003

RESOLUTION EXAMPLES:  
FIND WHAT'S WRONG...

237 (XXI). Rehabilitation of Economic Sectors in Palestine

*The Economic and Social Commission for Western Asia,*

*Noting* the difficult economic conditions being endured in Palestine as a result of the confrontation with Israel and the damage sustained by the Palestinian economic infrastructure in the course of that confrontation;

Clauses separated by a semicolon stand on their own whereas clauses separated by a comma add up to one another.

*Convinced* of the need to take practical measures to assist Palestine in rehabilitating its economic sectors;

1. *Requests* the Executive Secretary to include under the budgetary resources available to the secretariat activities to be planned by the secretariat and implemented in consultation with the relevant Palestinian institutions,

2. *Further requests* the Executive Secretary to take measures to ensure that the extrabudgetary resources necessary to finance such activities are available, by lobbying the relevant funding institutions.

C12

**Slide 19**

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**C12**

Op clause 1: under the budgetary resources available to the secretariat should be between commas

Op clause 2: to ensure, by lobbying the relevant funding institutions, that the extraordinary...

Carole; 07/03/2005

## 234 (XXI). Rationalization and Increased Efficiency of Energy and the Use of Renewable Sources of Energy

WHAT IS WRONG?

*The Economic and Social Commission for Western Asia,*

*Recalling ...,*

*Recalling also ...,*

*Recalling further ...,*

*Taking into consideration the memorandum of understanding on establishment and activation of a regional renewable energy promotion mechanism (REPM) for the ESCWA region, signed on 5 October 2000,*

Goes against the entire structure and disconnects the rest from preceding sections.

*1. Urges* member countries to include in their energy-related programmes the policies and measures necessary in order to increase the efficiency of and rationalize energy use and promote the use of renewable sources of energy. This should be achieved through the devising of institutional frameworks for their implementation;

*2. Requests* member countries to take the measures necessary to support the performance of activities related to the renewable energy promotion mechanism, with a view to strengthening regional cooperation in that field; to this end, the endeavours of national focal points for the regional mechanism should be supported.

C13

C14

Resolution 242  
22 November 1967

WHAT IS WRONG?

*The Security Council,*

*Emphasizing* the inadmissibility of the acquisition of territory by war and the need to work for a just and lasting peace in which every State in the area can live in security,

*Emphasizing further* that all Member States in their acceptance of the Charter of the United Nations have undertaken a commitment to act in accordance with Article 2 of the Charter,

*Expressing* its continuing concern with the grave situation in the Middle East,

1. *Affirms* that the fulfillment of Charter principles requires the establishment of a just and lasting peace in the Middle East which should include the application of both the following principles:

(i) Withdrawal of Israeli armed forces from **territories** occupied in the recent conflict;

(ii) Termination of all claims or states of belligerency and respect for and acknowledgement of the sovereignty, territorial integrity and political independence of every State in the area and their right to live in peace within secure and recognized boundaries free from threats or acts of force; .....

MOVE!

Ambiguous!  
French translation:  
"des territoires occupés"

## Slide 21

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- C13** Difference: absence of a definite article ("the") in the English version (so that it means "from some of or all the territories"), while a definite article ("des") is present in the French version, so that it means "from all the territories"  
Carole; 08/03/2005
- C14** Solution: one claim is that in interpreting a resolution of an organ of an international organization, one must look to the process of the negotiation and adoption of the text.  
Carole; 08/03/2005

## II – WRITING TECHNIQUES



# General Writing Tips I

## Do's

1. **Be concrete and specific** (“cost showed a significant growth over a short period” or “cost rose from \$5 million to \$7 million over 2 years”)
2. **Use active voice** (“technical assistance that is provided by government is weak” or “government provides weak technical assistance”)
3. **Use verbs rather than nouns. Nouns are static:** “seeking money for the establishment of an environmental plan” or “to establish”.

## Don'ts

1. **Don't use more words than you need** (“those matters which should be dealt with first” or “urgent matters”)
2. **Don't use circumlocution if you have a single word at hand** (“Plan A should be executed in a manner similar to the execution of plan B” or “Plan A should be executed like plan B”) avoid: a substantial number of... for the purpose of... until such time as (until)....
3. **Don't overemphasize by multiplying adjectives or adverbs** (“completely inexcusable”, “absolutely delighted”, or “extremely rapidly”) as these words drain the life out of adjectives they are meant to strengthen.

## General Writing Tips II

**Be sensitive to grammatical rules and, in case of doubt... check!**

**For example:**

- 1. Colon: colon to introduce an explanation, example, list, or quotation. Cannot be used after a verb (“Committee requested: to evaluate the procedure.”)**
- 2. Quotation marks and other punctuation:**
  - \*commas and periods should be placed inside the quotation marks**
  - \*colons and semicolons should be placed outside the quotation marks**
  - \*question marks and exclamation marks should be placed within the quotation marks when they apply only to the quoted material; they should be placed outside when the entire sentence, including the quoted material, is a question or exclamation.**
- 3. If and Whether: “Committee will be informed if the project needs additional funding” (hear only in case answer is positive) compared to “whether the project needs additional funding” (answer needed one way or another).**
- 4. May and Might: May poses a possibility; Might adds a greater degree of uncertainty to the possibility.**
- 5. Numbers: always spell out numbers (including years) at the beginning of sentences. Within a sentence, spell the numbers zero through ninety-nine, and write the numbers 100 and higher by using digits.**

# Resolution Structure

•One long sentence with commas and semi colons; period goes at the very end.

•Subject states “WHO” will be taking the final action - the committee or body to which the resolution is ultimately submitted.

•Preamble states “WHY”

•Operative clause states “WHAT”

**Subject** {

**Preamble** {

**Operative clauses** {

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1. *Requests* the secretariat to assist the countries of the region in adopting and applying the scientific standards employed internationally for amassing, analysing and disseminating statistical data and indicators, with a view to enabling those countries to formulate economic and social policies and monitor progress towards the achievement of national development objectives;

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6<sup>th</sup> plenary meeting  
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## Resolution Format

	Preambulatory Clause	Operative Clause
<b>Purpose</b>	Introduce background information and evidence	Must require someone to do something
<b>Begins with</b>	Adjective or participle phrase	Verb in the third person singular present tense
<b>Capital letter</b>	Always at beginning	Always at beginning
<b>Indent</b>	Indent first word of each clause relative to rest of clause	Indent first word of each clause relative to rest of clause
<b>Ends with</b>	Comma except last one, ends with colon	Semicolon except last one, ends with period

## Resolution Format

		Preambulatory Clause	Operative Clause
<b>Style</b>		Starting word(s) italic or underlined	Starting word(s) italic or underlined
<b>Line numbering</b>		None	Numbered: 1. 2. 3. etc.
<b>Spacing</b>		Single spacing within clause and double spacing between clauses	Single spacing within clause and double spacing between clauses
<b>Bulleted List</b>	<b>Numbering</b>	(a), (b), (c) then (i), (ii), (iii) Or dash	(a), (b), (c) then (i), (ii), (iii) Or dash
	<b>Indent &amp; Spacing</b>	Indenting for each set of sub-clause  Single spacing within sub-clause, double spacing between sub-clause.	Indenting for each set of sub-clause  Single spacing within sub-clause, double spacing between sub-clause.
	<b>Punctuation</b>	Each sub-clause ends with a colon/a semicolon/nothing except last one, it ends with a comma*	Each sub-clause ends with a colon/a semicolon/nothing except last one, it ends with a semicolon*

*\*Rule for using comma vs semicolon: Clauses separated by a semicolon stand on their own whereas clauses separated by a comma add up to one another. Nominal lists can end with nothing.*

# Preamble

## What it does:

1. Shows that there is a problem to be resolved
2. Includes references to:
  - a) References to the U.N. Charter
  - b) Citations of past U.N. resolutions
  - c) Citations of treaties
  - d) Statements made by the Secretary-General or a relevant U.N. body or agency
3. Includes recognition of the work or efforts of regional organizations in dealing with the issue
4. Includes general statements on the topic, its significance, and its effects
5. Includes historical background that explains need for further action
6. Includes any supporting logic and arguments
7. Has clauses arranged in such an order to help lead the reader towards a conclusion
8. Keep in mind that these statements have no life once resolution has been adopted

## What it does NOT do:

1. Does not make substantive statement on topic at hand
2. Does not propose action

# Preambulatory Phrases

Acknowledging ... \*

Affirming ... \*

Alarmed ... \*

Anxious ...

Approving ... \*

Aware ...

Bearing in mind ...

Being convinced ...

Believing ...

Cognizant ...

Concerned ...

Confident ...

Conscious ...

Considering ...

Contemplating ...

Convinced ... \*

Declaring ... \*

Deeply disturbed...

Desiring ...

Determined ... \*

Emphasizing ...

Encouraged ...

Endorsing ... \*

Expressing ...

...appreciation...

...deep appreciation...

Expecting ...

Fulfilling ...

Fully ...

...aware ...

...believing...

...bearing in mind...

Grieved...

Guided by...

Having...

...adopted...

...approved...

...considered... \*

...examined further...

...received... \*

...reviewed... \*

Keeping in mind...

Mindful...

Noting... \*

...further...

...with approval...

...with concern...

...with deep concern...

...with grave concern...

...with regret...

...with satisfaction...

Observing... \*

Reaffirming...

Realizing...

Recalling... \*

Recognizing...

Referring...

Regretting...

Reiterating...

Seeking...

Stressing...

Welcoming...

	Soft
	Resolved

# Operative Clauses

## What they do:

1. Operative clauses are set out to achieve the country's main policy goals on the topic
2. Each clause should contain a single idea or policy proposal
3. Each clause should stand on its own
4. Organized in a logical progression
5. When choosing operative phrases and working of operative clauses, keep in mind that all resolutions except the Security Council are non-binding

## What they do NOT do:

1. Do not refer to facts or items presented in the preambulatory clauses, although follow logically from the facts presented
2. Do not call for a very specific action (most clauses calling for a very specific action are often defeated)



# Operative Phrases

Accepts...  
Adopts...  
Affirms... \*Appeals...  
Appreciates...  
Approves...  
Authorizes...  
Calls upon...  
Commends... \*  
Concurs...  
Condemns... \*  
Confirms...  
Congratulates...  
Considers... \*  
Decides... \*  
...accordingly...  
Declares... \*  
Deplores...  
Designates...  
Directs...  
Emphasizes...  
Encourages...  
Endorses...  
Expressing...  
...its appreciation...  
...its conviction...  
...its regret...  
...its sympathy...  
...its thanks...  
...the belief...  
...the hope...

Further...  
...concurs...  
...invites \*  
...proclaims...  
...reminds...  
...recommends...  
...requests...  
...resolves...  
Instructs... \*  
Invites... \*  
Notes... \*  
...with appreciation  
...with approval...  
...with interest...  
...with satisfaction...  
Reaffirms...  
...its belief...  
Recognizes...  
Recommends...  
Regrets...  
Reiterates...  
Renews its appeal  
Repeats...  
Suggests... \*  
Supports...  
Takes note of... \*  
Transmits...  
Urges... \*  
Welcomes... \*

	Soft
	Resolved

## Resolution Example

*The Security Council,*

*Recalling* all its previous resolutions on Lebanon, in particular resolutions 425 (1978) and 426 (1978) of 19 March 1978, resolution 520 (1982) of 17 September 1982, and resolution 1553 (2004) of 29 July 2004 as well as the statements of its President on the situation in Lebanon, in particular the statement of 18 June 2000 (S/PRST/2000/21),

*Reiterating* its strong support for the territorial integrity, sovereignty and political independence of Lebanon within its internationally recognized borders,

*Noting* the determination of Lebanon to ensure the withdrawal of all non-Lebanese forces from Lebanon,

*Gravely concerned* at the continued presence of armed militias in Lebanon, which prevent the Lebanese Government from exercising its full sovereignty over all Lebanese territory,

*Reaffirming* the importance of the extension of the control of the Government of Lebanon over all Lebanese territory,

*Mindful* of the upcoming Lebanese presidential elections and *underlining* the importance of free and fair elections according to Lebanese constitutional rules devised without foreign interference or influence,

**Recalling** Previous Resolutions

**Reiterating** support for territorial integrity...

**Noting** determination to ensure withdrawal

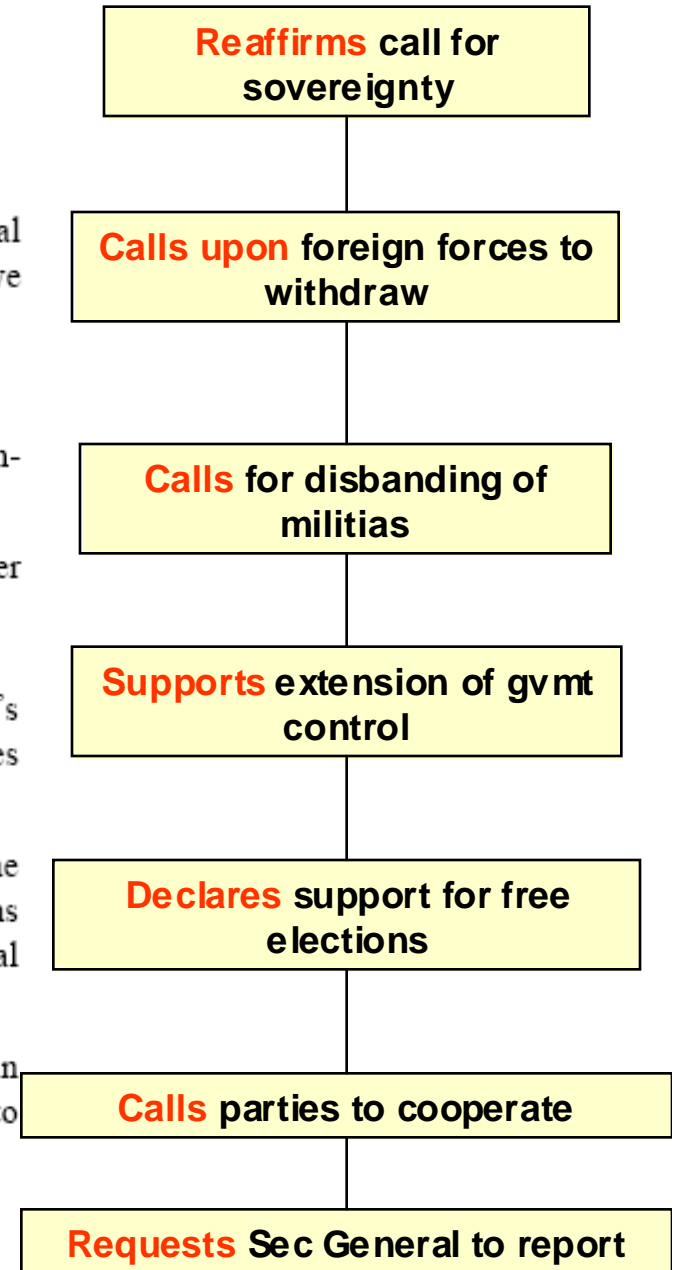
**Concerned** at presence of militias

**Reaffirming** importance of gvmt control

**Mindful** of upcoming elections + **underlining** importance of free elections

## Resolution Example

1. *Reaffirms* its call for the strict respect of the sovereignty, territorial integrity, unity, and political independence of Lebanon under the sole and exclusive authority of the Government of Lebanon throughout Lebanon;
2. *Calls upon* all remaining foreign forces to withdraw from Lebanon;
3. *Calls for* the disbanding and disarmament of all Lebanese and non-Lebanese militias;
4. *Supports* the extension of the control of the Government of Lebanon over all Lebanese territory;
5. *Declares* its support for a free and fair electoral process in Lebanon's upcoming presidential election conducted according to Lebanese constitutional rules devised without foreign interference or influence;
6. *Calls upon* all parties concerned to cooperate fully and urgently with the Security Council for the full implementation of this and all relevant resolutions concerning the restoration of the territorial integrity, full sovereignty, and political independence of Lebanon;
7. *Requests* that the Secretary-General report to the Security Council within thirty days on the implementation by the parties of this resolution and *decides* to remain actively seized of the matter.



# III - RHETORICAL SKILLS

*Dialectica est bene disputandi scientia.*  
(La logique est l'art de bien argumenter.)

Saint AUGUSTIN, *De Dialectica*, I 1

# Rhetoric, Science and Morality

**Rhetoric is not about a scientific truth.**

**Rhetoric deals with issues that have pros and cons and are in subject to disagreement among stakeholders.**

**Science deals with truth, while rhetoric takes place with truth and feelings, facts and motives, problems and uncertainties, hopes and vision playing a role in the shaping of judgment and action.**



*Aristotle  
developed 1<sup>st</sup>  
principles of  
rhetoric*

**Rhetoric has no moral values. It has served good and bad causes.**

**Rhetoric uses intelligence and deifies it. It has been based on ignominious motives and has contributed to the triumph of the biggest causes.**



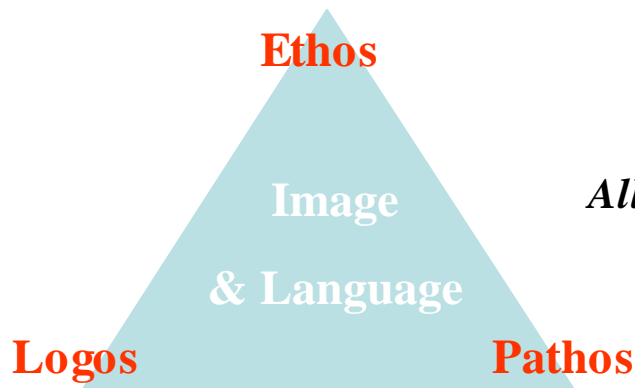
*Plato insisted  
that rhetoric is a  
source of  
society's well  
being*

# Proof

Persuasion allows to bring diverse opinions closer to one another. Without persuasion, it is the rule of force. But force will never impose harmony among ideas.

In rethoric, only proofs are essentials. There are three types of proofs:

- Ethos: ethical proof, credibility and integrity of the orator
- Logos: logical proof, arguments and evidence
- Pathos: emotional proof, emotional condition of the audience



*All three types of proofs use image and language*

## Logical Proof: Preamble

Compare these two arguments. What is the difference between them:

1. All planets move on ellipses. Pluto is a planet. Therefore, Pluto moves on an ellipse.
2. Mercury moves on an ellipse. Venus moves on an ellipse. Earth moves on an ellipse. Mars moves on an ellipse. Jupiter moves on an ellipse. Saturn moves on an ellipse. Uranus moves on an ellipse. Neptune moves on an ellipse. Therefore, Pluto moves on an ellipse.

The first argument is **deductive** (beginning with thesis).

It is actually a syllogism.

Enthymeme: All planets move on ellipses, and Pluto as well.

The second argument is **inductive** (use of examples--ending with thesis after points have been presented)

When should an argument proceed inductively or deductively?

## Logical Proof: Preamble



### PRINCIPLE OF SELECTIVE EXPOSURE:

- Readers seek information that supports their opinions, beliefs, values, decisions and behaviors.
- They will avoid information that goes against their opinions, beliefs, values, decisions and behaviors.



If the audience is **against** the point of view that needs to be made, the case should be built with an **inductive** method.

If the audience **is in favor of** the point of view that needs to be made, **deductive** method can be used.



# Perceptual Differences

## **CULTURAL DIFFERENCE PRINCIPLE:**

**Not all cultures value the same things. Conflicting values and assumptions are an impediment to human communication.**



**Understanding and accepting a message requires that the audience shares some basic facts, basic understanding of language, and values.**



**For this reason: Tendency is to avoid stating all assumptions explicitly, leaving them to be presumed.**



**But this is also a source of conflict, when we presume the audience shares certain values with us.**



**Cooperative Argumentation: need to recognize own argumentation and assumption and those of the other party. In other words, recognizing these differences is a key toward having dialogue across them.**

## Logical Proof: Preamble



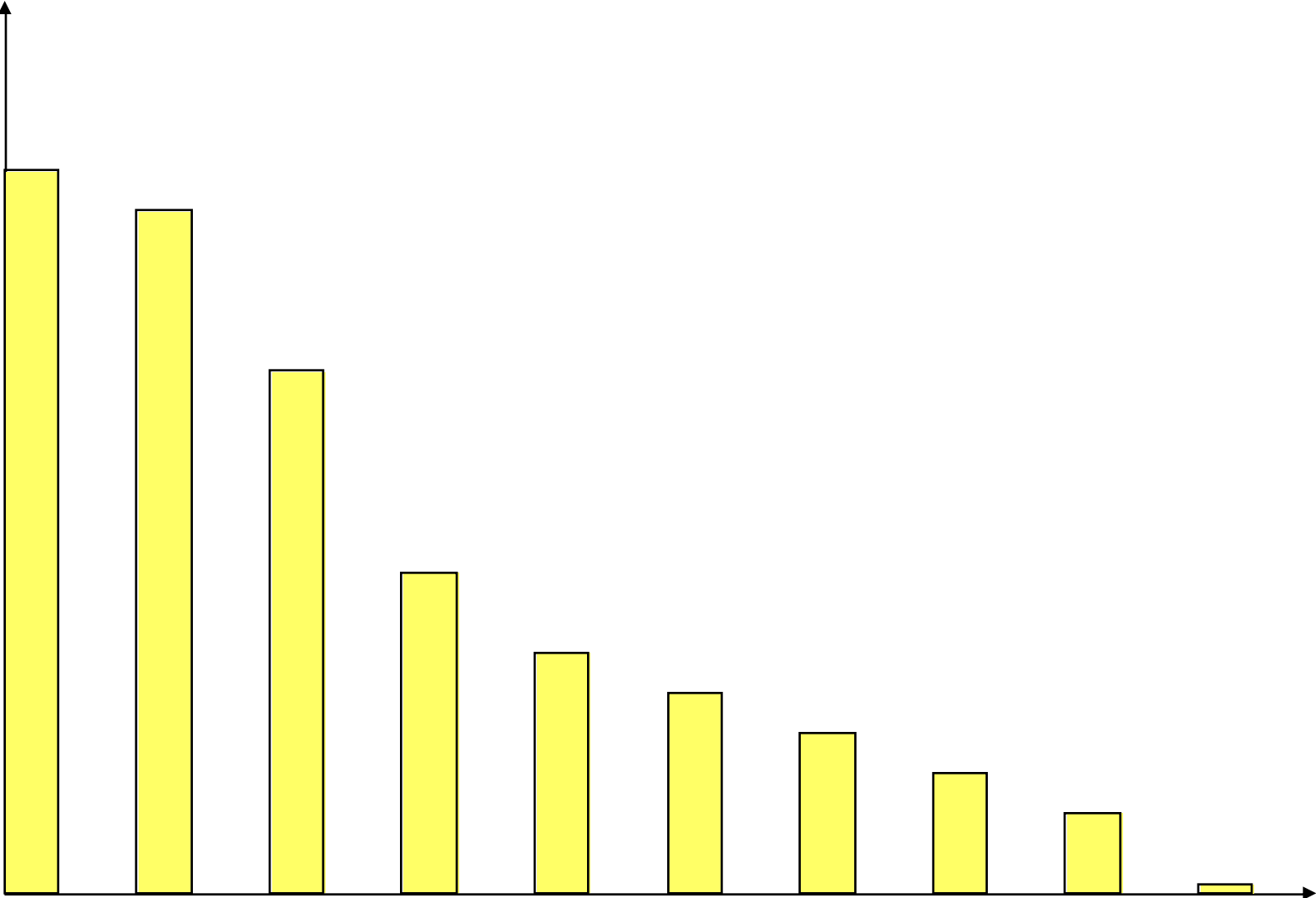
Statistics are fundamental to the effective functioning of a democratic society. They are used by governments to develop and monitor public policy, make decisions, to allocate resources and for other administrative purposes. Additionally, in a plural society, statistics are used by a wide range of interest groups to press for changes to public policy. They are used, too, by the citizen to monitor government performance and to hold government to account.

The changes to fertility and mortality and the consequential changes to the age structure of our populations have enormous consequences for the economy, for health and education services, for public expenditure, for future housing needs and so on. The changes taking place in family formation and dissolution, the number of births outside marriage and the growth of the number of single parent families have significant effects for social and educational policies. Statistics are used to identify and track changes in society and to develop public policies in response.

# IV –NEGOCIATION AND UN RESOLUTIONS

# RESOLUTION TONE AND CHANCES TO PASS THE VOTE

Likelihood to Pass Vote

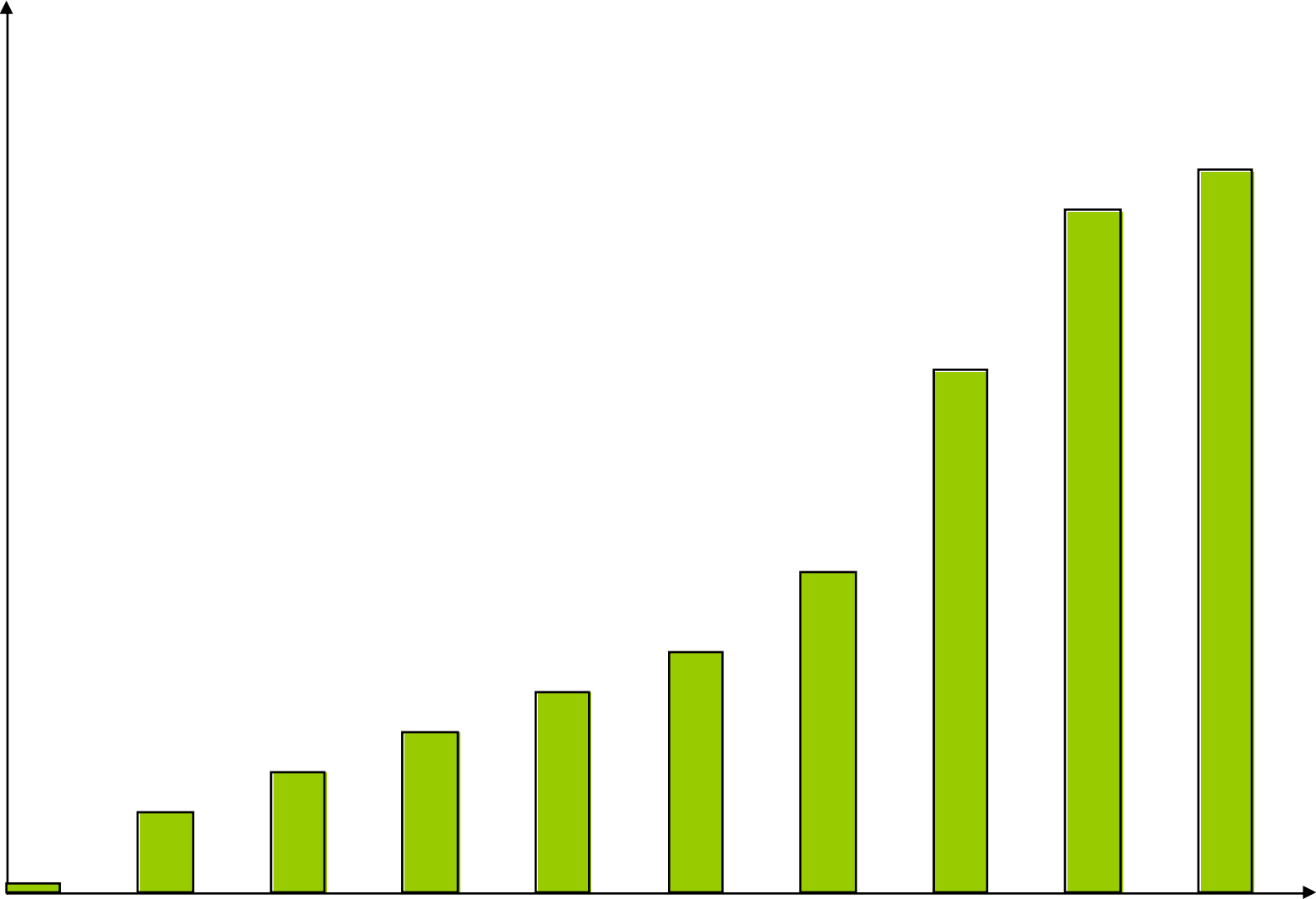


Soft and General

Resolved and Specific

# RESOLUTION TONE AND IMPLEMENTABILITY

Implementability



Soft and General

Resolved and Specific

## WHY NEGOCIATE?

	Negotiation BEFORE Vote	Negotiation AFTER Vote
Soft and General	Low	<b>High</b> Need to agree on fuzzy implementation
Resolved and Specific	<b>High</b> Need to agree on joint commitment	Low

## ISSUE DEFINITION

- What is the Issue?
- Develop Options
- Rank Options
- Chances of Option Success
- Cost of Option Success



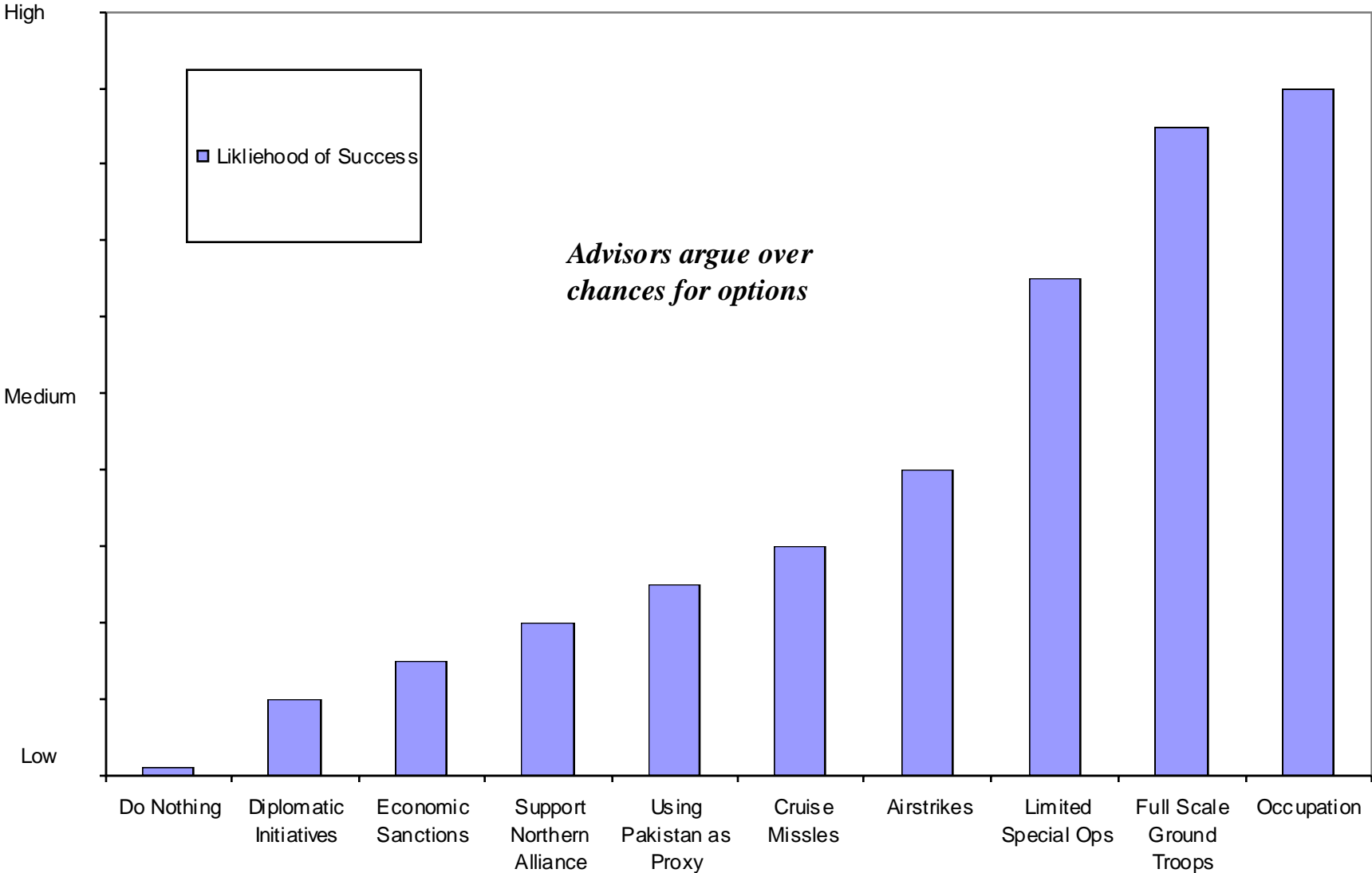
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Do Nothing	Diplomatic Initiatives	Economic Sanctions	Support Northern Alliance	Using Pakistan as Proxy	Cruise Missles	Airstrikes	Limited Special Ops	Full Scale Ground Troops	Occupation
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### Policy Options

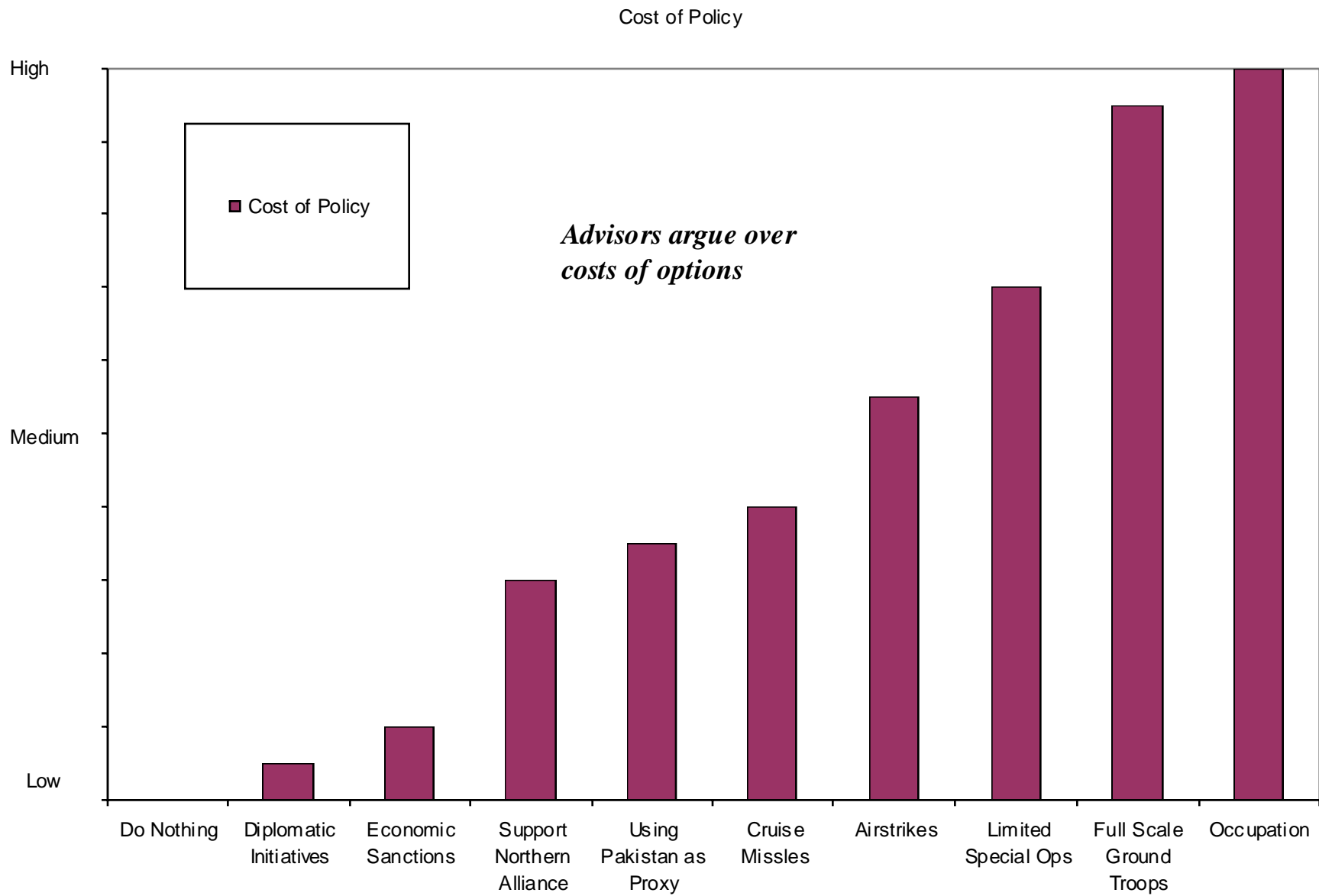
# CHANCES OF POLICY OPTION SUCCESS

Likelihood of Success

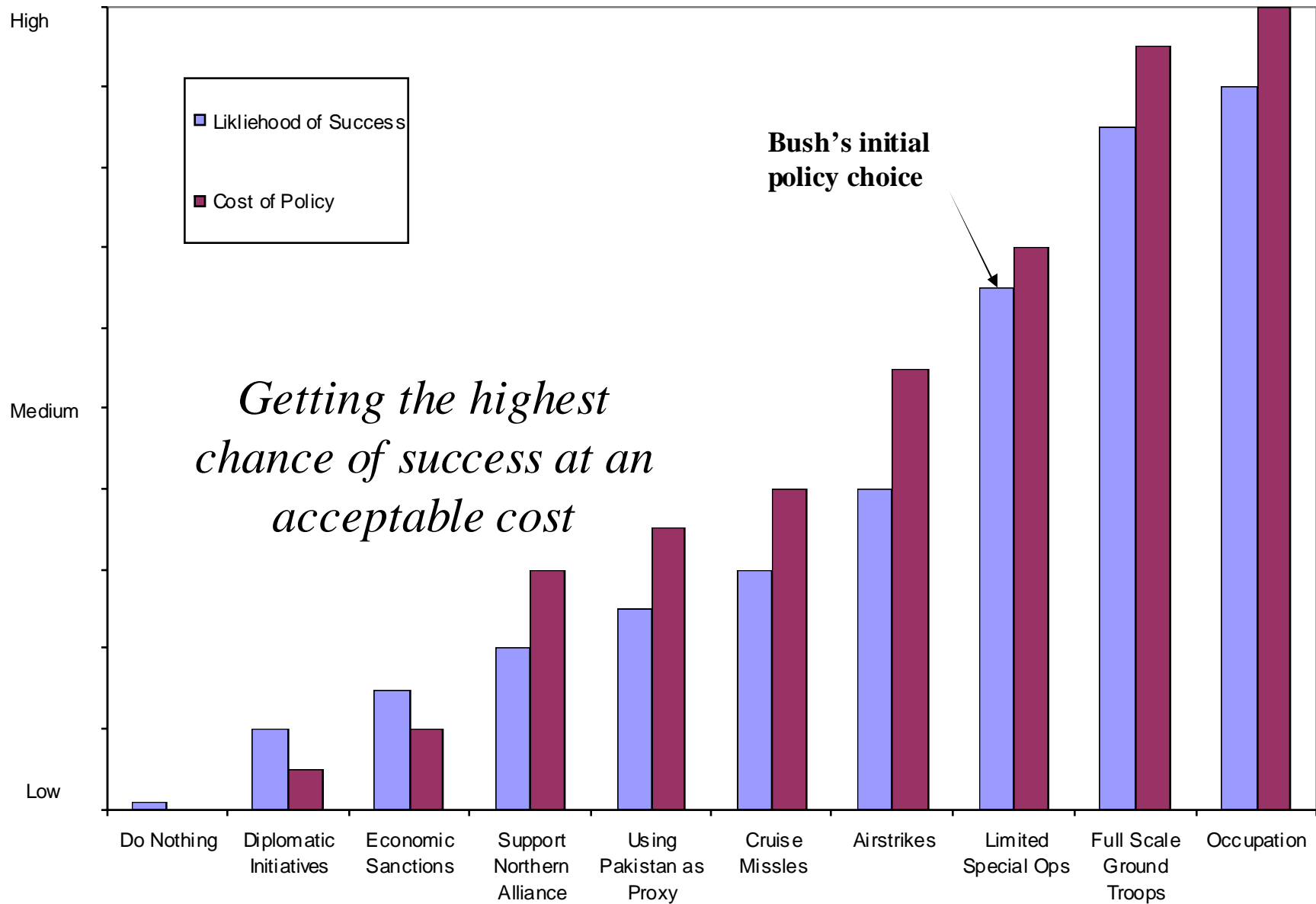




# COST OF POLICY OPTION SUCCESS



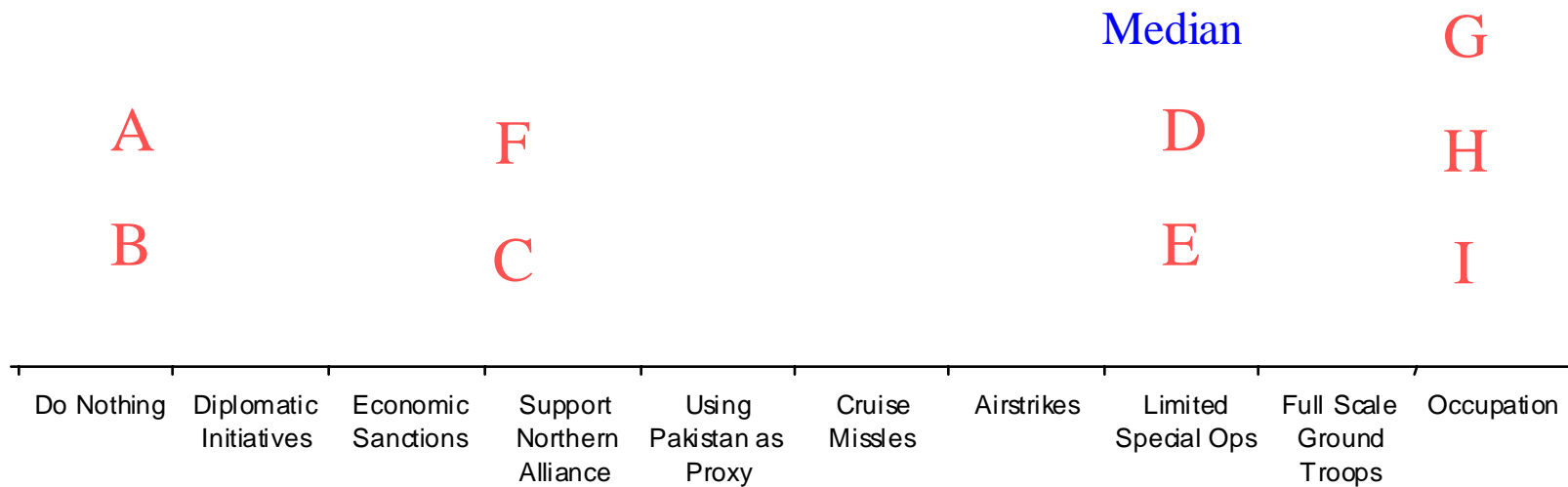
# MAKING A POLICY DECISION



## HOW TO INCREASE CHANCES OF SUCCESS: THE MEDIAN VOTER THEOREM

A, B, C etc. are countries with one vote each, trying to decide whether to support the US military operations in Iraq or not.

In a pairwise competition of all choices between all groups, the median position wins! Thus a consensus usually wins.



## GOLDEN RULES OF WRITING AN IMPLEMENTABLE RESOLUTION

- If you want to facilitate the implementation of resolutions you should keep them simple. Do not multiply the issues at stake. Adding issues to a resolution runs the risk of making implementation impossible.
- Be specific and precise rather than general and ambiguous.
- Address actions to the appropriate bodies.
- Give actions a term (period for execution).
- When writing operative clauses, do think about implementation cost (financial, at the human resource level, organizational, etc.)



## GOLDEN RULES OF WRITING A RESOLUTION THAT PASSES THE VOTES

- Do your homework! What are the Issues, Options and associated Costs?
- Your resources constrain your options and strategies.
- Never state your position before others: find out what the landscape looks like.
- In other words, take into account the points of view of other nations whenever possible.
- Scan ALL the environment: Do not ignore previous UN resolutions on the topic
- If you want to pass the resolution, adopt the median position to create a consensus.
- This implies that you should not be blatantly political in the content of the resolution – as it may damage efforts to reach a consensus on the issue.



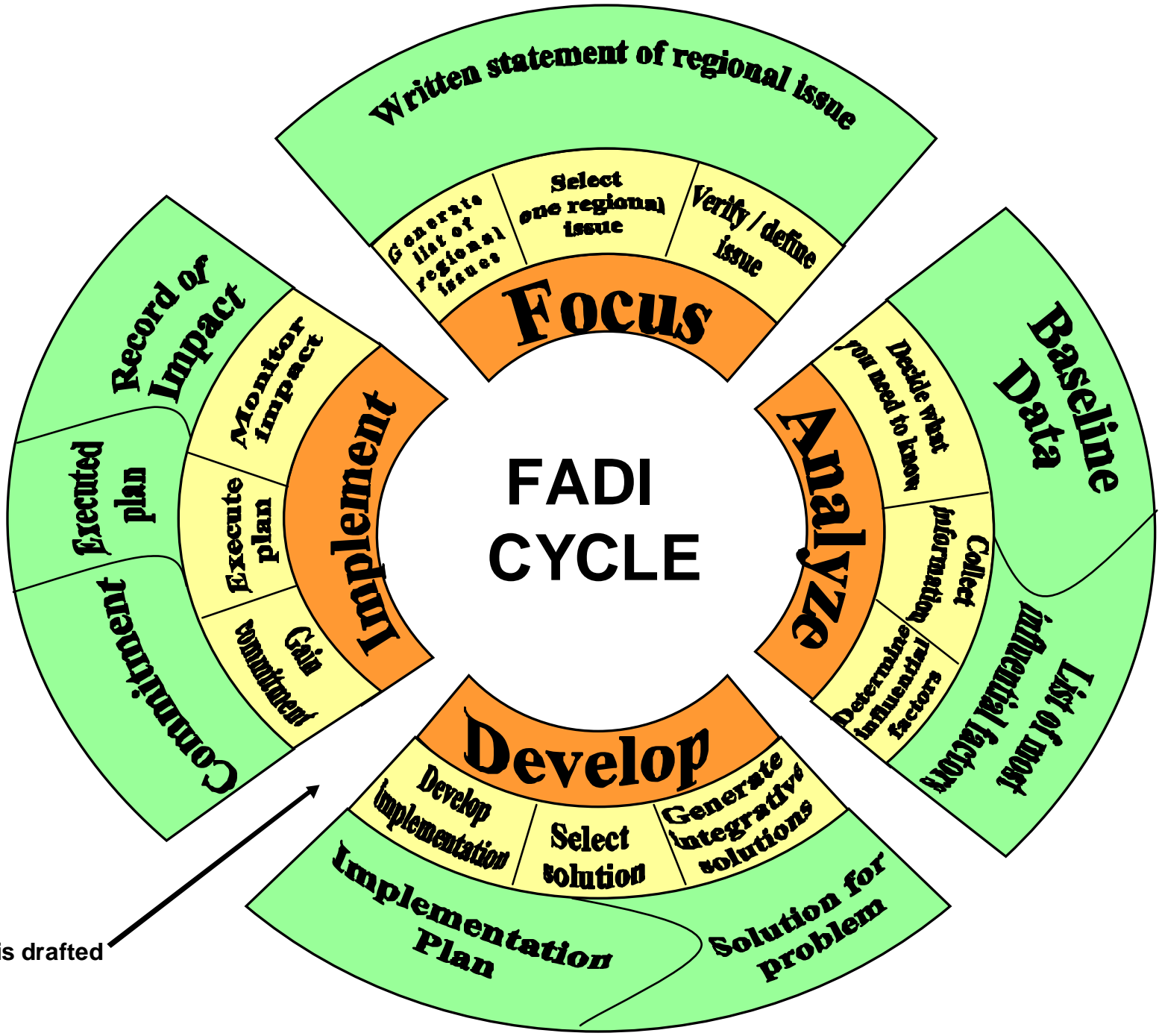
## CONCLUSION

Remember two things:

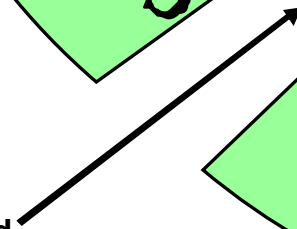
1-We live in the world we make each and every day. Resolutions contribute to the shaping of the environment and a large part of their drafting is in YOUR hands.

2-Opinion does NOT equal Analysis!!! If you want to optimize, then you need to analyze. Step back, think, plan, optimize, and execute.

**How much time  
do you spend on average  
writing a resolution?**



Resolution is drafted







# I- FOCUS

*Focusing on an ESCWA substantive issue*

**Output: A written statement of the issue**

<b>Suggested Steps</b>	<b>Tools</b>
1-A Generate a list of regional issues	▪Brainstorming, reading, exploring
1-B Select one issue	▪Selection Grid
1-C Verify and define the issue	▪Impact Analysis (do things really need to be improved?) ▪Define: <ul style="list-style-type: none"><li>▪Current state</li><li>▪Impact</li><li>▪Desired state</li></ul>



# I- FOCUS

## *Impact Analysis*

**An impact analysis determines (cultural/social/economic/political/legal/other) conditions in ESCWA region likely to be affected by the resolution's implementation;**

**-projects future effects of continuing the status quo;**

**-and then estimates effects, relative to the status quo, that will result on local, regional, and international scales if various alternatives are implemented.**

# I- FOCUS



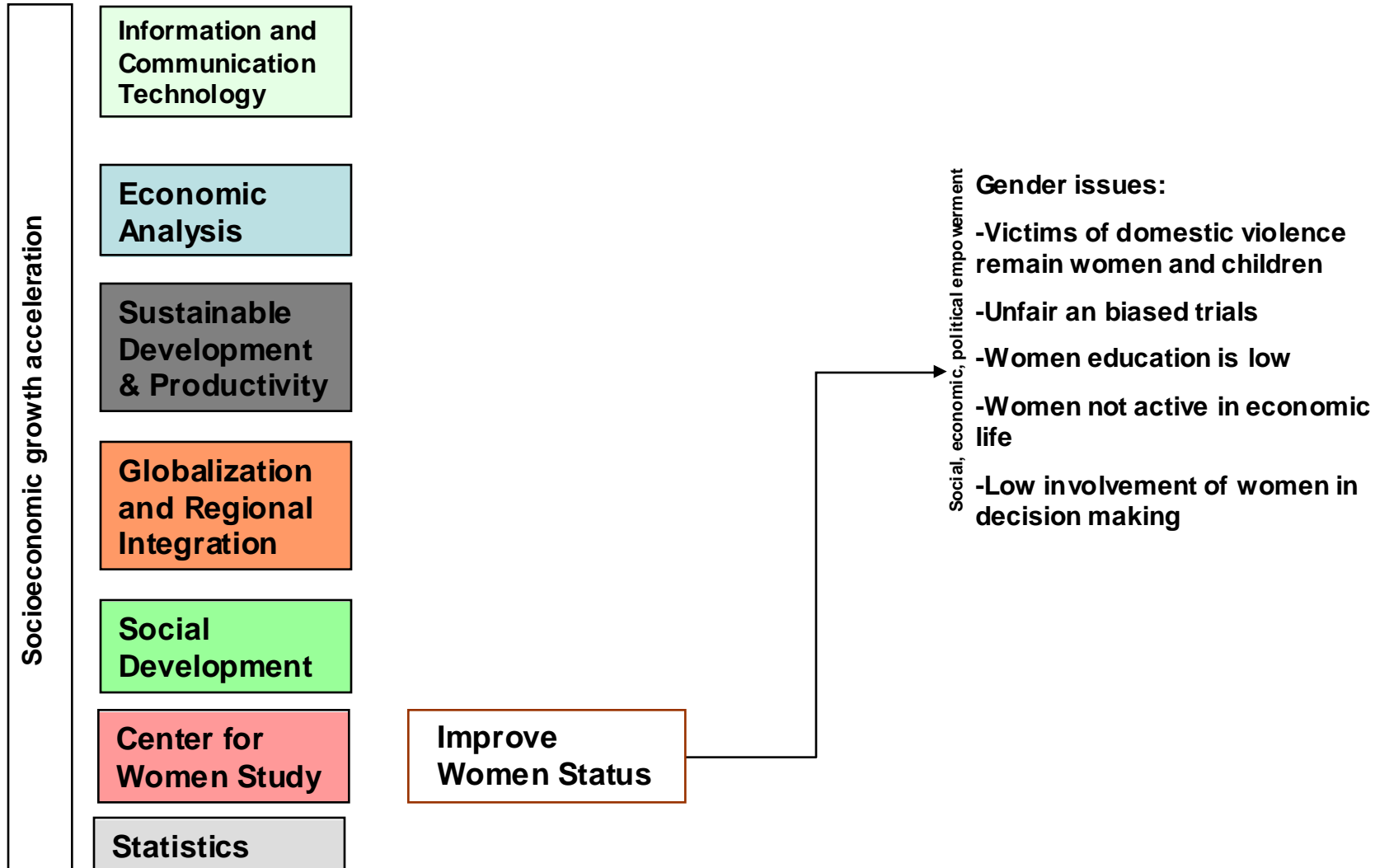
## *Exit Criteria*

1. You have selected a single problem,
2. The problem is worth working on,
3. The problem is appropriate for ESCWA, your division,  
and
4. Your team is motivated to address the problem.



# I- FOCUS

## Example





# I- FOCUS

## Selection Grid

**Worthwhile**  
Is the Problem worth working on in the ESCWA region?

**Feasible**  
Can we make progress on the situation?

- Organizational Interest (revalidation of mandate, confirming priorities)?
- Support (from member countries)?

Resolution Issue	Selection Criteria		
	Worthwhile?	Organizational Interest?	Supported by Countries?
Domestic violence: Women & Children	Yes: No:	Yes: No:	Yes: No:
Unfair and biased trials	Yes: No:	Yes: No:	Yes: No:
Women education	Yes: No:	Yes: No:	Yes: No:
Activity in economic life	Yes: No:	Yes: No:	Yes: No:
Women involvement in decision making	Yes: No:	Yes: No:	Yes: No:

**IF YOU WERE TO WRITE A DRAFT RESOLUTION NOW, WHAT WILL IT BE ON?**



# I- FOCUS

## Selection Grid

**Worthwhile**  
Is the Problem worth working on in the ESCWA region?

**Feasible**  
Can we make progress on the situation?

- Organizational Interest (revalidation of mandate, confirming priorities)?
- Support (from member countries)?

Resolution Issue	Selection Criteria		
	Worthwhile?	Organizational Interest?	Supported by Countries?
Domestic violence: Women & Children	No: less worthwhile will result from 3 below *	Yes: No:	No: most countries*
Unfair and biased trials	No: less worthwhile will result from 3 below *	Yes: No:	No: most countries*
Women education	Yes: more worthwhile *	Yes: No:	Yes: most countries*
Activity in economic life	Yes: more worthwhile *	Yes: No:	Yes: most countries*
Women involvement in decision making	Yes: more worthwhile*	Yes: No:	Yes: most countries*

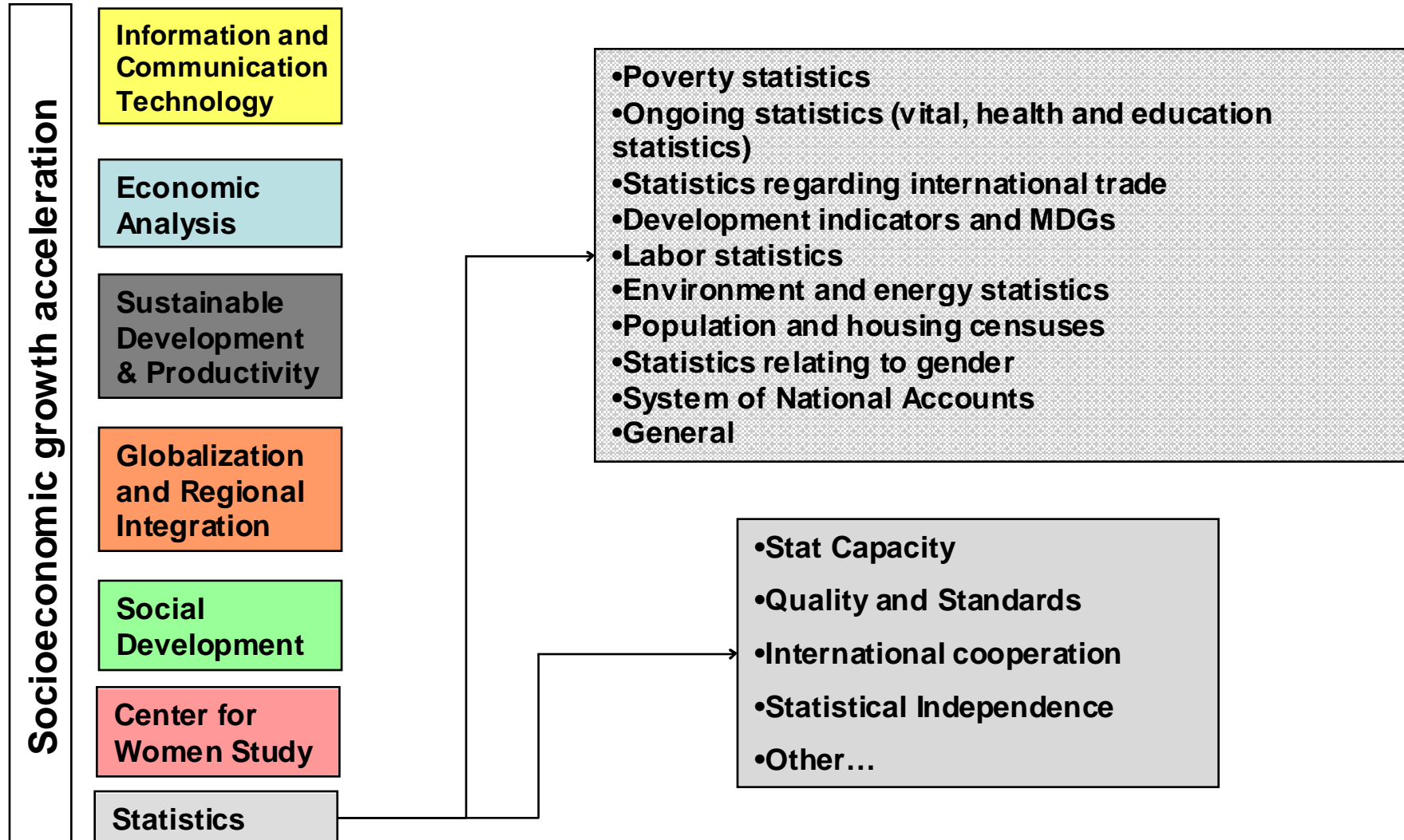
\* Alexa's view

**IF YOU WERE TO WRITE A DRAFT RESOLUTION NOW, WHAT WILL IT BE ON?**



# I- FOCUS

## *Example*





# I- FOCUS

## Selection Grid

**Worthwhile**  
Is the Problem worth working on in the ESCWA region?

**Feasible**  
Can we make progress on the situation?

- Organizational Interest (revalidation of mandate, confirming priorities)?
- Support (from member countries)?

Resolution Issue	Selection Criteria		
	Worthwhile?	Organizational Interest?	Supported by Countries?
National Accounts	Yes: No:	Yes: No:	Yes: No:
MDGs	Yes: No:	Yes: No:	Yes: No:
Ongoing	Yes: No:	Yes: No:	Yes: No:
Quality	Yes: No:	Yes: No:	Yes: No:
Independence	Yes: as everything else will become easier on the statistical front, starting from member country consensus around escwa resolutions	Yes: This is definitely on the top of ESCWA priorities. It will push Development but also Democracy through	Depends if it threatens local regimes or not. As long as it's for the use of public policy makers, it's valued and supported. So could be to the interest of performing regimes mainly...

**IF YOU WERE TO WRITE A DRAFT RESOLUTION NOW, WHAT WILL IT BE ON?**



# II- ANALYZE



## *Gathering and Analyzing Data*

**Output:** -Baseline data

-Most influential factors

Suggested Steps	Tools
<b>2-A Decide what you need to know</b>	<ul style="list-style-type: none"><li>▪Checklist: (legal framework, stakeholders, progress)</li></ul>
<b>2-B Collect data-baselines and patterns</b>	<ul style="list-style-type: none"><li>▪Data-gathering Plan</li><li>▪Check sheet on previous resolutions</li><li>▪Survey views of relevant stakeholders</li><li>▪Comparative analysis ESCWA countries (economic, social, etc.)</li></ul>
<b>2-C Determine the most influential factors</b>	<ul style="list-style-type: none"><li>▪Fishbone Diagram (causes)</li><li>▪Pareto Analysis (priorities)</li><li>▪Flowchart (process)</li></ul>

# II- ANALYZE

## *Exit Criteria*



- You know the current extent of the problem
- You understand enough about the problem and its contributing factors to solve all or part of it

# II- ANALYZE



## *Example - Legal Framework*

Your resolutions need to fit into the already existing network of acts, treaties, resolutions. They also need to fit into the state existing network of legislation.

### **Issue: Women**

- Convention for the Suppression of the Traffic in persons and the Exploitation of the Prostitution of Others
- Convention on Political Rights of Women
- Declaration of Elimination of Discrimination Against Women
- General Assembly Resolutions number 3318(XXIX), 56(I), 3519(XXX), 52/100, 34/160, 34/161, 37/63, 48/104, 50/167, 50/168, 50/192
- Security Council Resolution 1325
- ESWA Resolutions 188(XVI), 203(XVII), 264(XXIII)
- Other...

**Who signed other international agreements? Who implemented? Who has incompatible regulations?**

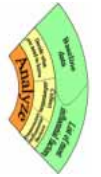
# II- ANALYZE



## *Example - Legal Framework*

Legal text	Content	Soft?	ESCWA actions?	Tangible results?
ESCWA 188(XVI)	<p>Stresses the need to strengthen national and regional institutional mechanisms for the <b>advancement of women</b>;</p> <p>Appeals to member States of ESCWA as well as to regional and international donors to provide the secretariat of the Commission with the financial and other support needed to convene a regional preparatory meeting during 1994 for the Fourth World Conference on Women: Action for Equality, Development and Peace, to be held in September 1995 in Beijing, China, including the establishment of national focal points to initiate and promote preparations for the Conference.</p>	Y/N	Substantive/ Procedural	Y/N
ESCWA 203(XVII)	<p>Stresses the need to strengthen national and regional institutional mechanisms and NGOs for the <b>advancement of women</b>;</p> <p>Urges all governments to establish national governmental and NGO joint committees and to designate focal points for the preparation of the conference in accordance with Commission on the Status of Women resolution 37/7 and ESCWA resolution 188(XVI);</p> <p>Appeals to regional and international donors to provide the ESCWA secretariat with the necessary support in order to follow up and implement the recommendations and decisions of the Intergovernmental Regional Preparatory Meeting and of the Fourth World Conference on Women with regard to the regional platforms for action for the advancement of women and their integration into the development process on the national and the regional levels.</p>	Y/N	Substantive/ Procedural	Y/N
ESCWA 264(XXIII)	<p>Requests member countries to adopt policies that take into consideration gender issues and to put in place national strategies for the <b>empowerment of women</b>.....;</p> <p>Calls upon member countries to intensify efforts aimed at implementing the Beirut Declaration on Arab Women Ten Years After Beijing: Call for Peace and follow up.....;</p> <p>Requests the ES to submit a report on the progress made in implementing this resolution to the Commission at its 24th session.</p>	Y/N	Substantive/ Procedural	Y/N

# II- ANALYZE



## *Example - Legal Framework*

Legal text	Content	Soft?	ES CWA actions?	Tangible results?
		Y/N	Substantive/ Procedural	Y/N
	<ul style="list-style-type: none"> <li>•UN Millenium Declaration</li> <li>•UN Statistics Commission's Fundamental Principles of Statistics</li> <li>•IMF Data Dissemination Standards</li> <li>•ESCWA Resolutions 276, 262, 248, 247, 181, 169, 155, 129, 96, 49, 13, 8</li> </ul>			
		Y/N	Substantive/ Procedural	Y/N

## **UN Statistical Commission: Fundamental Principles of Official Statistics**

### **Preamble**

The Statistical Commission,

- Bearing in mind that official statistical information is an essential basis for development in the economic, demographic, social and environmental fields and for mutual knowledge and trade among the States and peoples of the world.
  - Bearing in mind that the essential trust of the public in official statistical information depends to a large extent on respect for the fundamental values and principles which are the basis of any society which seeks to understand itself and to respect the rights of its members.
  - Bearing in mind that the quality of official statistics, and thus the quality of the information available to the Government, the economy and the public depends largely on the cooperation of citizens, enterprises, and other respondents in providing appropriate and reliable data needed for necessary statistical compilations and on the cooperation between users and producers of statistics in order to meet users' needs.
  - Recalling the efforts of governmental and non-governmental organizations active in statistics to establish standards and concepts to allow comparisons among countries,
  - Recalling also the International Statistical Institute Declaration of Professional Ethics,
  - Having expressed the opinion that resolution C (47), adopted by the Economic Commission for Europe on 15 April 1992, is of universal significance,
  - Noting that, at its eighth session, held in Bangkok in November 1993, the Working Group of Statistical Experts, assigned by the Committee on Statistics of the Economic and Social Commission for Asia and the Pacific to examine the Fundamental Principles, had agreed in principle to the ECE version and had emphasized that those principles were applicable to all nations,
  - Noting also that, at its eighth session, held at Addis Ababa in March 1994, the Joint Conference of African Planners, Statisticians and Demographers, considered that the Fundamental Principles of Official Statistics are of universal significance,
- Adopts the present principles of official statistics:

**64%  
Compliance**

Principle 1. *Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honor citizens' entitlement to public information.*

**86%**

Principle 2. *To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.*

**86%**

Principle 3. *To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.*

**100%**

Principle 4. *The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.*

**71%**

Principle 5. *Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.*

**100%**

Principle 6. *Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.*

**100%**

Principle 7. *The laws, regulations and measures under which the statistical systems operate are to be made public.*

**71%**

Principle 8. *Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.*

**71%**

Principle 9. *The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.*

**57%**

Principle 10. *Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.*

### Implementation of the Fundamental Principles of Official Statistics

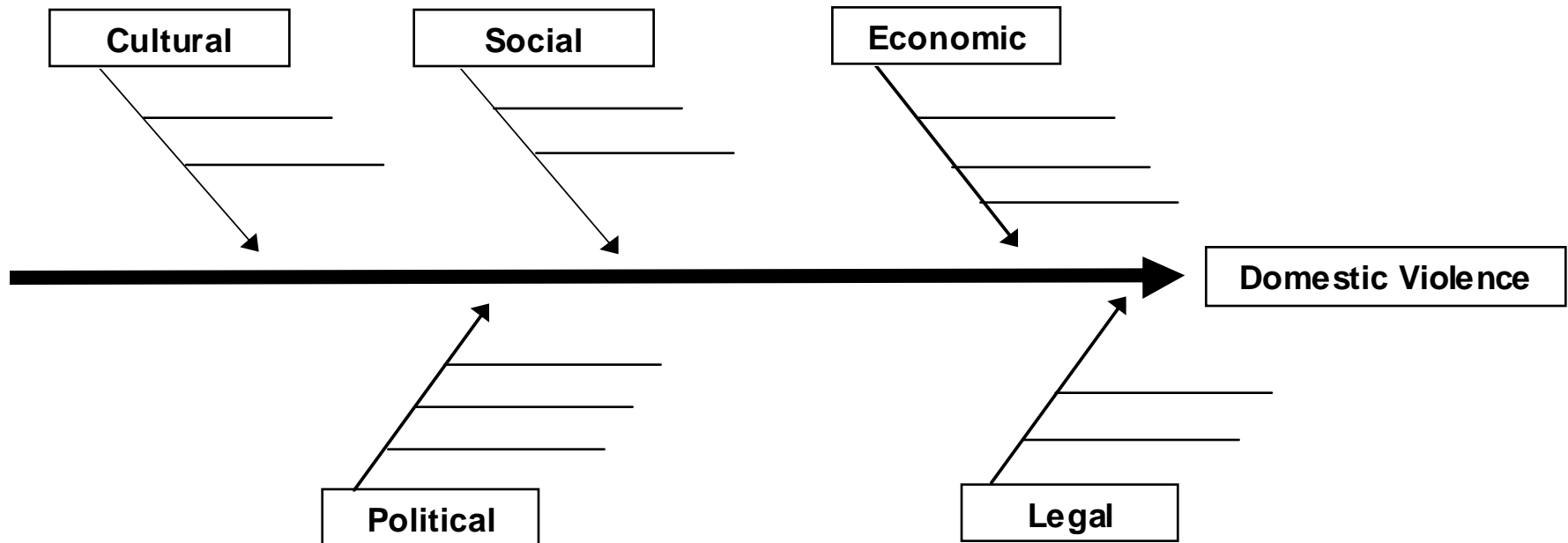
Principle	1	2	3	4	5	6	7	8	9	10	Total positive responses	Percentage of positive responses
Number of questions	13	4	2	2	5	2	4	2	1	1		
Country	Number of positive responses											
Egypt	8	3	2	2	4	2	4	1	1		27	75
Iraq	7	4	2	2	4	2	4	2		1	28	78
Jordan	6	3	1	2	3	2	4	1		1	23	64
Palestine	11	4	2	2	5	2	4	2	1	1	34	94
Qatar	10	3	1	2	2	2	4	2	1		27	75
Syrian Arab Republic	9	4	2	2	4	2	4	1	1	1	30	83
United Arab Emirates	7	3	2	2	3	2	4	1	1		25	69
Total positive responses	58	24	12	14	25	14	28	10	5	4	194	
Percentage of positive responses	64	86	86	100	71	100	100	71	71	57		77



# II- ANALYZE

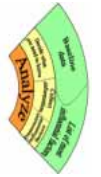


## *Exercise – Common causes*

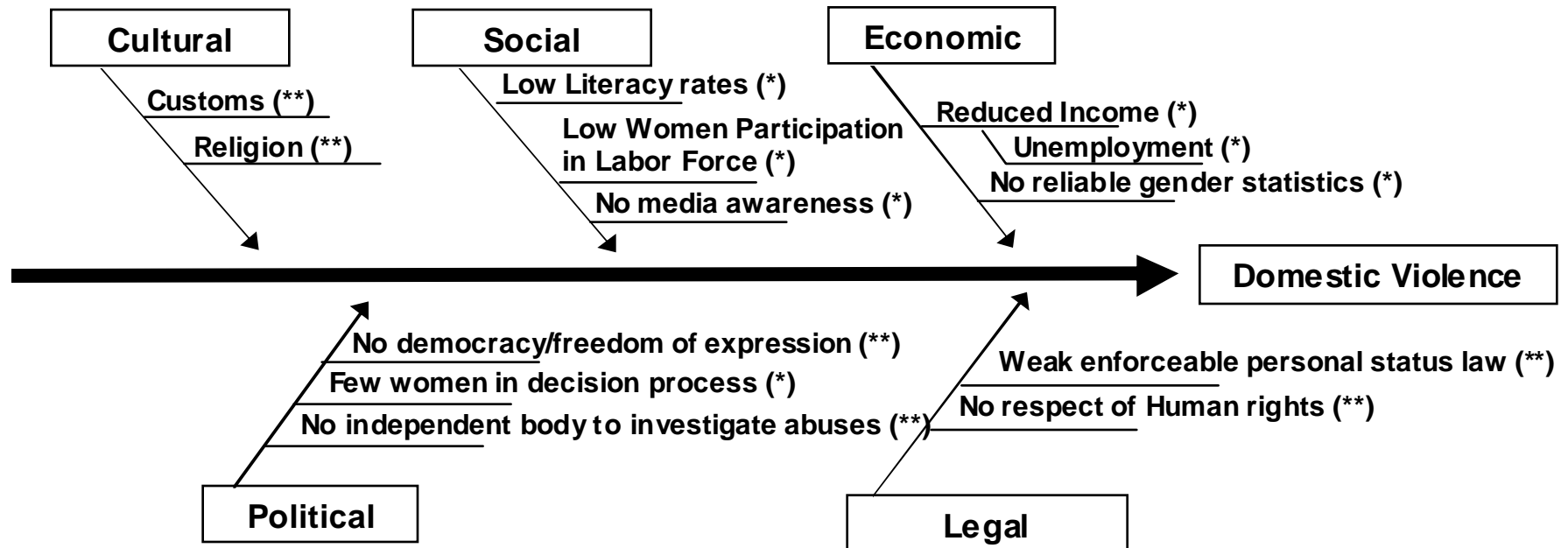


Some causes (\*) are easier to deal with than others (\*\*)

# II- ANALYZE

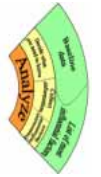


## Example – Common causes

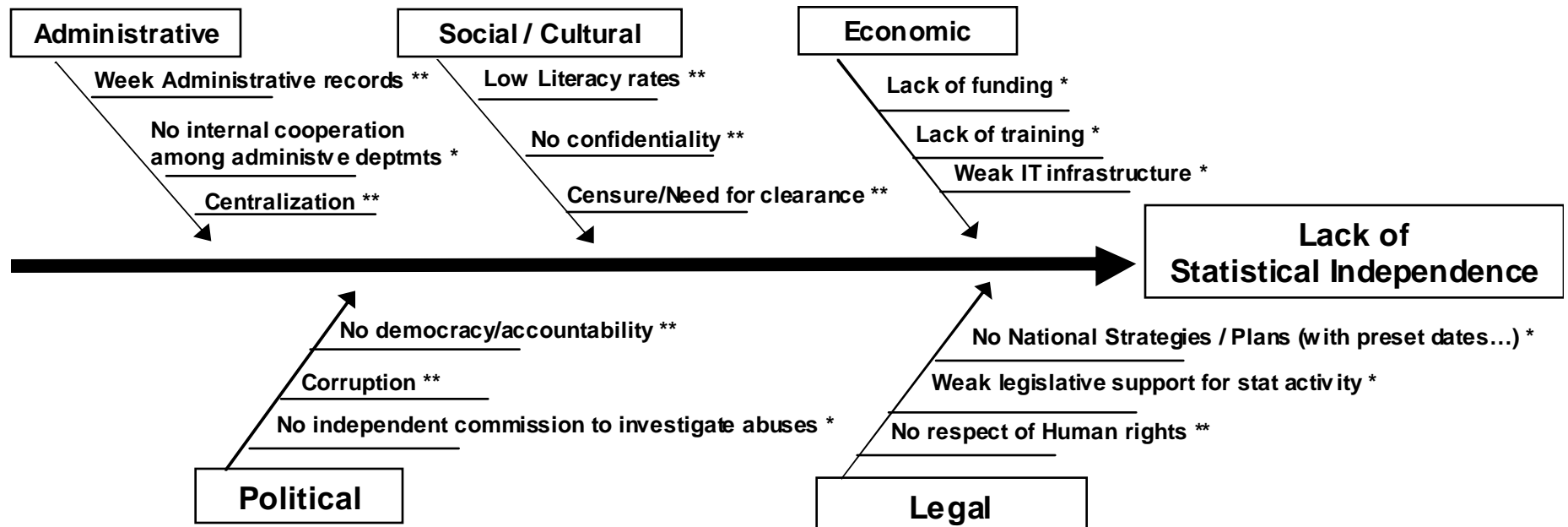


Some causes (\*) are easier to deal with than others (\*\*) – That's why sometimes you need to disaggregate into specifics to get around lack of consensus

# II- ANALYZE



## Example – Common causes



Some causes (\*) are easier to deal with than others (\*\*) – That's why sometimes you need to disaggregate into specifics to get around lack of consensus

# III- Develop



## *Developing a Solution*

**Output:** - Solution for the problem  
- Implementation plan

Suggested Steps	Tools
3-A Develop promising solutions	<ul style="list-style-type: none"><li>▪ Innovate!</li><li>▪ Make solutions integrative</li></ul>
3-B Select one solution	<ul style="list-style-type: none"><li>▪ Cost benefit Analysis</li></ul>
3-C Develop an implementation plan	<ul style="list-style-type: none"><li>▪ Action plan</li></ul>

# III- DEVELOP



## *Exit Criteria*

1. You have selected a solution.
2. The benefits of the solution will be worth the time, cost and effort involved in implementing it.
3. The solution can get the support it requires (country/organization).
4. You have an implementation plan for the solution.

# III- DEVELOP

## *Solution type*



<b>Integrative Solution</b>	<b>Distributive Solution</b>
<b>Oriented towards reciprocal solidarity</b>	<b>Oriented towards mutual antagonisms</b>
<b>Strong cooperation: mutual concession</b>	<b>Weak cooperation: concessions are superficial</b>
<b>Mutual Gain</b>	<b>Self gain</b>
<b>Problem resolution</b> <b>Because of mixed interests, and interdependent objectives</b>	<b>Confrontation</b> <b>Because of incompatibility, opposition of interests and minimal interdependence</b> <b>Zero-sum situation</b>
<b>Parties recognize legitimacy of interests of the other. Assumption of good will.</b>	<b>Other party is an opponent with doubtful intentions.</b>
<b>Straight forward, clean and complete communication.</b>	<b>Parties hide their real positions. Bluff and use of force.</b>

# III- DEVELOP

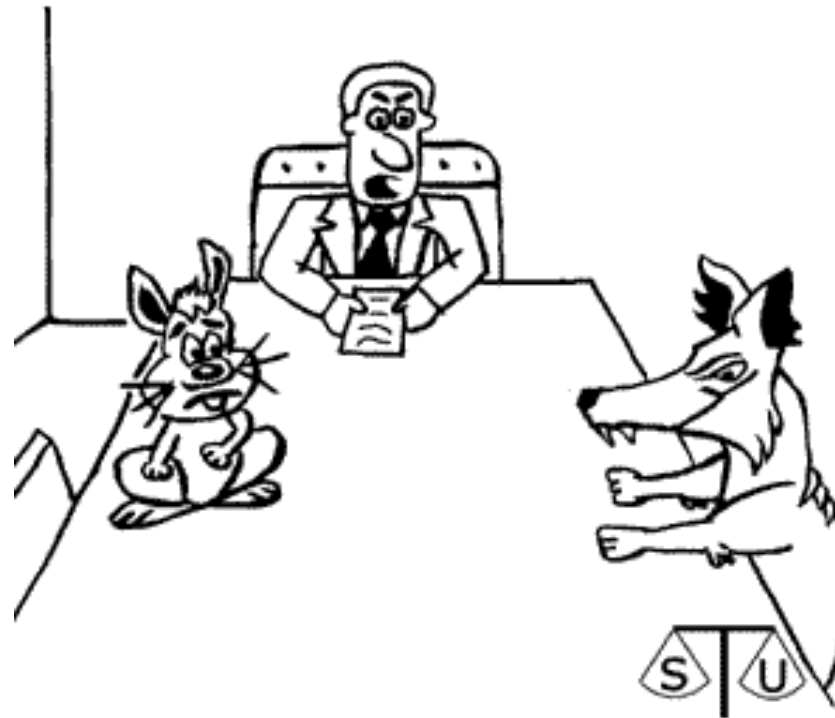
*Solution type*



**DISTRIBUTIVE?  
INTEGRATIVE?**

Stu's Views

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No, Mr. Wolf, my client would not  
"care to take this outside."

# III- DEVELOP

*Solution type*



**DISTRIBUTIVE?  
INTEGRATIVE?**



"Now before the guests arrive, you'd better tell me how old you intend to be this year?!"



# III- DEVELOP

## *Solution type*



### Integrative Solution Tips

#### **Don't focus on positions!**

- i. **Positions are like offers and counter-offers**
- ii. **Discourage parties from locking themselves into positions that may result in less than optimal agreements**
- iii. **Arguing about positions can take longer than focusing on interests because both parties may try to make several offers and counter-offers before they reach an agreement that satisfies their interests**
- iv. **Arguing about positions may hurt an ongoing relationship between the parties**
- v. **Positional bargaining is even more difficult when there are more than two parties**

# III- DEVELOP

## *Solution type*



### Integrative Solution Tips

#### Focus on the "merits" of the problem:

- Encourage countries to view one another as problem solvers and not as friends or adversaries
- Encourage countries to achieve a wise outcome efficiently and amicably, not just reach an agreement or win
- Separate the countries from the problem. Be soft on the countries and hard on the problem.
- Focus on interests instead of positions: Explore what countries really want or need, and invent options for mutual gain.
- Use objective criteria:  
Focus attention on standards that are independent of the will of the countries
- Rely on logic and reason, not pressure

# III- Develop

## *Solution Selection Grid*



Resolution Issue	Solution	Win Win?	Costs



# III- Develop

## *Solution Selection Grid*

<b>Resolution Issue</b>	<b>Solution</b>	<b>Win Win?</b>	<b>Costs</b>
	<b>External Subsidies + External Training</b>	<b>Yes</b>	<b>Med</b>
	<b>IT support</b>	<b>Yes</b>	<b>Med</b>
	<b>Strategic planning ?</b>	<b>Yes</b>	<b>Lo</b>
	<b>Making adequate funding available (through budget planning)</b>	<b>Yes</b>	<b>Med</b>
	<b>Independent budget</b>	<b>Ys</b>	<b>Lo</b>
	<b>Adherence to predetermined schedules in public release of data (set in plan)</b>	<b>Yes</b>	<b>Lo</b>
	<b>Statistical agency has authority to select and promote professional staff (specific rules and procedures for evaluation, recruitment etc. as objective and detailed as possible)</b>	<b>Yes</b>	<b>Lo</b>
	<b>Statistical agencies not affiliated to ministry, accountable to parliament, driven by laws</b>	<b>Yes</b>	<b>Hi</b>
	<b>Independent Commission to investigate and report on independence</b>	<b>Yes</b>	<b>Lo</b>

# III- DEVELOP

## *PBIs*



**PBIs insure increased transparency about programmatic and budgetary impact of a resolution**

**They sensitize member countries and Secretariat to these aspects of a resolution**

**They facilitate subsequent budget estimations**

**They facilitate consultations with potential donors**

# III- DEVELOP

## *PBIs*



**The PBI statement is prepared by the substantive division concerned and submitted to Program Planning Division for clearance**

**Program Planning reviews and revises the draft PBI**

**Program Planning forwards the draft resolution to Budget and Finance for clearance. It is issued as an official session's document before adoption of the related resolution**

**PBI is included in the Commission Report**

**Once the regular biennial budget is approved by the GA, ESCWA has limited flexibility within its own allocations to absorb additional cost required!**

# III- DEVELOP

## *PBIs*



**Standard subheadings in the PBI include:**

- **Requests contained in the draft resolution.**
- **Relationship of the proposed request to the approved programme of work.**
- **Activities by which the proposed request would be implemented.**
- **Modification required in the approved (or proposed) programme of work.**
- **Potential for absorption**
- **Additional requirements at full cost**
- **Contingency fund**



## DISTRIBUTE AND COMMENT DOCUMENTS

You will do a PBI for the resolution YOU will write later on...



# III- Develop

## PBI



PBI Section	Content
Requests contained in the draft resolution	
Relationship of the proposed request to the approved programme of work	
Activities by which the proposed request would be implemented	
Modification required in the approved (or proposed) programme of work	
Potential for absorption	
Additional requirements at full cost	
Contingency fund	

# III- DEVELOP



## Implementation Plan

Resolution 233 (XXI)

Project:					
Action to be Taken	Date to be completed	Who's Responsible	Method	Resources Needed	Remarks
Create within the committee on Water Resources working parties specialized in the various tech aspects of the field	None	ES	Not specified	Unknown	Procedural clause – no specificity

**Date to be Completed:** Time is of the essence. Never forget to give yourself time to achieve, but be sure to say how much you need.

**Who's Responsible:** Never forget to designate a coach.

**Method:** Being specific about your aim helps reaching it.

**Resources Needed:** Money is always a trigger. Make sure how much it will cost you and who is going to pay. And if he can afford it.

# III- DEVELOP

## Implementation Plan

Resolution 233 (XXI)



Project:					
Action to be Taken	Date to be completed	Who's Responsible	Method	Resources Needed	Remarks
Work towards long term strategic plan with release dates, allocated budget, etc.	1 year	Head of statistics	As detailed as can be, maybe some milestones need to be outlined	Maybe cost for technical advise by ESCWA	Need to insure this is not driven by political interests
More legislation that micro regulates statistics agency's operations	3 years	Government	The more specific, the less is left to realm of politics...	Maybe cost for technical advise by ESCWA	Need to insure this is not driven by political interests

- Date to be Completed:** Time is of the essence. Never forget to give yourself time to achieve, but be sure to say how much you need.
- Who's Responsible:** Never forget to designate a coach.
- Method:** Being specific about your aim helps reaching it.
- Resources Needed:** Money is always a trigger. Make sure how much it will cost you and who is going to pay. And if he can afford it.



# IV- Implement

## *Implementing and Monitoring the Resolution*

- Output:**
- Organization and country commitment
  - Executed Plan
  - Record of impact

<b>Suggested Steps</b>	<b>Tools</b>
4-A Gain commitment	▪Building support
4-B Execute the plan	
4-C Monitor the impact	

# IV- Implement

## *Exit Criteria*



- 1. All relevant countries and parties are informed of your solution and are committed to supporting it.**
- 2. The plan for change is fully executed.**
- 3. Indicators are checked regularly to determine how much improvement has occurred and to spot any new problems.**

# IV- IMPLEMENT



## *Enforceability*

What is enforceability? It often means implementation.

In your everyday life, it is being able to sanction any breach.

In your ESCWA life, it is giving mandate to the right person, in the right place, in the right moment and for a determined period of time with enough money to accomplish certain projects.

Writing resolutions is not only finding the words, but also the means to achieve...

**In formal terms: Resolutions are not Agreements, and thereby are not enforceable by mean of judicial bodies (State-level or international).**





**DID YOU CONTRIBUTE TO THE DRAFTING OF A RESOLUTION FOR THE 23<sup>RD</sup> SESSION?**

**HOW CLOSELY ARE YOU MONITORING?**



# My Check List

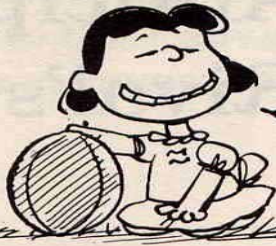
Step	Done?	Comments
1-Did I select a single problem?	<input type="checkbox"/> Y <input type="checkbox"/> N	
2-Is the problem worth working on?	<input type="checkbox"/> Y <input type="checkbox"/> N	
3-Is the problem appropriate for ESCWA, my division?	<input type="checkbox"/> Y <input type="checkbox"/> N	
4-Is the team motivated to address the problem?	<input type="checkbox"/> Y <input type="checkbox"/> N	
5-Do I know the current extent of the problem?	<input type="checkbox"/> Y <input type="checkbox"/> N	
6-Do I understand enough about the problem and its contributing factors to solve all or part of it?	<input type="checkbox"/> Y <input type="checkbox"/> N	
7-Did I select a solution?	<input type="checkbox"/> Y <input type="checkbox"/> N	
8-Will the benefits of the solution be worth the time, cost and effort involved in implementing it?	<input type="checkbox"/> Y <input type="checkbox"/> N	
9-Will the solution get the support it requires (country/organization)?	<input type="checkbox"/> Y <input type="checkbox"/> N	
10-Do I have an implementation plan for the solution?	<input type="checkbox"/> Y <input type="checkbox"/> N	
11-Are all relevant individuals and groups informed of my solution and are committed to supporting it?	<input type="checkbox"/> Y <input type="checkbox"/> N	
12-Has the plan for change been fully executed?	<input type="checkbox"/> Y <input type="checkbox"/> N	
13-Am I checking regularly indicators to determine how much improvement has occurred and to spot any new problems?	<input type="checkbox"/> Y <input type="checkbox"/> N	

# Be Strategic!

You need to see the end before making your choices at the beginning....

Good ol'  
Charlie  
Brown

**PEANUTS**  
featuring  
"Good ol'  
Charlie Brown"  
by SCHULZ




CHARLIE BROWNN...  
♪♪

I'LL HOLD THE BALL, CHARLIE BROWN, AND YOU COME RUNNING UP AND KICK IT..



NOPE, I REFUSE! YOU'LL PULL THE BALL AWAY, AND I'LL COME CRASHING DOWN AND KILL MYSELF!




BUT YOU CAN'T BACK OUT NOW... THE PROGRAMS HAVE ALREADY BEEN PRINTED...

PROGRAMS?



" AT ONE O'CLOCK LUCILLE VAN PELT WILL HOLD THE FOOTBALL AND CHARLES BROWN WILL RUN UP AND KICK IT "



SHE'S RIGHT...IF THE PROGRAMS HAVE ALREADY BEEN PRINTED, IT'S TOO LATE TO BACK OUT...

10-13



THIS YEAR I'M GONNA KICK THAT BALL CLEAR OUT OF THE UNIVERSE!




Tm Reg U.S. Pat Off - All rights reserved  
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AAUGH!



WHAM!

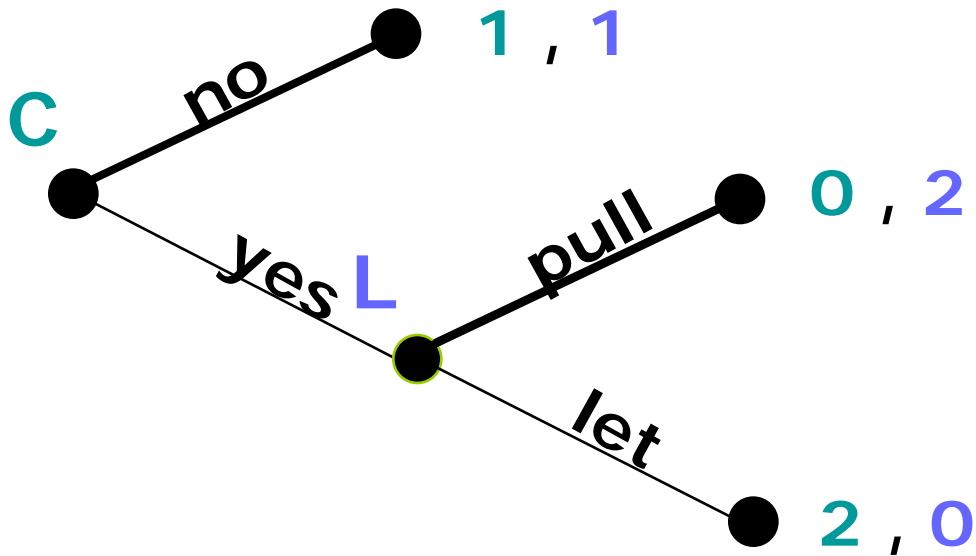


IN EVERY PROGRAM, CHARLIE BROWN, THERE ARE ALWAYS A FEW LAST MINUTE CHANGES!



SCHULZ

## Essential element of a strategy: Anticipation



Strategy Rule #1: anticipate changes

Strategy Rule #2: "Look ahead and reason back"

C=Charlie Brown

L=Lucy

2=Most Preferred

0=Least Preferred

# Be Strategic!

FADI:

while at F,

reason all the way to I

in order to make the appropriate choice...