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Item 3 of the provisional agenda

PROPOSED STRATEGIC FRAMEWORK FOR THE BIENNIUM 2014-2015**Summary**

The proposed strategic framework for 2014-2015 will be reviewed by the ESCWA Technical Committee at its sixth meeting, which will be held in Beirut on 1 and 2 December 2011. It will also be reviewed by the Commission at its twenty-seventh session, which will be held in April 2012.

The list of legislative mandates in the proposed strategic framework for 2014-2015 excludes those that are older than five years. Exceptions are those mandates that founded ESCWA and revised its terms of reference. In the case where mandates have been reaffirmed by new ones, the latest mandates are listed.

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PROPOSED STRATEGIC FRAMEWORK FOR THE BIENNIUM 2014-2015

SUBPROGRAMME 1: INTEGRATED MANAGEMENT OF NATURAL RESOURCES FOR SUSTAINABLE DEVELOPMENT

1. Logical framework

Objective: To support sustainable development in the region through integrated natural resource management, improved regional food, water and energy security, enhanced resilience to climate change, and strengthened capacity to develop inclusive and equitable employment opportunities

Expected accomplishments	Indicators of achievement
(a) Strengthened national capacity to develop and increase inclusive and equitable socio-economic opportunities through increasing the productivity of small and medium-size enterprises (SMEs) for employment creation and economic diversification	(a) (i) Increased number of measures formulated on SMEs by line ministries, chambers of commerce and other actors, with ESCWA assistance, to increase their productivity, including through access to greener technologies (ii) Increased number of institutions engaged in SME development for job creation as a result of ESCWA assistance
(b) Enhanced capacity of member countries to develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of water, energy and land in line with major United Nations summits on sustainable development and relevant multilateral environment agreements	(b) (i) Increased number of policies, plans and strategies adopted, with ESCWA support, addressing the land, water and energy nexus (ii) Increased number of interventions to improve access to and efficiency of water and energy services supported by ESCWA
(c) Enhanced level of food, water and energy security of the Arab region, for its sustained long term development and to preserve achievements in poverty alleviation and human development, through promoting regional cooperation on shared water resources, energy networks, and land management	(c) Increased number of intergovernmental recommendations adopted, with ESCWA support, on regional cooperative initiatives related to food, water and energy security
(d) Enhanced resilience and crisis management capacity of member countries to absorb and respond to the impact of crises through the development of sound policies, strategies and frameworks for mitigation and response including the development of subregional and regional mechanisms for a coordinated response to climate change and natural crises	(d) Increased number of recommendations adopted by stakeholders, with ESCWA support, that aim to achieve a coordinated responses to climate change and natural crises

2. External factors

Subprogramme 1 will achieve its expected accomplishments on the assumption that: (a) member countries remain committed to giving due priority to sustainable development issues and to adopt appropriate measures; (b) political stability is improved and member countries are willing to cooperate on sustainable development issues; and (c) there are no significant shortfall in extrabudgetary resources.

3. Strategy

The responsibility for implementing this subprogramme is vested in the Sustainable Development and Productivity Division. The inter-related and complex challenges facing the region and the current social and political tensions have wide-range consequences that provide an appropriate opportunity for concerted efforts to strengthen the interlinkages between the economic, social and environmental pillars of sustainable development and to galvanize action at the national and regional levels. The regional challenges include increasing population pressure and the related rise in demand for water and energy services; rising unemployment, particularly among youth; unsustainable production and consumption patterns; the need to ensure water, energy and food security; the disparity between urban and rural development; low agricultural productivity; traffic congestion and unsustainable transport systems; and climate change and its impact on water resources, desertification and land management.

To enhance the impact of ESCWA's work and improve its services to the countries of the region, the subprogramme will contribute to the achievement of ESCWA's three institutional objectives, namely equitable growth and sustainability; regional integration; and good governance and resilience. It will focus on providing support to the countries of the region to address the above-mentioned challenges and to move towards a more sustainable development path. Specifically, it will assist member countries to: implement and follow-up on the outcomes of major United Nations summits on sustainable development, including the Millennium Development Goals 1 and 7 by 2015 and the post-Rio+20 agenda; strengthen their capacity to formulate, develop, and implement policies, strategies and action plans for the sustainable management of water, energy and land; advocate and support the integration of the water, energy and food nexus to increase efficiency and productivity; facilitate and support regional cooperation and coordination on water, energy and land resources for greater food, water and energy security; increase the understanding of green economy opportunities and challenges, including green technology transfer, to encourage SME development, job creation and economic diversification. Furthermore, it will assist the countries of the region to develop mechanisms for coordinated responses to climate change and other natural crises.

To support the efforts of the countries of the region in addressing the challenges mentioned above, the subprogramme will undertake/continue to:

(a) Advocate and raise awareness of the countries of the region on global commitments and the outcome of major United Nations summits and conferences on sustainable development, particularly on the MDGs and the outcome of Rio+20, and monitor and support follow-up actions;

(b) Serve as a forum for promoting policy dialogue on sustainable development issues and priorities for forging regional positions and perspectives based on the exchange of information, lessons learned and best practice;

(c) Support member countries in their efforts to improve the efficient use of renewable and non-renewable water, energy and land resources, including the application of appropriate green technologies, and encourage the integrated management of water, energy and land to achieve sustainable development;

(d) Facilitate regional cooperation and coordination on water, energy and land as the means to enhance food, water and energy security;

(e) Contribute to national and regional capacity-building, especially on water, energy, including renewable energy, and agricultural issues;

(f) Support the development of national/regional mechanisms for the integration of the economic, social and environmental pillars of sustainable development;

(g) Support the development of national/regional mechanisms to address climate change impacts;

(h) Support the efforts of member countries to strengthen SMEs for job creation and economic diversification.

This will be achieved through servicing intergovernmental bodies; conducting quality research and analytical work; organizing intergovernmental and expert group meetings; providing advisory services; implementing field projects, including extrabudgetary and United Nations Development Account projects; building capacities through workshops and other technical assistance activities; and, issuing technical materials to raise awareness about key sustainable development issues and challenges targeted for global and regional action in 2014 and 2015.

The subprogramme will strive to maximize synergies through collaboration with United Nations agencies and organizations, including the United Nations Environment Programme (UNEP), the United Nations Industrial Development Organization (UNIDO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Fund for Agricultural Development (IFAD), the Food and Agriculture Organization (FAO), and through participation in UN-Water and UN-Energy, and the Regional Coordination Mechanism (RCM). It will continue to cooperate with the League of Arab States and its associated bodies, particularly with the Council of Arab Ministers Responsible for the Environment, Arab Ministerial Council for Water, Arab Ministerial Council for Electricity as well as other regional mechanisms for coordination on sustainable development. The subprogramme will also seek to enhance its strategic collaboration with the German Federal Ministry for Economic Development and Cooperation (BMZ), the German Agency for Technical Cooperation (GIZ) and the Swedish International Development Agency (SIDA) and other donors to further regional integration and cooperation for advancing sustainable development in the region.

SUBPROGRAMME 2: SOCIAL DEVELOPMENT

1. Logical framework

Objective: To enhance the capacity of member countries to adopt social policies and institutional mechanisms that promote an equitable and inclusive process of socio-economic development, taking into consideration regional specificities

Expected accomplishments	Indicators of achievement
(a) Strengthened national capacity to develop a rights-based social policy that promotes social integration, social protection, the provision of adequate social services and employment generation	<div data-bbox="771 544 885 577">(a) (i)</div> <div data-bbox="917 544 1448 705">Number of new policies, programmes and measures developed by member countries with ESCWA assistance that aim to expand social protection, improve the provision of social services and generate employment</div> <div data-bbox="771 728 885 761">(ii)</div> <div data-bbox="917 728 1448 963">Increased number of policies and programmes formulated or enhanced by member countries with ESCWA support, to ensure the integration of key socio-demographic groups, including youth, older persons, persons with disabilities and migrants in national development processes</div>
(b) Enhanced capacity of member countries to adopt social development policies and programmes based on the participation of civil society and other stakeholders, in public policy formulation, implementation and monitoring	<div data-bbox="771 992 885 1025">(b) (i)</div> <div data-bbox="917 992 1448 1187">Increased number of instances in which governments, civil society organizations and other stakeholders participate in developing, implementing and monitoring social development policies and programmes with ESCWA assistance</div> <div data-bbox="771 1209 885 1243">(ii)</div> <div data-bbox="917 1209 1448 1449">Increased number of committees and joint ventures between representatives of governments, civil society organizations and other stakeholders, formed with ESCWA assistance, entrusted with the formulation, implementation and monitoring of social policies and programmes</div>

2. External factors

Subprogramme 2 will achieve the expected accomplishments on the assumption that: (a) member countries remain committed to achieving the internationally agreed development goals and continue to support activities that promote comprehensive social development; (b) extrabudgetary financial resources are commensurate with planned activities; and (c) there is a minimum of political stability and a secure working environment.

3. Strategy

The responsibility for implementing the subprogramme lies with the Social Development Division. The subprogramme will build on the experience gained in previous biennia and will continue to advocate equity, social justice, inclusion and participation as the guiding social development principles.

Equitable and inclusive socio-economic development requires policies designed to promote social welfare and strengthen social institutions in a way that social development goals become an integral part of national development strategies. During the biennium 2014-2015, particular attention will be paid to promoting social development through: (a) a rights-based approach to social policy and social protection; (b) social integration; (c) a special focus on such key socio-demographic groups, as youth, the elderly and migrants; (d) employment generation; and (e) participatory development.

Inclusive societies that successfully integrate all social groups into the national development process are better equipped to maintain social cohesion during times of crisis, and to avoid socio-political upheaval. In that regard, there is an urgent need to promote social integration, employment generation and civil society participation in the formulation, implementation and monitoring of public policies. Participation, in this context, involves three different types of activities: (a) identification of citizens' priorities over alternative social development outcomes; (b) formulation and implementation of policies based on those preferences; and (c) monitoring policy impact on the lives of those who are affected.

Having documented and disseminated knowledge about social development approaches, tools and institutional mechanisms, the subprogramme will seek to build the capacity of member countries to mainstream social equity concerns in their public policymaking. Particular efforts will be made to support member countries in formulating, implementing and monitoring social policies and strategies designed to ensure a more equitable process of development. The subprogramme will also continue to assist member countries in the implementation of internationally agreed plans of action and recommendations, including the Millennium Development Goals, in the run-up to the deadline for their implementation in 2015.

In order to achieve the expected accomplishments, the subprogramme will undertake both normative and technical cooperation activities. The normative activities will include research and analysis on social development issues, the preparation of substantive reports and the organization of expert group meetings. Technical cooperation activities will include the provision of advisory services, capacity development workshops and field projects.

Partnerships will be further strengthened with other regional commissions, United Nations entities, international and regional organizations and civil society groups. In the process, the subprogramme will also act as a regional platform for the exchange of experiences, good practices and lessons learned in the field of social development, and for increased interaction between Western Asia and other regions of the world.

SUBPROGRAMME 3: ECONOMIC DEVELOPMENT AND INTEGRATION

1. Logical framework

Objective: To achieve a decent standard of living for all people in Western Asia, through sustained growth and human security within a more integrated region in line with ESCWA overall strategic objectives

Expected accomplishments	Indicators of achievement
(a) Strengthened national capacity to develop inclusive and equitable socio-economic conditions through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies	(a) (i) Number of member countries adopting inclusive and fair macroeconomic framework, with ESCWA assistance
(b) Enhanced capacity of member countries to develop knowledge-based economies with a view to sustainable economic growth and poverty alleviation through effective macroeconomics as well as promoting economic diversification and competitiveness for decent job creation	(b) (i) Number of member countries that request ESCWA support in developing national strategies for knowledge-based economy and competitiveness
(c) Enhanced capacity of member countries to coordinate their social and economic policies, and ensure the implementation of regional economic agreements to achieve the potential for intraregional integration	(c) (i) The establishment of a regional coordination platform for macroeconomic policy with ESCWA support
	(ii) Number of member countries implementing regional agreements, with ESCWA assistance
(d) Enhanced regional integration of member countries through developing and harmonizing the physical and legislative regional infrastructure including the Integrated Transport System in the Arab Mashreq associated frameworks	(d) (i) Number of countries adopting the transport agreements
	(ii) The creation of a platform for developing innovative infrastructure finance through ESCWA support
(e) Enhanced capacity of public institutions to create an enabling environment for development through nationally led and owned good governance practice for the implementation of enhanced macroeconomic management with the full engagement of civil society organizations and the private sector	(e) Number of member countries requesting ESCWA support in governance reforms in line with macroeconomic changes

2. External factors

Subprogramme 3 will achieve the expected accomplishments on the assumption that: (a) member countries remain committed to increasing subregional and regional cooperation and integration; (b) there are no significant shortfalls in extrabudgetary funding; (c) the political situation in the region allows the implementation of the work plan; and (d) up-to-date and reliable statistics are made available.

3. Strategy

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

To achieve equitable growth and sustainability, the subprogramme will work with rigor to support member countries to strengthen their national capacity to develop inclusive and equitable socio-economic conditions through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies; and to develop knowledge-based economies with a view to achieving sustainable economic growth and poverty alleviation through the adoption of effective macroeconomics and the promotion of economic diversification and competitiveness for decent job creation. The expected results of subprogramme 3 in the biennium 2014-2015 will be reflected in the number of member countries that will adopt inclusive and fair macroeconomic framework and those that will request ESCWA support in developing national strategies for knowledge-based economy and competitiveness.

To achieve its expected accomplishments on regional integration, subprogramme 3 will focus on supporting member countries to continue the implementation of the Integrated Transport System in the Arab Mashreq including transport and trade facilitation and enhancing South-South cooperation. Special attention will be given to the creation of a platform for developing innovative infrastructure finance.

The subprogramme will also work to contribute to the achievement of ESCWA objective on good governance and resilience by means of enhancing the capacity of public institutions in member countries towards an enabling environment for development and peace through nationally led and owned good governance practices for productive public institutions, civil society organizations and private sector. The number of member countries requesting ESCWA support in governance reforms in line with macroeconomic changes will indicate the positive role played by subprogramme 3 in this regard during 2014-2015.

The subprogramme will achieve its main objective and eventually its five major expected accomplishments through conducting and delivering innovative research, multidisciplinary integrated policy advice, capacity-building, support implementation, as well as monitoring and evaluation.

The subprogramme will work closely with stakeholders in member countries including governments, development partners, civil society organizations and the private sector. Such innovation as developing advanced modelling techniques is key to ensuring the success of the subprogramme.

SUBPROGRAMME 4: INFORMATION AND COMMUNICATION TECHNOLOGY FOR REGIONAL INTEGRATION

1. Logical framework

Objective: To accelerate bridging the digital gap in the ESCWA region and building an inclusive, people-centred and development-oriented information society and knowledge-based economy for sustainable economic growth and poverty alleviation, in accordance with the outcomes of the World Summit on the Information Society (WSIS) and the internationally agreed development goals, through partnerships, innovation, knowledge and technology management

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member countries to fully operationalize knowledge-based economies for sustainable economic growth and poverty alleviation	<div>(a) (i) Increased number of member countries implementing information and communications technology policies, strategies and plans of action, with the direct or indirect assistance of ESCWA, that emphasize the development of knowledge-based economies</div> <div>(ii) Increased number of member countries showing progress in the implementation of internationally agreed indicators on knowledge-based economy, with ESCWA assistance</div>
(b) Expanded realization of an inclusive, people-centered and development-oriented information society in the ESCWA region in accordance with the outcomes of the World summit on the Information Society and the internationally agreed development goals	<div>(b) (i) Increased number of regional initiatives for the development of information and knowledge societies through partnerships, research, development and innovation, and information and communications technology applications, with ESCWA assistance</div> <div>(ii) Increased number of member countries using the Partnerships Core ICT Indicators for measuring the information society, with ESCWA assistance</div>
(c) Enhanced capacity of member countries to ensure the coordination of their socio-economic policies, fully achieve the potential for intraregional integration and build a harmonized policy framework for Internet governance and the legislation required for e-commerce, e-trade and e-business between Arab countries	<div>(c) (i) Increased number of member countries joining regional or global initiatives/frameworks related to Internet governance and/or cybersafety, with ESCWA assistance</div> <div>(ii) Increased number of policy-making and legislative initiatives encouraging the use of cyberspace and e-commerce/e-services in the ESCWA region proposed with ESCWA assistance</div>

2. External factors

Subprogramme 4 will achieve the expected accomplishments on the assumption that: (a) the political situation in the region is conducive to socio-economic development; (b) the security status of the operating environment does not deteriorate; (c) member countries have the capacity and commitment to reorient their economic and social structures and policies; (d) national institutions will be willing to provide relevant and timely information; and (e) adequate extrabudgetary resources are obtained to support additional activities as needed.

3. Strategy

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

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

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

The subprogramme will continue to place special emphasis on promoting an enabling environment for harnessing the development of ICT thematic applications, including e-services, e-government, the digital Arabic content and social media, with the aim of building on ICT as an agent of change to empower citizens and improve the quality of life. In addition, the subprogramme will focus on leveraging ICTs for the development of the knowledge-based economies in the region.

Building on the accomplishments of the previous biennium in activating partnerships for implementing ICT projects, the subprogramme will enhance regional collaboration and partnerships in research and development (R&D) in science and technology, particularly ICT, for socio-economic development. To that end, it will promote the establishment of mechanisms aimed at exchanging information and sharing knowledge among regional players and with counterparts outside the region. In the same context, the subprogramme will continue to work with regional and global partners to enhance integrating infrastructure, regional backbones, and broadband strategies for more affordable access across the region. The subprogramme will also seek close cooperation and coordination with other ESCWA subprogrammes and with international and regional organizations including other United Nations regional commissions to promote knowledge-based economies, sustainable development, ICT impact measurement and empowerment of women and youth in the information society in order to achieve more effective results.

SUBPROGRAMME 5: STATISTICS FOR EVIDENCE-BASED POLICYMAKING

1. Logical framework

Objective: To build a tangible regional statistical system through statistical capacity development of member countries, in order to produce comparable, reliable, impartial, and relevant national data for evidence-based policymaking and research

Expected accomplishments	Indicators of achievement
(a) Improved provision of statistical data about member countries through collection and dissemination of official statistics and indicators in the field of economic statistics; energy and environment statistics and demographic and social statistics in support to informed policy	(a) (i) Increased number of member countries that provide at least 60 per cent of core socio-economic indicators for ESCWA (ii) Increased number of database queries to online ESCWA statistical databases
(b) Improved national capacity for official statistics of member countries in line with the Fundamental Principles of Official Statistics to produce relevant, timely, reliable and comparable statistics in support of equitable growth, regional integration and good governance	(b) Increased number of member countries adopting, with ESCWA assistance, new or revised international statistical standards, including the System of National Accounts (SNA), foundational socio-economic classifications and in compliance with the Fundamental Principles of Official Statistics, for better regional comparability
(c) Strengthened Regional Statistical System in support of regional integration with an active coordination among major players including regional and international organizations and a more active participation by member countries	(c) (i) Increased number of joint statistical capacity-building activities that are coordinated with regional partners by ESCWA (ii) Increased number of tangible outputs of statistical coordination (harmonized databases, joint questionnaires, joint data products) produced under the leadership of ESCWA in the region

2. External factors

Subprogramme 5 will achieve the expected accomplishments on the assumption that: (a) there are no significant shortfalls in regular and extrabudgetary resources for statistical capacity-building; (b) the regional and international organizations active in official statistics in the region willingly cooperate with ESCWA; (c) the ESCWA Statistical Committee maintains its steering role in setting priorities and providing a strategic direction; and (d) there is minimum political stability and a secure working environment, sufficient to facilitate a cooperative environment among member countries in the region and enable the effective implementation of technical cooperation.

3. Strategy

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

Expectations sometimes exceed the capacity of ESCWA, and therefore, ESCWA will seek partnerships with other organizations (United Nations, as well as non-United Nations) that are active in statistics in the region and to coordinate statistical capacity development in order to achieve higher efficiency, and to share data and harmonize questionnaires in order to obtain more consistent data, decrease reporting burden and better utilize resources available for data work at each organization. To this end, ESCWA will primarily utilize the Regional Coordination Mechanism – in particular the Statistics Coordination Taskforce – but also other means of coordination. ESCWA will also strengthen its internal coordination mechanism for statistical activities.

During the biennium 2014-2015, the subprogramme will concentrate on three main roles: collection and dissemination of data (around 30 per cent of the resource capacity); statistical capacity development (around 60 per cent of the resource capacity); and coordination of statistical activities with regional and international players in official statistics active in the region (around 10 per cent of the resource capacity).

The priority areas for data collection, processing and dissemination include foundational demographic, social, economic and sectoral statistics that are a basis of official statistics. Data collection shall focus on collecting data directly from member countries and on sharing data with other partners active in statistics in the region. Statistical activities will also include analysis, extrapolation, interpretation and tailoring of data to users needs. Advanced techniques shall be implemented for dissemination and communication of data, using appropriate visualization, re-usable and accessible formats. Proper attention shall be paid to communicating statistics to media and public.

Statistics about the region can only be improved, when the methodological and quality issues are addressed at the source – national statistical offices and other national producers of official statistics. This will be addressed through identifying gaps and discrepancies and through capacity development programmes. Therefore, the statistical capacity development at the national level is at the core of any efforts of getting better coverage, relevance, timeliness and comparability of data. Improving data coverage, increasing frequency of some surveys and achieving better harmonization and compliance with international standards are the main goals. The subprogramme will advocate the importance of full adherence to the Fundamental Principles of Official Statistics, especially those which address the following issues: (a) the impartiality of official statistics and their availability to the public; (b) the use of appropriate methods and procedures for the collection, processing, storage and presentation of statistical data; and (c) the presentation of information on sources and methods according to internationally agreed standards.

ESCWA will take an active role in ensuring that major players in official statistics coordinate their activities in the region. Quality of statistical data is a primary concern to all producers and users of statistics. This involves such attributes of data as consistency, timeliness, international comparability, etc. In this regard, it is important to ensure that reporting burdens on member countries are minimized and that data are shared among international organizations to the maximum extent possible. This will not only improve the efficiency and effectiveness of the work, but also respond to calls by member countries for decreasing response burden. To this end ESCWA shall step in coordination of statistics among national and international organizations active in the region having the above objectives in mind, while respecting the needs and specifics of each involved organization. To enhance coherence across the United Nations system and coordination among international agencies, the subprogramme will work in close cooperation with the

Department of Economic and Social Affairs (DESA) and the Economic Commission for Africa (ECA). The subprogramme will take active part in cooperative and coordination initiatives of the global statistical system.

In order to accomplish this strategy, the subprogramme will concentrate on efforts to: (a) act as a centre of excellence and a forum for exchange of views in statistical issues for member countries; (b) provide training at the national, subregional and regional levels; (c) work, in close and/or direct cooperation and coordination with professional staff in national statistical offices of member countries, on data quality assurance and the implementation of international classifications and recommendations; (d) respond to requests for technical assistance coming from member countries; (e) assist in the exchange of expertise among member countries; and (f) build trust with counterparts in member countries.

SUBPROGRAMME 6: ADVANCEMENT OF WOMEN

1. Logical framework

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

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member countries to adopt gender-sensitive policies and legislation in order to attain equal rights of women in line with international conventions and conferences and internationally agreed development goals	(a) (i) Increased number of initiatives (strategies, policies, and programmes) for the advancement of women, that are designed by National Machineries for Women with ESCWA assistance, are adopted and implemented in their respective countries (ii) Number of reservations on articles of the Convention on the Elimination of All Forms of Discrimination against Women removed by member countries, with ESCWA support
(b) Enhanced capacity of member countries to combat gender-based violence through enactment of legislation and development of national action plans	(b) (i) Increased number of national strategies to combat gender-based violence formulated with ESCWA assistance (ii) Increased number of legislation enacted, with ESCWA support, to protect women from gender-based violence
(c) Enhanced capacity of member countries to adopt and implement participatory governance and national development policies based on the equal participation of individuals, men and women, with a particular focus on enhancing the position of women in democratic decision-making processes	(c) (i) Increased number of national action plans that adopted a participatory approach as a result of ESCWA assistance (ii) Number of civil society organizations that participate in public policy formulation, implementation, monitoring and evaluation processes, with ESCWA support

2. External factors

Subprogramme 6 will achieve the expected accomplishments on the assumption that: (a) there is a political will for enhancing the role of national machineries and strengthening dialogue with civil society; (b) member countries take measures to align their commitments to the outcomes of international conventions and conferences on gender equality and the advancement of women with existing laws, regulations and practices; (d) the political situation in the region does not further deteriorate; and (e) current political changes in the region do not reverse acquired gains and do not lead to a deepening of the inequality gap.

3. Strategy

The responsibility for implementing the subprogramme lies with the ESCWA Centre for Women. Notwithstanding the progress accomplished by member countries towards the advancement of women, the economic participation of women and their representation at the economic and political decision-making levels continue to be lower than in other regions of the world. Furthermore, combating violence against women remains a serious challenge in the region, especially in conflict-stricken areas. Moreover, current popular movements represent a risk as they may result in either pushing forward the agenda of gender equality and the advancement of women in the region, or reverse acquired gains. Therefore, there is a need to foster greater participation of civil society, especially the youth, in public policy formulation and active dialogue with governments.

Building on the experience gained in past biennia, the subprogramme will concentrate on three main areas, namely (a) building the capacity of member countries to adopt gender-sensitive policies and legislation to attain equal rights of women in line with international conventions and conferences and internationally agreed development goals; (b) building the capacity of member countries to combat gender-based violence through the enactment of legislation and development of national action plans; and (c) participation of men and women and civil society in public policy formulation, implementation, monitoring and evaluation processes. They will be pursued in accordance with the outcomes of the fifth session of the Committee on Women, which will be convened in December 2011.

In respect of the first area, the subprogramme will intensify its efforts to enhance the institutional capacity of national machineries, and other stakeholders such as members of parliament, the judiciary, the media and civil society institutions, through regular dissemination of new knowledge on gender issues, the provision of advocacy tools and research methodology, and the development of in-house training, knowledge and skills. The subprogramme will also provide forums in which national machineries in the ESCWA and other regions can actively share knowledge and experiences in the area of gender mainstreaming and implementation of international women instruments.

In the second area, the subprogramme will work on building the capacity of member countries and other stakeholders in combating gender-based violence through the enactment of special laws to protect women from violence and end impunity for this crime. The subprogramme will also work on enhancing the capacity of those stakeholders to address the root causes of violence, raise awareness about its negative effects, and take concrete measures in that regard. In line with that endeavour, due attention will be paid to the national machineries in conflict-stricken countries in order to address the special needs of women living in those areas.

In the third area, the subprogramme will focus on ensuring that men and women are actively engaged in policy dialogue with governments. In this context, the subprogramme will work on building the capacity of civil society institutions in public policy formulation, implementation, monitoring and evaluation processes through the organization of capacity-building workshops and promulgation of normative and analytical work. The subprogramme will act as a regional forum for joint governmental and non-governmental discussions on gender issues.

The subprogramme has been active in fostering relationships between government bodies dealing with the empowerment and advancement of women and civil society organizations through meetings to analyse and discuss the situation of women at the regional level. It will continue to work closely with other United Nations entities and regional organizations, including United Nations Women, the United Nations Development Fund for Women, the United Nations Population Fund, the United Nations Development Programme Subregional Resource Facility for Arab States, the Office of the United Nations High Commissioner for Human Rights, the International Labour Organization, the League of Arab States, the Arab Women Organization and the Center for Arab Women Training and Research, in order to consolidate and enhance the impact of development support in the area of the advancement of women in the region.

SUBPROGRAMME 7: CONFLICT MITIGATION AND DEVELOPMENT

1. Logical framework

Objective: To mitigate the impact of conflict and its spillover effects in the ESCWA region through strengthening dialogue, peacebuilding, governance reform and public sector modernization

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member countries to adopt and implement participatory and inclusive governance and national development policies through engaging different tiers of government and non-State actors, in the development and governance process	(a) (i) Increased number of national State-building initiatives and regulatory frameworks catering to enhancing national identity and strengthening resilience established with ESCWA assistance (ii) Percentage of participants in forums organized by ESCWA, who acknowledge having benefited from those forums and their recommendations (iii) Number of member countries who approached ESCWA for technical or substantive assistance for enhancing national identity and citizenship
(b) Enhanced capacity of member countries to mitigate the negative impact of conflict and occupation and their spillover effects on human development in the region, particularly on the Arab least developed countries, through the formulation and implementation of recovery and peacebuilding policies, strategies and mechanisms geared towards the structural prevention of conflict and other emerging crises	(b) (i) Percentage of government representatives acknowledging that they have benefited from the analysis and policy recommendations contained in ESCWA publications on conflict and its ramifications (b) (ii) Increased number of policies and measures adopted by member countries with ESCWA assistance to implement the Programme of Action for LDCs for the decade 2011 to 2020 (b) (iii) Percentage of participants in forums organized by ESCWA who acknowledge having benefited from those forums and their recommendations
(c) Enhanced capacity of public institutions to create an enabling environment for development, pre-empting conflicts, and achieving reconciliation and peace through promoting efficient, transparent and accountable civil service including effective service delivery	(c) (i) Number of public institutions and civil service organizations applying, with ESCWA support, nationally led and owned good governance practices for strengthening the institutional and organizational capacity of civil services to improve the quality of public service delivery

Expected accomplishments	Indicators of achievement
	(ii) Percentage of participants in forums organized by ESCWA, who acknowledge having benefited from those forums and their recommendations
	(iii) Number of member countries who approached ESCWA for technical or substantive assistance for improving quality of public service delivery

2. External factors

Subprogramme 7 will achieve the expected accomplishments on the assumption that: (a) there is no sudden drop in the subprogramme's funding; (b) the political environment remains conducive towards the promotion of citizenship, reconciliation, national State-building strategies and governance reform in some member countries; and (c) there is no reluctance of central/federal State institutions to induce participatory governance in planning and monitoring processes.

3. Strategy

Provide ahead of the curve research on the root-causes of conflict, its impact and spillover effects including disintegration of institutions. The subprogramme will also investigate institutional development strategies and strengthening public sector performance. The subprogramme will ensure the provision of top quality policy options and best practice and will facilitate capacity development and knowledge building through meetings, advisory services and staff missions. The subprogramme will ensure ownership of its beneficiaries through the conduct of consultative meetings with the different tiers of government and non-State actors.

Annex

LEGISLATIVE MANDATES

General mandates

General Assembly resolutions

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

Economic and Social Council resolutions

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

ESCWA resolutions

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

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

General Assembly resolutions

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

Economic and Social Council resolution

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

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

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

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

Economic and Social Council resolutions

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

ESCWA resolution

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

General Assembly resolutions

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

Economic and Social Council resolutions

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

ESCWA resolutions

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

Subprogramme 4. Information and communication technology for regional integration

General Assembly resolutions

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

Economic and Social Council resolutions

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

ESCWA resolutions

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

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

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

Economic and Social Council resolutions

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

ESCWA resolutions

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

Subprogramme 6. Advancement of women

General Assembly resolutions

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

Economic and Social Council resolutions

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

ESCWA resolution

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

General Assembly resolutions

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

Economic and Social Council resolutions

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

Security Council resolution

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

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