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FOLLOW-UP ACTION
ON RESOLUTIONS 3(I), 4(I) and 7(S-I), ADOPTED BY
THE COMMISSION AT ITS FIRST SESSION IN JUNE 1974
AND FIRST SPECIAL SESSION IN SEPTEMBER 1974

(Item 7 C of the Provisional Agenda)

This report is divided into two parts. Part I concerns the question of regional structure and regional institutions and Part II concerns the UNDP Inter-Country Programme 1975-1981 and the designation of regional commissions as executing agencies.

PART I

The provisions of the Commission's resolutions 3(I), 4(I) and 7(SI) are similar to those adopted in the past few years by other United Nations legislative bodies, reflecting the concern of Member States of the United Nations on the ways and means of enhancing the effectiveness of the regional arrangements for economic and social development within the United Nations system so as to respond to the needs and wishes of the countries belonging to the regions which these arrangements are designed to serve.

Many of the legislative decisions which highlighted the concern of Member States were recalled in ECOSOC resolution 1756 (LIV) dated 16 May 1973 which, after stressing "the importance of enhancing the role and the usefulness for Member States of the regional offices in the United Nations System", and mindful of "the need of facilitating the application of an integrated approach" to development, re-affirmed that "the regional economic commissions, in their respective regions, are the main general economic and social development centres within the United Nations system, and called upon all the organizations and agencies in the system to work closely with the commissions to achieve the overall economic and social development objectives at the regional level".

In operative paragraph 3 of the aforementioned resolution^{1/}, the Council requested the Secretary General to "submit to the Economic and Social Council at its fifty-eighth session, a further report on regional structures of the United Nations system, aimed at their gradual simplification and adjustment to

^{1/} The resolution itself was adopted after taking cognisance of the answers of Member States to a detailed questionnaire by the Secretary General and of a 1972 report on regional structures (E/5127) presented by him to ECOSOC fifty-fourth session.

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the realities, needs and aspirations of each region, on the basis of an in-depth analysis of the regional structures of the United Nations system, as well as the terms of reference of the respective regional offices"; and in operative paragraph 4 requested the Joint Inspection Unit, "for its part, to include in its work programme an in-depth study of the matter, including such recommendations as it may deem appropriate to achieve the above-mentioned purposes", which study the Secretary-General was requested to take into account in preparing his report.

The Council's resolution provided that the following inputs should be taken into account by the Secretary-General in preparing the report:

- a) the opinions of the Member States of the regional economic commissions;
- b) the conclusions of current discussions between the UNDP and the regional economic commissions;
- c) the points of view of the specialized agencies concerned whose opinions will be requested by the Secretary-General and, wherever feasible, as expressed by their respective regional conferences.

The Joint Inspection Unit has completed its report in February 1975. The Secretary General's report on the subject will most probably be submitted to the Economic and Social Council at its fifty-ninth session in July 1975, rather than its fifty-eighth session as provided in the ECOSOC resolution (LIV). In his report, the Secretary-General is expected to cover subregional structures and arrangements as well as regional ones. Since it would be difficult to encompass the relationships among the various institutions within the United Nations system and the large number of the regional intergovernmental organizations outside it, the report would cover only such relationships with regard to a few key organizations, such as the Organization of African Unity, the League of Arab States and the Organization of American States, and only in so far as might prove necessary in explaining the structures of the United Nations system itself.

The Executive Secretary of ECWA feels that it would be more appropriate to respond to the Commission's resolution 3 (I) particularly to its operative paragraph (a) after taking into consideration the findings of the Secretary General's report on Regional structures of the United Nations. In the meantime, herebelow is an account of the Arab Institute for Economic and Social Planning, Kuwait.

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Arab Institute for Economic and Social Planning, Kuwait

I. Background Information

The Kuwait Institute of Economic and Social Planning in the Middle East was established in 1966 as an autonomous national institution by the Government of Kuwait with assistance from the United Nations Development Programme (Special Fund) to conduct training programmes, develop research activities and render advisory service in the fields of economic and social development planning, programming and implementation.

At the initiative of the Government of Kuwait and upon the recommendation of the joint UN/UNDP Review mission of 1971 and the support of the participating countries, the Institute became a regional institution from September 1972, known as the Arab Institute for Economic and Social Planning with the following participating countries: Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Qatar, Sudan, United Arab Emirates and Yemen Arab Republic. The UNDP continued its financial assistance to the Institute and the Economic Commission for Western Asia assumed the functions of Executing Agency.

The Institute is an autonomous organization governed by a Board of Trustees and administered by a Director. The Board of Trustees is composed of (a) three members representing the host country of Kuwait; (b) a member representing each participating country, (c) the Director of the Kuwait Fund for Arab Economic Development, ex-officio, (d) the Executive Secretary of ECWA, ex-officio, (e) the Project Manager/Chief Adviser, ex-officio, non-voting, (f) the Resident Representative of the UNDP in Kuwait, ex-officio, non-voting, (g) the Director, ex-officio, non-voting.

II. Activities

1. Training

The Institute's training programme consists mainly of an annual training programme of nine months' duration, but the current annual course (1974-75) will continue for 12 months. The extension of the period was recommended by the Administration of the Institute (and accepted by the Board of Trustees) in order to allow participants to concentrate more on their research papers and enable them to collect the needed data for it.

Training reaches senior officials who participate in decision making through seminars and workshops, middle managers through short term specialized courses which concentrate on advanced techniques, and junior officials and Research assistants who attend the Regular Annual Programmes.

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From the beginning of its establishment as a regional institution in September 1972, two regular annual programmes were held. The courses in the annual programme are divided in two parts, the first includes basic mandatory courses and the second includes a number of optional specialized courses.

The number of trainees in the 1973/74 annual course was 30 of which 29 graduated and one did not qualify. These trainees come from the various participating countries.

In addition to the regular annual programme, the following short term courses and seminars were held during the 1973/74 academic year:

- Courses on: - Project Formulation and Evaluation (held in Kuwait)
- Problems of Development Administration in Arabian Gulf Countries (held in U.A.E.)
 - Agricultural Planning (held in Kuwait).
- Seminars: - In Kuwait "Surplus Funds of Arab Oil Producing Countries", and
- in Libya "Administration of Petroleum Resources in Arab Countries."

During the current academic year (1974-75) the following short term courses and seminars are scheduled to take place:

- Courses on: - Project Analysis (to be held in Kuwait). This course is organized in cooperation with the Economic Development Institute of the IBRD, the Kuwait Fund for Arab Economic Development and the Arab Fund for Economic and Social Development.
- Demography and Population Policy (to be held in Jordan) in cooperation with the UNFPA and the Jordanian Government.
 - Agricultural Planning (to be held in Baghdad) in cooperation with FAO.
- Seminar: - Human Resources Development for the Gulf Area (to be held in Bahrain).

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-Multinational Arab Corporations and their Role in Arab Economic Integration (held in Cairo) in cooperation with the Council for Arab Economic Unity and the National Planning Institute in Egypt.

2. Advisory Services

In the last two years advisory services by the international experts of the Institute have been concentrated on the various Agencies of the Kuwaiti Government. These experts have also extended their assistance to the Governments of Bahrain and Abou Dhabi at their requests. The limited number of available international staff and their pre-occupation with training activities inhibits the expansion of advisory services to encompass all the participating countries.

3. Research

Some ten research papers have been prepared by staff members of the Institute but these fall short of expectations partly because of the shortage of research assistants. At their meeting in May 1974 the Board of Trustees of the Institute decided to establish a Centre for research which will concentrate on problems of Arab economic cooperation, integration and employment. Two graduates from the Institute were offered grants to continue for another year at the Institute in order to be trained as research workers.

III. UNDP Inputs

For the period 1972-1976 UNDP assistance amounts to US \$ 1,143,500 of which \$ 1,022,500 is for expert services, \$ 96,000 for fellowships, \$ 10,000 for equipment and \$ 15,000 for miscellaneous.

IV. Governments contribution

The participating countries' contribution equivalent to U.S. Dollars 8,701,000 covers the cost of counterpart professionals, administrative staff, training grants, equipment and supplies, library references and construction of buildings, for the Institute and hostels for the trainees.

It is to be noted that of the \$ 8,701,000 governments' counterpart contribution, \$ 6,081,000 represents cost of land and new buildings to be constructed at the expense of the host country, Kuwait. The remaining \$ 2,620,000 represents the contribution of the member countries of which two thirds represents the contribution of Kuwait alone and the rest is divided among the other participating countries.

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There has been some delay in filling the vacant counterpart positions. Early in 1975 appreciable progress was achieved in filling these posts.

V. Future of the Project

UNDP has accepted in principle to continue its assistance to the Institute for another five years' duration after which it is envisaged that the Regional Institute will become a permanent training and research establishment supported entirely by the participating governments. An evaluation mission will be mounted in 1975 to propose ways and means of enhancing the services being offered by the Institute. The UNDP has provisionally earmarked \$ 1,676,000 for the second phase.

The financial contribution of member countries to the second phase of the Institute as proposed by its Administration amounts to KD 3,000,000 shared as follows:

Kuwait	KD 2,000,000 (In addition to the Institute's premises)
Iraq	200,000
Lybia	200,000
United Arab Emirates	200,000
Qatar	150,000
Arab Republic of Egypt	50,000
Lebanon	50,000
Jordan	50,000
Bahrain	30,000
Sudan	30,000
Yemen Arab Republic	20,000
Democratic Yemen	<u>20,000</u>
Total	3,000,000

PART II

With regard to the Commission's resolution 4 (I), the need for vesting the regional commissions with a major role in their respective regions as well as for their greater involvement at the country level, has been stressed more recently in Council resolution 1796 (LVII) of August 1974. In its resolution, the Council requested the Secretary-General,

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in consultation with the Administrator of the United Nations Development Programme, to make the necessary arrangements allowing for the delegation of the appropriate functions of executing agency to the regional economic commissions for regional, sub-regional and inter-regional projects, financed by the Programme, in cases where such delegation is requested by the countries concerned and recommended by the Administrator of the Programme. The Council further requested the regional economic commissions to extend their cooperation to the United Nations Development Programme by participating in the planning, and, as appropriate, the implementation of relevant regional, sub-regional and inter-regional projects, and by ensuring the coordination with the Programme of their own activities, and, in particular, the activities of the United Nations Development Advisory Teams.

It is worth noting, in this connexion, that the Governing Council of the UNDP at its eighteenth session had considered the same matter and recommended that "the Administrator, upon appropriate arrangements with the United Nations, endeavour to make full use of the expertise available to the regional economic commissions by designating them as executing agencies for selected UNDP projects in their respective regions, aimed at regional and sub-regional economic cooperation, where this is recommended by the countries concerned. This was stressed further by the General Assembly resolution 3252 (XXIX) on decentralization of the activities of the UNDP, which came in line with the provision of operative paragraph 3 of the ECWA Commission resolution 7 (SI). At its 2306th plenary meeting of 4 December 1974, the General Assembly requested the Governing Council of UNDP to consider this question at its twentieth session, in particular the establishment of regional field offices of the UNDP, in liaison with the regional economic commissions, with a view to improving the programming, delivery, implementation and follow-up action of country programmes and regional and sub-regional projects (Resolution 3252 (XXIX)).

The UNDP Inter-country Programme Proposals (1975-1981)

1. The ECWA Secretariat reviewed the UNDP's First Draft of the Inter-country Programme Proposals (1975-1981) for the Europe, Mediterranean and the Middle East regional and presented its comments thereon. Also the ECWA Secretariat re-examined its own proposals in the light of the interchange of viewpoints with UNDP, the United Nations Headquarters and other interested parties. The result of this review has been the submission to UNDP in October 1974 for their consideration of nine regional projects of which three are ongoing projects. Copies of these projects were transmitted to all the Governments of the ECWA and are also attached to this Report.

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2. Early March 1975 ECWA received from UNDP the more definitive version of the Regional Programme for the Europe, Mediterranean and the Middle East region covering the period 1 January 1975 through 31 December 1981. In this version of the Regional Programme Proposals, eight out of the nine project proposals submitted by ECWA were included.

3. As UNDP has indicated in the Preface to the Regional Programme Proposals the present Regional Programme constitutes a framework for appraisal and approval of projects. For those regional projects to reach the stage of implementation, they should be studied and evaluated by the interested and participating countries. The ECWA secretariat and the UNDP would like to have the reaction of the participating countries with respect to these projects. Any substantive comments that participating countries may decide to make on each individual project, in addition to their support, will assist in the elaboration and finalization exercise, that is, in the preparation of the project document.

4. In the course of their evaluation of these projects the governments might propose modifications in the write-up or propose altogether new project proposals. Of course, projects in the present Regional Programme that do not receive sufficient government support will not be pursued. It is, therefore, to be emphasized that the initiative rests with the governments and that the ECWA Secretariat stands ready to assist whenever called upon by the governments. Herebelow are brief comments on each of the project proposals included in the Annex of this Report which may assist governments in their follow-up action. These comments should be reviewed along with those in the UNDP document containing the entire Regional Programme Proposals dated January 1975 and which was distributed to all the governments through the respective offices of the Resident Representatives.

5. The Arab Institute for Economic and Social Planning, Kuwait. This is an ongoing project. The Executing Agency responsibility has been partially decentralized to ECWA by the United Nations in New York. Complete decentralization will be sought. The project will enter into its second phase in September 1976 and it is hoped that all the ECWA Member States will participate on that occasion. An evaluation mission will be mounted sometime this year to lay down certain guidelines and policy directives for the second phase. The UNDP has provisionally earmarked \$ 1,675,000 for the second phase.

6. Advisory services in Transport and Communications. This is an ongoing project which started in August 1974 following the completion by two consultants of a Survey of the Transport Situation in the ECWA region.

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This survey is being finalized at ECWA and will be available to governments soon. The post of the regional adviser itself has been extended by UNDP till the end of February 1976. ECWA feels that further extensions for a period of two or three years is necessary in view of the importance to the region of the services of an adviser in this field. However, the support of the governments who are the real beneficiaries of these services is necessary.

7. Project for Public Finance and Administration (PROPFAD). This is an ongoing project which has been financed from the United Nations regular programme. It provides training and advisory services to three countries in the region, namely, Democratic Yemen, Oman and Yemen Arab Republic. The project is attached to the ECWA Secretariat which provides substantive and administrative support. For the second phase, which begins from 1 January 1976, UNDP has set aside one million dollars. The final UNDP approval to finance this second phase and for ECWA to maintain the close links with the project as at present will depend on positive governmental support. It is, therefore, suggested that the governments concerned take immediate action in this respect.

8. Investment Opportunity Identification, Formulation and Follow-up Programme. In the UNDP Regional Programme this project is entitled "Identification, Preparation and Promotion of Inter-country Feasibility Studies and Investment Projects". For this project UNDP has set aside \$ 900,000 for 1975-76 and \$ 5 million for 1977-81 and has negotiated with the Arab Fund for Economic and Social Development for a counterpart contribution of \$ 5 million and has agreed to designate the Arab Fund as Executing Agency. The Arab Fund agreed to set up a Board which will be entrusted with policy directives. The Board will consist of representatives of the Arab Fund, the ECWA, the CAEU and the UNCTAD. The Project Document is being finalized and it will be circulated to interested governments in due course.

9. Development and Promotion of Tourism. This project proposal will initially involve Iraq, Jordan, Lebanon and Syria. Gradually, possibilities for co-operation involving other countries in the region will be explored, particularly between the Democratic Republic of Yemen and the Yemen Arab Republic. In the meantime, ECWA would like to receive the reaction of the governments concerned. ECWA will also seek the views of the Arab Tourism Union with a view to establishing the modalities for implementing the project. UNDP set aside provisionally \$ 75,000 for the purpose of launching the project upon receipt of the necessary government support.

10. Regional Housing and Building Materials Research and Training Centre. This project proposal involves all twelve countries in the ECWA region. UNDP has set aside for planning purposes one million dollars for the period 1977-81.

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UNDP has been assisting the Governments of Iraq and the United Arab Emirates in this field. The results and findings of these and similar projects in the region will be appraised and will have a direct bearing on the present proposal. In the meantime, the governments are invited to provide ECWA with their comments and suggestions.

11. Programme for Training in Computer and Related Management Sciences. This project proposal involves all twelve countries in the ECWA region. It is ECWA's understanding that Syria may sponsor and promote this project on a regional basis. Pending the establishment or expansion of facilities in the region, UNDP set aside provisionally an amount of \$ 150,000 for 1975-76 which will be used subject to the support of the governments concerned, partly to enable the International Computer Education Centre in Budapest, a UNDP-supported Institution, to give initial training assistance to the countries of ECWA. However, the ECWA secretariat believes it is essential to establish a regional institution in one country of the region such as Syria to cover the needs of the region. The governments are, therefore, invited to consider this proposal and advise ECWA of their reaction.

12. In-service Training Programme at ECWA. This project proposal offers an opportunity to government officials from Bahrain, Oman, Democratic Yemen and Yemen Arab Republic, to be trained in research in any of the ECWA's seven substantive Divisions by participating in the work of the ECWA secretariat. It is proposed that government officials from the above-mentioned countries will be offered fellowships funded by UNDP. Other governments are invited to benefit from the ECWA facilities at their own expense. Notwithstanding the obvious benefits obtained from this proposal, UNDP was not able to include it in its Regional Programme. UNDP explained that their position was guided by the policy of avoiding the sponsoring of block allocation fellowships. However, there is no objection to the use of the country IPF for the above-mentioned purpose.

13. The ECWA secretariat is interested in at least two other projects which appear in the UNDP document on "Regional Programme Proposals" 1975-1981. The first is the Assistance to the Council of Arab Economic Unity (CAEU) Cairo. The objective of the project is to strengthen the capability of the CAEU secretariat in developing its programme in support of economic integration and trade promotion in the region. A two-year project was approved starting August 1974 and for which \$ 334,700 was allocated by UNDP. The Council has requested the continuation of UNDP assistance for a second phase. Accordingly, a provisional amount of \$ 1.5 million over a period of five years was set aside by UNDP.

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In view of the mutual benefits derived from closer ties and cooperation between the CAEU and the ECWA, it will be of common interest if ECWA and CAEU could work out some arrangements to ensure as much participation of ECWA as possible in the successful implementation of the second phase.

14. Multilateral Trade Negotiations. This project will assist the member governments of ECWA in (a) identifying problems affecting their current and potential exports; (b) determining the possibilities for negotiations of the most favourable trading arrangements; and (c) co-ordinating where necessary the negotiating positions of these countries. The project has been approved and \$ 248,000 were allocated by UNDP for a period of 12 months starting in January 1975. UNCTAD and ECWA are cooperating in executing this project.

UNDP Inter-country Programming 1977 - 1981

Project Title : The Arab Institute for Economic and Social Planning - Kuwait. Phase II.

Participating countries:

Ten countries are currently participating in this project.

Project duration:

Five years beginning September 1976.

Governments' Counterpart Agency:

The Board of Trustees of the Institute.

Executing Agency:

ECWA

Date of submission:

May 1974

Project starting date:

September 1976

Government contribution:

To be worked out later.

UNDP contribution:

US dollars 3,000,000

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification for the project

There is a critical shortage of trained planners in all fields of development in the ECWA Region. It will take several more years to meet present demands as well as future requirements in this field.

The Arab Institute for Economic and Social Planning, Kuwait, was established in early 1966 by the Government of Kuwait with assistance from the United Nations Development Programme (Special Fund). As from September 1972, the Institute was transformed into a regional project in which the following countries are participating: Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Sudan, United Arab Emirates and Yemen Arab Republic. The duration of the regional project is four years, and the UNDP contribution for this phase (1972-1976) is US \$ 1,143,500, see REM/71/300/B/01.

It is envisaged that, in due course, the Regional Institute will become a permanent training-cum-research establishment supported entirely by the participating governments. Meanwhile, it is considered desirable that the Institute continue to be maintained under UN/UNDP auspices for another five years beginning September 1976.

Those closely associated with the work of the Institute have expressed the view that training in social planning and social development needs to be intensified in future programming of the Institute. Various suggestions have been made in this regard. One view is that the terms of reference of the Institute should be modified in the direction of larger participation in fields

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related to social planning and social development. Another approach favours the creation of a Centre for training and research in social development and attaching it to the Institute. ECWA is, at present, considering the relative merits and demerits of these and other alternatives. It seems clear, however, that adequate provision should be made in future for some expansion of the Institute's activities in the field of social development without curtailing its present activities in the field of economic development.

B. Institutional framework

At the country level, most of the countries are committed to systematic development planning, so that there is a framework within which to assess the need for trained planners and to plan for their training. At the multi-national level, there is a steady movement towards regional economic co-operation, notably through the Council for Arab Economic Unit.

C. Provision for government follow-up

Follow-up action on the activities of the Institute will normally be the responsibility of the Governments concerned. The action to be taken will naturally vary from country to country.

D. Other related activities

UNDP is already assisting various activities which are broadly related to this project. In the field of general development planning, apart from the Arab Institute for Economic and Social Planning in Kuwait, there are the Planning Institute for Economic and Social Development in Damascus and the Advisory Team for Development Planning and Execution in Iraq.

II. OBJECTIVES OF THE PROJECT

A. Long-range objective

The long-range objective is to promote the economic and social development of the countries served by ECWA through the provision of top-level planners trained in their own countries.

B. Immediate objective

The immediate objective is to provide training and research facilities, on a regional basis, to all governments of the region in all aspects of planning and plan implementation in the context of the countries' general development strategies, and as part of their specific plans for economic and social development.

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III. WORK PLAN

A. Description of project activities

The Institute will continue to provide training for officials of governmental agencies and other institutions responsible for economic and social planning and plan implementation in order to overcome the shortage of trained personnel in these fields. The Institute will also undertake research activities and render advisory services in the fields of economic and social development as required.

The Institute's training programme will consist, as now, mainly of annual training of approximately nine months' duration covering courses in general development planning, development economics, social planning, statistics, national income analysis, national accounts, project evaluation, financial planning, industrial planning, educational and manpower planning and administrative aspects of planning and implementation.

In addition, the Institute will conduct special training programmes in selected subjects of economic and social planning for persons occupying positions of senior responsibility in public and business life and provide advisory services on particular problems of planning and plan implementation in the participating countries.

B. Location of the project

Kuwait (as at present).

C. Description of UNDP Inputs

Subject to the end-of-project review expected in 1975, it is suggested that UNDP earmark approximately US \$ 3,0 million for the Institute for the five-year period beginning September 1976, as detailed below:

- Ten experts, each for 5 years (600 m/m)	US\$ 2,400,000
- Consultants (36 m/m)	120,000
- Fellowships	150,000
- Miscellaneous	330,000

Total US\$ 3,000,000

D. Description of Government Inputs

To be worked out later, in consultation with the participating governments, after initial UNDP reaction to the ECWA proposal is known.

Every effort should be made to persuade the Kuwait Government to initiate action on the construction of premises for the Institute and for which the Government has allocated land and the necessary funds.

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Title of the project : Advisory Services in Transport and Communications

Participating countries: All 12 countries in the ECWA region

Project duration : Two years

Government agency : The ministry of ministries responsible for transport and communications planning in the countries served.

Executing agency : ECWA

Date of submission : October 1974

Project starting date : 1 September 1975

Government contribution: Not applicable

UNDP contribution : US \$ 90,000

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification for the project

Although Western Asia has long been regarded as one of the main cross-roads of the world, the fact remains that, in many ways, its internal transport and communication facilities are deficient by modern standards. In nearly all the countries in the ECWA region, major inputs are needed both in physical investment and in organizational effort. This is needed not only for internal development of the countries concerned, but also for the development of economic co-operation among them. In this connexion, expert advice is required on the planning of transport and communications, and this should be available from a central office so as to facilitate inter-country co-ordination. A United Nations Regional Adviser on Transport and Communications attached to ECWA can provide this service effectively.

B. Institutional framework

At the country level, most of the countries are committed to systematic development planning, so that there is a framework within which to plan transport and communications. At the multi-national level, there is a steady movement towards regional economic co-operation, notably through the Council for Arab Economic Unity.

C. Provision for Government follow-up

Follow-up action on the advice of the Regional Adviser will normally be the responsibility of the Governments concerned. The action to be taken will naturally vary from country to country.

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D. Other related activities

UNDP is already assisting various activities which are broadly related to this project. In the field of general development planning, there are the Arab Institute for Economic and Social Planning in Kuwait, the Planning Institute for Economic and Social Development in Damascus and the Advisory Team for Development Planning and Execution in Iraq.

At the project level, an inter-country technical assistance project is under consideration for UNDP support, over the period 1975-1981, and aiming at identifying, formulating and following-up specific investment projects in a number of economic sectors of particular interest to the ECWA region, including that of transport and communications. The present project of advisory services is expected to be closely co-ordinated with that project, during its period of implementation.

E. Present status

UNDP has already approved project REM/72/053/A/01/01 which comprises a survey of transport and communications situation in the ECWA region and the assignment of a Regional Adviser on Transport and Communications for one year. The survey is in progress by two consultants and is expected to be completed by end October 1974. The Adviser has taken up his duties in Beirut on 1 September 1974.

F. Proposal

The findings and recommendations of the UNDP consultants will be useful to identifying areas for further development of the transport and communications sector in the ECWA region. The services of a Regional Adviser on Transport and Communications will be required to advise ECWA as well as the countries concerned on the implementation of the relevant recommendations. UNDP is, therefore, requested to provide funds for the services of the Regional Adviser on Transport and Communications for a further period of two years beginning 1 September 1975.

II. OBJECTIVES OF THE PROJECT

A. Long-range objective

The long-range objective is to promote the economic and social development of the countries served by ECWA by the improvement of their transport and communications facilities.

B. Immediate objective

The immediate objective is to provide advisory assistance to interested Governments of the region on selected aspects of the planning of transport and communications in the context of the countries' general development strategies, and as part of their specific plans for economic and social development. The advice provided may relate not only to the transport and communications within each country, but also to that between the countries and between them and the rest of the world.

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III. WORK PLAN

A. Description of project activities

The Regional Adviser will be expected to:

1. Advise and assist Governments, in co-operation with ECWA staff and the appropriate United Nations experts in the field, in all matters pertaining to transport and communications planning, including the co-ordination of programmes in the transport and communications sectors with the overall plans;
2. Promote co-ordination among countries in the ECWA region with respect to transport and communications programmes and legislation;
3. Promote the transfer and adaptation of knowledge and experience in transport and communications;
4. Advise and assist in the preparation of Government requests for assistance from the United Nations Development Programme (UNDP) and in the execution of UNDP projects in the field of transport and communications, especially those concerned with identification, formulation and follow-up specific investment projects;
5. Participate in seminars, symposia or conferences;
6. Train nationals of the countries concerned who are from time to time assigned to work with him in the activities listed above.

B. Location of the Project

The Regional Adviser will be based in ECWA (Beirut) but will carry out short-term missions in the countries served by ECWA at the request of their respective Governments. The duration of a mission will not, under normal conditions, exceed two months in any one country.

C. Description of UNDP inputs

One Regional Adviser on Transport and Communications, for two years, estimated to cost US \$ 90,000 at US \$ 45,000 per year.

D. Description of Government inputs

Governments will be encouraged to assign counterparts to work with the Regional Adviser during his country missions, although this will not normally be made a pre-condition.

During country missions, the host Government will be expected to provide the Regional Adviser with secretarial services, office facilities and local transport.

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<u>Title of the project</u>	: Regional Project for Public Finance and Administration in Beirut -- Phase II - 1976-1980.
<u>Participating countries</u>	: Democratic Yemen, Oman and Yemen Arab Republic
<u>Project duration</u>	: Five years (1976 - 1980)
<u>Government agency</u>	: Ministries of Finance in the three participating countries
<u>Executing agency</u>	: ECWA
<u>Date of submission</u>	: October 1974
<u>UNDP contribution</u>	: US \$ 2,200,000

I. BACKGROUND AND SUPPORTING INFORMATION

A. Establishment of the current project

The United Nations Project for Public Finance and Administration in Beirut (PROPFAD) is the outcome of the United Nations General Assembly Resolution 2803 (XXVI) of 14 December 1971 aiming at "supporting country programmes of the least developed countries among the developing countries as well as regional and sub-regional programmes of special interest to these countries".

PROPFAD was officially established in November 1972 for a duration of four years as a first phase. It started its operation on the first of March 1973. It is financed entirely from the United Nations regular programme budget. However, it is not known at present whether this source of finance will be available for Phase II which will start from 1 January 1976.

B. Main objectives

PROPFAD is to serve mainly the Yemen Arab Republic, the Democratic Republic of Yemen and the Sultanate of Oman. Its main tasks are:

- a) to develop through training an adequate and qualified local cadre in the field of Public Finance; and,
- b) to provide necessary advisory services on fiscal problems facing the countries concerned upon the request of the interested Governments.

In discharging its responsibilities, PROPFAD has envisaged three main activities:

1. Training programmes

These include:

- a) training programmes to be carried out in Beirut for the training of senior Government officials in the field of public finance;

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- b) training programmes carried out in the capitals of the countries concerned for the training of middle and junior Government officials.

2. Advisory services

These services are provided on Government request to deal with specific problems as well as to study the existing fiscal structure in order to suggest improvements or to meet new needs.

3. Research facilities

These facilities aim at supporting mainly the training programmes and the advisory services. Case studies may be undertaken at the request of Governments within the limits of the Project's resources. The setting up of an appropriate library in the field of public finance is one of the main facilities sought in this connexion.

C. Main PROPFAD activities during the period March 1973 to September 1974

The activities undertaken by PROPFAD since it became operational were as follows:

1. The Beirut-based training programmes

- a) The first Beirut-based training programme commenced on 8 January 1974 and was completed by 28 February 1974. Participants from the three countries of the region received a concentrated and varied programme of training in courses which included: Fundamentals of Public Finance, Government Budgeting, Public Revenues, Oil Revenues, Taxation, Public Debt, Tax Administration, Public Utilities and Enterprises, Fiscal Policy and Government Accounting.

In order to give the participants an insight into the practical side of public finance, seminars and workshops, field visits to the pertinent departments of the Ministry of Finance and the "Cour des Comptes" of the Government of Lebanon were arranged.

As provided in the PROPFAD budget, five participants from each of the Yemen Arab Republic, the Democratic Republic of Yemen and the Sultanate of Oman attended the Beirut-based programme. Moreover, five participants from the United Arab Emirates joined also but at the expense of the Government of the United Arab Emirates.

- b) The second Beirut-based training programme is planned to start on 22 October 1974 and to last through December 20, 1974. The courses to be given are basically the same as those of the first programme except for one additional course on Government Stores and Purchases and an elaboration on the course of taxation to include problems of International Taxation. Workshops, seminars and field visits will also be conducted.

As in the first training programme, five participants from each country and five additional ones from the UAE, will attend the second training programme.

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It is noteworthy here to state that other Governments also have expressed keen interest in PROPFAD training programmes namely Bahrain, Qatar and Libya.

2. Country-based training programmes

Country-based training programmes in Aden, Muscat and Sana'a have been arranged after due consultations with the officials concerned in the respective countries. Time, duration and topics of these programmes will be as follows:

<u>Period</u>	<u>Location</u>	<u>Topics</u>
18 January to 27 February 1975	Aden	Introduction to Public Finance, Government Budgeting, Government Accounting and Taxation
15 February to 31 March 1975	Muscat	Introduction to Public Finance, Government Accounting
5 April to 15 May 1975	Sana'a	Government Budgeting, Government Accounting, Government Stores and Purchases

3. Advisory services

Upon the request of the Governments concerned, PROPFAD has rendered advisory services in the fields of Government Budgeting, Customs and Fiscal Control.

4. Research facilities

PROPFAD is building up a library on public finance in general and data and reference material on the countries concerned in particular as well as on other countries at a comparable stage of development. The Project's library is being supplied with materials so as to make it useful to all research work to be made on the fiscal and financial systems of the countries in the area.

D. Justification for the Project - Phase II

PROPFAD's experience since it became operational, although based on a relatively short period, indicates clearly and without any doubt that there is a dire need for a continuous flow of technical assistance in the field of Public Finance in the three participating countries as well as in some others. It is understood that training Government officials in a country cannot give its fruits until an adequate number of these officials have been trained and prepared to take on the new tasks required of them within the context of the economic development effort of the country. The budgetary constraints of PROPFAD affecting the number of trainers that can be accepted from each country and the number of training programmes in Beirut or in the capitals of the region

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and affecting the advisory assistance that can be provided are real handicaps to the extent to which the project can make an effective contribution. In other words, the Project cannot meet the training requirements of the countries concerned nor render the advisory services already requested without the expansion of its budget and the extension of its duration through a second phase lasting five more years.

II. OBJECTIVES OF THE PROJECT

The objectives of Phase II of the Project will be similar to those under Phase I as described above.

III. WORK PLAN

A. Description of Project activities

PROPFAD will continue to operate along the lines established for the first phase. However, it is proposed that during Phase II:

- a) two additional experts will be recruited, one in Government Accounting and the other in Customs Administration. The need for the services of these two experts has been prompted by the continuous request for advisory services in the field of Government Accounting and Customs Administration; and,
- b) doubling the number of trainees who will be admitted from every country or doubling the number of training programmes to be given in Beirut.

The details of the Work Plan will be worked out for each year to reflect the immediate needs of the participating countries.

B. Description of UNDP input

An allocation of \$ 2,000,000 is requested to cover the pro-forma cost of the project for a second phase of five years as indicated below:

PROPFAD Project Budget for Five Years (in U.S. \$)

<u>Title</u>	<u>Duration m/n</u>	<u>Estimated cost in US dollars</u>
Director/Project Manager	60	200,000
Expert in Public Finance	60	200,000
Expert in Government Budgeting	60	200,000
Expert in Accounting	60	200,000
Expert in Tax Administration	60	200,000
Expert in Customs	60	200,000
Consultancies	36	120,000
Fellowships	-	600,000
Miscellaneous	-	280,000
Total		<u>2,200,000</u>

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<u>Title of the project</u>	: Investment Opportunity Identification, Formulation and follow-up programme
<u>Participating countries</u>	: All 12 countries in the ECWA region
<u>Project duration</u>	: Five years
<u>Government agency</u>	: The Board of Trustees of the Programme
<u>Executing agency</u>	: ECWA
<u>Date of submission</u>	: October 1974
<u>Project starting date</u>	: 1 January 1976 (with pre-project preparatory activities during 1975)
<u>Government contribution</u>	: (To be worked out later)
<u>UNDP contribution</u>	: \$ 3,675,000 (plus pre-project preparatory assistance in the amount of \$ 15,000)

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification for the project

The ECWA region is endowed with many favourable characteristics, such as a homogeneous population, excellent geographic location, abundant but unevenly distributed natural and financial resources and relatively low population pressures. Despite these favourable characteristics, the region, as a whole, faces major development problems. These problems can be broadly categorized as land-and resources-related, labour-related, infrastructure-related, service-related and capital- and technology-related. ECWA faces serious challenges in the solution of these problems.

A major obstacle to the rapid development of this region is the scarcity of well-conceived and adequately studied projects for implementation. Another obstacle, equally serious, is the paucity of trained and skilled people, in both fields of technological know-how and managerial expertise. The constant outflow of the talented human resources, locally termed as "brain-drain", is a great loss to the region.

The unprecedented accumulation of oil wealth in the region provides a unique opportunity to get things right. The abundance of investment funds, however, is not matched by the flow of sound project ideas. The UN system in general, and ECWA in particular, has an obligation to suggest ways and means to channel the very large capital resources into worthwhile productive investments conducive to the development of the region.

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The existing inter-governmental institutions in the region, by and large, provide forum for discussion - at the appropriate political and technical levels - of the issues related to economic and social development. Likewise, the existing international institutions offer some scope for advisory assistance and the training of personnel needed for development.

The fact remains, however, that there are very few institutions or agencies in the region, with the requisite expertise capable of: i) identifying investment opportunities, especially those that have regional or sub-regional implications; ii) convert them into attractive projects with good investment potential by conducting the necessary pre-feasibility studies; and, iii) following-up and promoting these investment opportunities with the local potential investors, on the one hand, i.e., private, governmental and inter-governmental financing and/or investment institutions and with prospective suppliers of the required resources from abroad, namely, technological or managerial know-how and especially expert outlets. Thus, a strong case exists for carrying-out the programme of those pre-investment activities referred to above, under UN/UNDP auspices, by teams of experts in those economic fields deemed to be most promising for the region and within the framework of multi-and inter-disciplinary teams of experts under the managerial and co-ordinating responsibility of a Programme Manager. It is further expected that subsequent efforts in project research and studies, especially full-fledged feasibility studies bankable and engineering reports, will be taken over by the potential investors interested in the projects. Expert services and technical facilities under the Programme remain, however, available to them at request, within the framework of co-operative arrangements to be worked out on a case-by-case basis.

Because of the basic project-orientation of the Programme, as indicated above, it is expected to obtain co-operation from financial and/or investment institutions: IBRD, the Arab Fund for Economic and Social Development and other Funds recently established in the region, as well as national development financial or investment institutions of individual member countries.

B. Institutional framework

Most of the countries of the ECWA region are committed to systematic development planning and have established national framework within which to prepare specific development projects. In addition, a number of national or regional financing institutions have recently been, or were established, to deal with development financing, especially that involving Arab economic co-operation. These are, among others, the Kuwait Fund for Arab Economic Development, the Arab Fund for Economic and Social Development and the Abu-Dhabi Fund for Arab Economic Development. There is, in addition, a steady movement towards regional economic co-operation, notably through the Council for Arab Economic Unity.

Therefore, the present institutional framework is believed to be adequate as far as investment projects are concerned, either at the national or inter-country levels.

C. Provision for Government follow-up

Action on the activities carried out and advice and recommendations formulated under the Programme will normally be the responsibility of the Governments concerned. The action to be taken will naturally vary from country to country.

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D. Other related activities

UNDP is already assisting various activities which are broadly related to this project. In the field of general development planning, there are the Arab Institute for Economic and Social Planning in Kuwait, the Planning Institute for Economic and Social Development in Damascus and the Advisory Team for Development Planning and Execution in Iraq, the Centre for Industrial Development and Studies in Riyadh, etc.

II. OBJECTIVES OF THE PROJECT

A. Long-range objective

The long-range objective is to promote the economic and social development of the countries served by ECWA with the means and resources at their disposal.

B. Immediate objective

The immediate objective is to provide operational and advisory assistance to all Governments of the region in the preparation of development projects - in particular the identification of investment opportunities and the preparation of pre-feasibility studies - in the context of the countries' general development strategies, and as part of their specific plans for economic and social development. The assistance provided may relate not only to development within each country, but also to that between the countries within the region, as appropriate.

III. WORK PLAN

A. Description of project activities

The basic function under the Programme would be to constantly survey the development problems and needs of the region, identify development opportunities, prepare prefeasibility studies, undertake project evaluations, study joint venture schemes, and, in principle, look into all aspects - legislative, co-operative and organizations in nature - which are essential to the success of development plans and projects, and to follow them up with interested financing and investment institutions. In doing so, it will, of course, study and present the alternatives and the options available to the Governments for investment or policy decisions. During its initial stage, the Programme will concentrate on projects in three particular economic sectors, namely, Agriculture, Industry and Transport and Communications, which are considered to be more promising for the region. Furthermore, the Programme could play an important role by providing common grounds to all substantive sections and divisions within ECWA, making available to them development ideas and presenting them with challenges and obtaining from them, in return, research findings which could be very revealing, indeed. This process of interaction between ECWA's Work Programme and this Programme would be of vital importance to the success of both.

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The Programme could also offer training facilities (on-the-job-training) to the extent its resources would permit, to Government officials of the member countries.

Finally, the Programme will maintain a roster of all Arab scholars and scientists who work in the Arab countries and abroad with a view to drawing upon their expertise as required.

B. Organization of the Programme

The Programme will consist of four components as follows:

1. A Programme Management and Co-ordination Unit. To be composed of:

- a Programme Manager/Senior Economist or Engineer; and,
- an International Trade Expert.

2. An Agricultural Development Team. To be composed of :

- a Team Leader/Agro-economist or engineer;
- a Food Production Agronomist;
- a Water and Land Use Expert; and,
- an Agricultural Marketing Expert.

3. An Industrial Development Team

to be composed of:

- a Team Leader/Industrial Economist or Engineer;
- a Petrochemical Industrial Engineer;
- an Expert in Engineering Industries; and,
- an Industrial Marketing Expert.

4. A Transport and Communications Development Team

to be composed of:

- a Team Leader/Transport Engineer or Economist;
- a Civil Engineer/Road and Port Design;
- a Shipping Services Expert; and,
- a Telecommunications Engineer.

In addition to the experts listed above, a consultancy fund is provided to the Programme, and placed under the supervision of the Programme Manager, for supplementing the three substantive teams with the necessary technical expertise as needs arise.

Likewise, a fellowship fund is provided to the Programme, for in-service training of Government officials of the member countries.

C. Location of the Programme

The experts and consultants assigned to the Programme are to be stationed at ECWA, Beirut. They are expected, however, to travel quite extensively in the region, as required by studies to be made on the spot or for consultation

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with Government and inter-government agencies and institutions, especially for the purpose of elucidating their interest in the investment opportunities involved.

D. Description of UNDP contribution

Annual cost
\$

1. Programme Management and Co-ordination Unit

a) Project personnel

- Experts

. Programme Manager	50,000
. International Trade Expert	45,000
. Consultant (Pool of 48 m/n)	120,000

- Administrative Support Personnel 10,000

b) Training : Fellowships 25,000

c) Equipments 5,000

Sub-total 255,000

2. Agricultural Development Team

Project personnel - Experts

. Team Leader/Agro-economist or Engineer	45,000
. Food Production Agronomist	40,000
. Water and Land Use Engineer	40,000
. Agricultural Marketing Expert	35,000

Sub-total 160,000

3. Industrial Development Team

Project Personnel - Experts

. Team Leader/Industrial Engineer	45,000
. Petrochemical Engineer	45,000
. Engineering Industries Expert	35,000
. Industrial Marketing Expert	35,000

Sub-total 160,000

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<u>4. Transport and Communications Development Team</u>	<u>Annual cost</u>
	\$
. Team Leader/Transport Engineer or Economist	45,000
. Civil Engineer/Road and Port Design	35,000
. Shipping Services Expert	45,000
. Telecommunications Engineer	35,000
Sub-total	<u>160,000</u>

<u>Recapitulation</u>	<u>Annual cost</u>
	\$
1. Programme Management and Co-ordination Unit	255,000
2. Agricultural Development Team	160,000
3. Industrial Development Team	160,000
4. Transport and Communications Development Team	160,000
Grand total per year	<u>735,000</u>
or, estimated UNDP total contribution over the 5-year project duration:	\$ 3,675,000

E. Description of Government inputs

To be worked out later, after initial UNDP and Governments' reactions to this project.

Efforts will be made to persuade financing and investment institutions in the region, at both national and regional levels, to enter in co-operation with ECWA to share the costs of this Programme, especially those related to local facilities and services.

IV. UNDP PRE-PROJECT ASSISTANCE

It is requested that UNDP make available to ECWA the services of an expert for 3 months, during 1975, to prepare a detailed Project Document as outlined above. The expert will make a broad survey of the existing facilities in the region, with a view to making recommendations on co-ordinating the Centre's activities with those of the existing institutions.

The expert will be expected to visit, if necessary, all countries of the region in order to obtain first-hand information which is otherwise not available, and in particular, to explore the co-operative arrangements that could be suggested to enlist the interest of national and regional financing and investment institutions in the Project.

The cost of the expert for 3 months, including travel costs within the Region, is estimated at US \$ 15,000.

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Title of the project : Development and Promotion of Tourism
Participating countries : Member countries of ECWA
Project duration : Two years (1976-1977)
Government agency : The ministry or ministries responsible for the development and promotion of tourism in the countries served.
Executing agency : ECWA
Date of submission : October 1974
Project starting date : 1 January 1976
Government contribution : (To be specified later)
UNDP contribution : US \$ 75,000

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification for the project

Efforts at economic co-operation among the countries of the ECWA region have, in the past, been mainly concentrated in traditional areas of trade and industry. For various reasons, these efforts have had only limited successes. While such efforts need to be intensified in order to find more workable arrangements, other areas of co-operation should be seriously explored. A potentially promising field in this respect is tourism, which has not so far received due attention and lacks long-term planning.

While tourism has been of real economic significance for only one or two countries in the region (Lebanon and, to a lesser extent, Jordan), its full potentiality in these two countries, and in the rest of the region, remains to be explored and exploited. This potentiality is likely to be put to best use through close co-operation between the interested countries, given the rich and diversified touristic endowments of the region and the availability of other relevant complementarities.

Tourism is a priority area in ECWA's proposed work programme. In co-operation with international, regional and national bodies (both private and public), which are active in the field of tourism, the Project could be usefully directed towards assisting the countries of the region in identifying possibilities and suggesting modalities of co-operation and investment, such as offering a bundle of touristic services, and in helping to bring about the necessary collective endorsement and action. A start in this direction would involve the sub-region comprising Iraq, Jordan, Lebanon and Syria. Gradually, possibilities for co-operation in the field of tourism involving other countries in the region would be explored, particularly between the Democratic Republic of Yemen and the Yemen Arab Republic.

B. Institutional framework

At the country level, most of the countries are committed to systematic development planning so that there is a framework within which to plan the

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development of tourism. At the multi-national level, there is a steady movement towards regional economic co-operation, notably through the Council for Arab Economic Unity.

C. Provision for Government follow-up

Follow-up action on the advice and recommendations of the Project will normally be the responsibility of the Governments concerned. The action to be taken will naturally vary from country to country.

D. Other related activities

UNDP is already assisting various activities which are broadly related to this project. In the field of general development planning, there are the Arab Institute for Economic and Social Planning in Kuwait, the Planning Institute for Economic and Social Development in Damascus and the Advisory Team for Development Planning and Execution in Iraq.

II. OBJECTIVES OF THE PROJECT

A. Long-range objective

The long-range objective is to promote the economic and social development of the countries served by ECWA through the development of tourism and improvement of touristic facilities.

B. Immediate objective

The immediate objective is to provide advice and assistance to the interested Governments of the region on selected aspects of the planning of tourism development in the context of the countries' general development strategies, and as part of their specific plans for economic and social development. The advice provided may relate not only to the development of tourism within each country, but also to that between the countries and, especially, co-operation in joint efforts and organization for the promotion of tourism in overseas markets.

III. WORK PLAN

A. Description of project activities

The proposed project would:

- Study the present situation of tourism in the region or sub-region, with a special emphasis on co-operative aspects;
- Formulate action-oriented proposals for the most promising areas of co-operation and indicate feasibility studies to be undertaken, which could eventually lead to actual investment;
- Define the most appropriate modalities of co-operation and means of financing, with a special emphasis placed on possibilities of launching joint ventures involving specific countries;
- Prepare necessary legislations to facilitate the above;
- Organize seminars for senior Government officials of the sub-regional groupings of countries concerned, to prepare recommendations for joint actions in tourism development.

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B. Location of project

Beirut - Lebanon.

C. Description of UNDP inputs

- One regional adviser in tourism for an initial period of two years	US \$ 70,000
- Fellowships	US \$ 5,000
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Total ...	<u>US \$ 75,000</u>

D. Description of Government inputs

To be worked out later in consultation with the participating Governments.

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Title of project : Housing and Building Materials Research and Training Centre.

Participating countries: All twelve countries in the ECWA region.

Project duration : Five years with possibility of extension.

Government agency : The ministries or agencies responsible for the development of housing and building programmes in the countries served.

Executing agency : ECWA in association with other UN agencies involved.

Date of submission : October 1974.

Project starting date : First half of 1975.

Government contribution: To be worked out later.

UNDP contribution : US \$ 2,670,000.

I. BACKGROUND AND SUPPORTING INFORMATION

A. The population of the countries in the region is increasing at a fast rate and urban populations are multiplying at even faster rates. The new demand for housing and services created by this growth aggravate the problem of inadequate supply and community facilities.

Most of the countries of the region have given attention to housing in their Governmental structures. In Iraq, Lebanon, the United Arab Emirates and Syria, housing has a role at the ministerial level; the latter has established a Ministry of Housing during September 1974. In others, housing, as a function, is ascribed either to the Ministry of Municipalities or to Labour and Social Affairs. This attention to housing was mainly due to the expansion of their economies and the pressures of rapid urbanization.

The housing deficit in the past accumulated, mainly, in the low-income groups. Present indications are that this will continue throughout in the region. Spiralling land prices - the increased pressure on urban land - high building costs and the continuous shortage of basic building materials and the shortage of trained skilled manpower all contribute to the increase in the gap between the demand and supply of houses.

Despite the fact that large scale housing programmes are being launched in more countries of the region, there are no clear-cut housing policies. In many countries the housing schemes have resulted in failure mainly due to the lack of clear-cut short and long-term policies, inadequate government supervision, shortage of basic information and facts as regards the socio-economic conditions of families and households in the country, and, above all, due to inadequate qualified indigenous personnel.

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Additionally, the building industry in the region suffers from the lack of improvement and scientific research. Material sources for building construction are available in the region, and in certain locations, are even abundant. However, the building material industries are still at an early stage of development.

The major building products, whether they are locally produced or imported, are cement and cement-based products; asbestos-cement, steel and steel products, timber and wood products; clay products; fixed bricks, hollow-tile blocks, drainage pipes, floor tiles and roof tiles; processed sand and gravel, gypsum and lime.

As for research in building materials, none of the countries has a national research policy. The countries of the region rely on small and inadequate testing laboratories, which are preoccupied with daily routine testing of concrete, aggregate, steel, etc.

In Iraq, the laboratories of the Building Research Centre have engaged in research on stabilized earth, certain properties of bamboo, problems of burned clay bricks, and reinforced concrete and a variety of other research programmes. This Centre was founded by the Government of Iraq with the help of the United Nations, and is located at Baghdad. The United Nations has constantly collaborated in the work of this Centre and has provided technical assistance through experts.

The recommendations for a Housing and Building Materials Research Centre are of primary importance, for, without them, any hope of bringing down building costs and improvements in human settlements would have to be abandoned.

B. Institutional framework

The improvement of management in institution-building is obviously crucial to the success of attempts to produce more efficient housing and building policies. The proposed Centre should provide help in overcoming one of the worst bottlenecks, the critical shortage of personnel in some of the countries of the region capable of performing the programming tasks relevant to the housing problem. The technical universities in the region could also provide some assistance in the training programmes by organizing special courses.

At the national level, all governments concerned are committed to housing programmes and all have some sort of institutional organization set up to carry out these programmes. At the multinational level, there is a steady movement toward regional co-operation in the field of housing and building through the organization of Arab Engineers Union.

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C. Provision for government follow-up

Follow-up action on the activities under the Programme will normally be the responsibility of the governments of the region.

D. Other related activities

At the national level, UNDP is already assisting various activities which are broadly related to this project.

II. OBJECTIVES OF THE PROJECT

A. Long-range objectives

The long-range objective is to promote the economic and social development of the countries of the region by the improvement of their housing conditions and related facilities.

B. Immediate objectives

The main problems affecting housing and building research in the region are the following: limited qualified personnel, lack of interest on the part of public and private sectors, insufficient remuneration to researchers, difficulties in the provision of research equipment and, especially, lack of a national research policy. In addition, there is a lack of clear policy on the use of technologies stressing the need to develop, adopt and adapt appropriate technologies to conditions in each country.

In the countries of the region, the most important research activity, from the viewpoint of the evolution of the building materials and component industry, is to recognize the properties of available or exploitable minerals and organic material. In addition, industrial by-products, and wastes suitable for building material production, as well as the methods of their utilization, should be studied.

A more immediate objective of the Centre is to investigate the possibility of introducing new materials which can be made available and can play an important role in future construction activities. The use of petroleum by-products is an example.

Training by apprenticeship, at the work site, is a slow process which cannot, by itself, satisfy the needs of the rapidly developing countries of the region. The objective of the Centre is to aim at a programme for education and training at all levels.

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The Centre must be a permanent institution. The objective should be to deal not only with immediate problems, but with the task of constantly and continually searching for better methods of keeping pace with changes in human needs and with means of fulfilling them.

Besides the research facilities in housing and building materials, there is a need for an information centre to collect and collate all the available information on new products and building techniques.

Finally, the development of research activities in the Centre should concentrate on the improvement of existing production and erection techniques along with the concentration on training and developing of new fundamental techniques.

Therefore, the method of development should commence with the establishment of bodies concerned with investment policy, standardization, testing and quality control related to examining and improving the existing methods and techniques.

The research activities that will result from these bodies should be critically examined to ensure that they can be related to the immediate problems facing the building material industry and the most efficient use of resources available to the countries.

III. WORK PLAN

A. Description of project activities

The programme will:

1. Assist the countries in the identification of needs, establishing a schedule of priorities and formulation of policies pertaining to housing and building programme;
2. Conduct economic and social analysis with regard to above;
3. Develop and organise training programmes for the nationals of these countries in the professional, supervisory and administrative activities pertaining to housing and building;
4. Conduct economic analysis of the building industry and collaborate with design offices in the government of the region in the study of material cost, productivity and the best means for increasing the efficiency of labour and capital employed;
5. Carry on research on ways of reducing housing costs and to apply research findings in constructing experimental houses;

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6. Collaborate with local bodies engaged at the national level in research in this field and to provide services to others, especially the small and newly-independent countries, which lack resources and/or technical expertise of their own to carry out the type of work required;

7. Carry out research on the possibilities of developing and utilising local resources in the building and construction industry with the view to reducing the cost of housing and contributing to the process of economic development;

8. Study and improve the present construction practice and inspection;

9. Improve the local building codes;

10. Collect and disseminate information;

11. Improve and introduce new standards and specifications;

12. Design new building elements and forms;

13. Study new materials and basic construction material and their improvement;

14. Include new material development;

15. Make available to government departments and private builders blue-prints and explanatory matters carefully worked out from the standpoint of architecture, building techniques and economy, to improve on these three factors and make the results known as further research and experimentation indicate;

16. Study and research climatic effect on materials and architecture.

B. Location of the project

The Centre could be located in one of the countries which already has an institutional framework. In this connexion, Iraq could be considered. There is a building material research centre in Baghdad which is assisted by UNDP. From our own observation, the Government is willing to support the project. This matter could be brought up during the forthcoming Expert Group Meeting on Co-ordination of Building Research which is being held in November 1974 at ECWA. The Baghdad Centre is suggested not only because there is already an established institute, but because the climatic conditions and the new materials and customs and traditions of the country are common to all the member States.

It might also be necessary that sub-regional stations in building materials be established throughout the region under the auspices of the Baghdad Centre, keeping in view the climatic difference, patterns of living and other relevant factors.

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C. Description of UNDP inputs:

i) <u>Title</u>	<u>Duration</u> <u>m/n</u>	<u>Estimated cost</u> <u>in US Dollars</u>
- Chief Technical Adviser (Project Manager)	60	200,000
- Housing Policy and Programmes	36	120,000
- Social Researcher	18	60,000
- Economic Researcher	18	60,000
- Housing Finance	18	60,000
- Architect (low-cost housing)	36	120,000
- Structural Engineers (2)	72	240,000
- Draftsmen (2)	72	120,000
- Surveyor	12	20,000
- Expert in self-help housing	24	80,000
- Building Material Expert (3)	72	240,000
- Soil Mechanic	18	60,000
- Building legislation	12	40,000
- Librarian or Building Documentation Expert	12	40,000
- Four Foremen (each for 2 years)	96	160,000
- Consultants		100,000
	Sub-total	1,720,000
ii) - Fellowships and Training		100,000
iii) - Equipment		500,000
iv) - Miscellaneous		350,000
	Total	576
		\$ 2,670,000

D. Description of government inputs

To be worked out later */

Note: The expert posts which are for less than five years duration are to be filled by their counterparts. It is anticipated that the counterparts are to be within the region, not only nationals of the country where the Centre is located.

*/ If the location of the Centre is decided to be the Baghdad Centre, there is a new building with all laboratory facilities which has cost about \$ 4 million and more than \$2 million worth of equipment are also available in the Centre.

<u>Title of the project</u>	: Programme for Training in Computer and Related Management Sciences.
<u>Participating countries</u>	: All twelve countries within the ECWA region. The countries covered are: Bahrain, Democratic Yemen, Iraq, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syrian Arab Republic, the United Arab Emirates and Yemen.
<u>Project duration</u>	: Five years (1977 - 1981)
<u>Government agency</u>	: The Ministry of Planning and other Government agencies concerned in the countries served by ECWA.
<u>Executing agency</u>	: ECWA in co-operation with ILO and other UN agencies involved.
<u>Date of submission</u>	: June 1974.
<u>Government contribution</u>	: To be worked out later.
<u>UNDP contribution</u>	: US \$ 2.7 million.

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification for the project

A growing number of the countries served by ECWA have resorted to the use of computers and computer-based techniques in various areas with a view to accelerating the process of economic and social development. The significance of computer services are integrated data processing systems, as an effective management aid, is being increasingly recognized within both the private and public sectors in the countries of the region. However, owing to the lack of an overall policy guideline, the application of computer technology in these countries has developed in an ad hoc way and in response to individual needs resulting in a proliferation of computer hardware. The computers in operation are almost exclusively used for record keeping and those involving conventional "commercially" oriented activities. The information systems and processing methods are not yet designed and developed in such a way as to take into account total management information requirements in the process of planning, decision-making and control whether on a sectoral or overall basis. Coupled with inadequate feasibility studies and suffering from various technical and operational shortcomings, the result of such and unco-ordinated and inadequate development has been less than full utilization of the equipment capacity and less chances of the "systems" being fit for new applications.

In virtually all the countries concerned, the effective use of computer technology specifically suffers from an acute shortage of systems analysts, programmers and operators as well as a corps of technical personnel qualified in the various technical aspects of computer operation and the auxiliary infrastructural services. Similarly, there are few, if any, administrators, planners or managers, especially at the public sectors, who possess enough knowledge of the

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merits and scope of electronic data processing (EDP) and management information systems (MIS). The problem appears particularly critical when looked at in terms of future requirements for skilled manpower in systems analysis and design and programming areas. It, therefore, becomes necessary that, along with the usage of computers in various fields, greater attention should also be devoted to the development of the technical capabilities and skills required for an effective planning and utilization of this important and fast moving branch of modern technology.

On the other hand, training facilities are very limited at the local level and do not enable the countries to develop their own technical cadre in the quality and number needed in this field. Much of the training required in systems analysis, design and programming as well as for operating the equipment is provided for by the supplier of EDP equipment and is designed to meet the specific requirements of their hardware and software packages which tend to be incompatible as regards languages and other specific features.

In view of the gravity of the problems highlighted above and in the light of growing future requirements, it is necessary that assistance be provided at the regional level to augment national efforts. UNDP assistance, in the form of advisory services, is being provided to an increasing number of the countries in the region. However, owing to increasing budgetary constraints, the continuity of such services at the required level may not be ensured in the future. Arrangements at the regional level must be made to meet such an eventuality. Moreover, it is necessary that along with this a wide range of training programmes in the area of information systems and data processing technology and their potential should be developed at the regional level and made available to all the countries served by ECWA. It is, therefore, proposed to establish in 1977 a regional programme for advisory services and training in computer and related management sciences. The proposed programme which will be carried out by a roving team, would be charged with developing and organizing appropriate training programmes, materials and methods aimed at meeting present and future technical manpower requirements of the countries in this field. Along with the training activities to be conducted at the national and multinational levels, the project will also render advisory services on various aspects of computer uses and management services as would be requested by Governments in the countries in the region. The advisory services and training programmes envisaged under the proposed project would supplement such activities carried out at the national level.

B. Institutional framework

The project will, in co-operation with ILO, ECWA, national and regional centres and institutes of management and administration as well as colleges and universities, develop standards and training curricula in all related EDP areas. The project will establish close links with the national computer centres in the countries of the region in order to closely follow up the developments of computer application, give necessary advice and develop the type of training programme required.

C. Other related activities

The proposed project is an extension, at the regional level, of the necessary assistance that is being provided to the countries of the region, through the specialized bodies of the United Nations system and other international organizations, in order to develop their capabilities in the use of information systems and EDP techniques.

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II. OBJECTIVES OF THE PROJECT

A. Long-range objectives

The objectives of the project are:

1. To develop an adequate and qualified technical cadre capable of identifying local needs as outlined above and making an effective use of this fast moving technology consistent with national development goals and objectives;
2. Provide the institutional basis for assistance to be offered at the regional level to supplement national efforts made to meet the growing need for trained systems analysts, data processing managers, programmers, operators and other auxiliary technical skills required for an effective operation and maintenance of EDP equipment.
3. To work towards standardizing and harmonizing regulations and practices pertaining to the use of computer technology leading to regional co-operation in this field and to offer advice on co-ordinating national policies to this effect;
4. To serve as a data bank operating in storing and retrieving data and information of use to national and regional bodies.

B. Immediate objectives

The immediate objectives of the project are:

1. to determine the manpower requirements at the national level, assess training needs at various levels and to organize appropriate training courses which will impart knowledge to the participants in EDP technology and associated management sciences;
2. to provide planners, administrators, managers and others concerned with continuing management appreciation and orientation courses, to be held in Beirut and in the countries of the Region, on the role of information systems in planning, decision-making, control and evaluation;
3. to sponsor high level technical courses in computer operating systems, data bank organization, training in highly specialized EDP subjects, complexity of languages, advanced COBOL, etc.;
4. to assist in the development of national educational programmes in the field and in establishing standards aimed at improving the professional competence of EDP personnel;
5. to develop teaching material for the training of the specialized skills needed and to conduct research on printing in Arabic, use of Arabic compilers and translators, standardization of the Arabic languages, establishing standards definition for EDP terms, etc.;
6. to render advisory services on developing national policies regarding the use of computers and computer-based techniques to accelerate the process of economic and social development.

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III. WORK PLAN

Description of project activities

The training programme under this project will comprise two major components:

1. A Beirut-based training programme of four to six weeks duration which will include workshops, seminars and high level technical courses for top and middle management level. It will also include general and specific training programmes to serve the needs of smaller countries and those not having adequate facilities.
2. Itinerate training courses in various participating countries for durations varying from four to six weeks depending on the requirements. Arrangements will also be made to organize such courses or programmes through joint sponsorship by a number of countries concerned.

These training programmes will be attended by participants from the computer centres, managers and administrators of government agencies and organizations as well as those involved in the immediate or potential use of EDP techniques and management information systems. The training programmes envisaged will include: (a) appreciation courses and training programmes in EDP techniques and systems for senior officials, administrators and managers; (b) fundamentals of EDP; (c) systems analysis and design; (d) economic modelling, policy options and the use of EDP techniques, etc. The appropriate number, following consultations with the Governments of the countries in the Region and the establishment of priorities.

Arrangements will be made with beneficiary Member governments to make available whatever hardware and software facilities they may have for use by the project in connexion with its training programmes as may be deemed necessary.

B. Description of UNDP input

The United Nations Development Programme will support the project for an initial period of five years by providing experts and consultants, administrative support personnel, equipment, fellowships and other related miscellaneous expenditures. An allocation of US\$ 2.2 million is requested to cover the pro forma cost of the project for the first five years as indicated in the summarized project budget.

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Project budget covering UNDP contribution

(in US Dollars)

(i) Internationally recruited experts:

<u>Title</u>	<u>Duration m/n</u>	<u>Estimated Cost in US dollars</u>
Director/Project Manager	60	200,000
Curriculum Expert	60	200,000
Management Information Expert	60	200,000
Computer Operations Expert	24	80,000
Systems Analysis Expert	60	200,000
Programming Expert	60	200,000
Operational Research Expert	48	160,000
(ii) Consultants	60	200,000
(iii) Fellowships		400,000
(iv) Miscellaneous		360,000
Total		<u>US\$ 2,200,000.00</u>

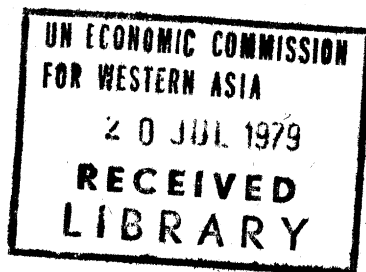
C. Description of government input

To be worked out later.



UNITED NATIONS

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ECONOMIC COMMISSION FOR WESTERN ASIA

Second Session

Beirut, 21-25 April 1975

FOLLOW-UP ACTION

ON RESOLUTIONS 3(I), 4(I) and 7(S-I), ADOPTED BY
THE COMMISSION AT ITS FIRST SESSION IN JUNE 1974
AND FIRST SPECIAL SESSION IN SEPTEMBER 1974

(Item 7 C of the Provisional Agenda)

Note: The present document is a continuation of the Annex attached
to E/ECWA/24

75-288

75-0288

Title of the project : In-Service Training Programme at ECWA

Participating countries: Bahrain, Oman, Democratic Yemen and Yemen Arab Republic.

Project duration: : Five years (1977-1981)

Government agency : Ministries entrusted with the task of the co-ordinating agency for UN activities.

Executing agency : Economic Commission for Western Asia.

Date of submission : October 1974.

Government contribution: To be calculated later.

ECWA Contribution : In kind

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification for the Project

In the countries of the ECWA region there is a shortage of adequate training facilities in research in the economic and social fields. For some countries endowed with financial resources, research institutions have been created which are still in the formation stage and depend on expatriates to a large extent. For others less endowed, like the four countries beneficiaries of this Project access to such institutions is limited and their ability to build similar ones is severely checked by the lack of financial resources.

It is very important and essential for all the countries of the ECWA region to build research oriented institutions and to train the staff required for their manning in order to assist the policy making process with sound decisions based on thorough knowledge of the problem and its ramifications.

The ECWA with its expanding organizational structure and research facilities provides an excellent place for trainees from the four countries beneficiaries of this Project to be exposed to a research programme directly relevant to their work at home. Not only will they be working on problems and issues of a national dimension but more importantly on those of a regional dimension. They will also learn about and, hopefully, introduce into their

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respective countries, the recommendations and policies emanating from the various United Nations inter-governmental bodies which have a direct bearing on the process of economic and social development.

B. Institutional framework

The In-Service Training Programme offers fellows an opportunity to participate in the work of the ECWA Secretariat. Depending on the interest and qualifications of the fellow, work can be arranged in any of the ECWA's seven substantive Divisions, namely, Development Planning Division, Industry Division, Transport, Communications and Tourism Division, Natural Resources, Sciences and Technology Division, Agriculture Division, Social Development and Human Settlement Division, and Population Division.

C. Provision for Government follow-up

The fellowships will be available to Government civil servants. Upon completion of the award, the Government concerned is expected to reinstate the trainees to a positive post where he can apply the experience gained during the award for the benefit of the country concerned.

D. Other related activities

UNDP is already assisting some activities which are broadly related to this Project. In the field of general development planning, there are the Arab Institute for Economic and Social Planning in Kuwait, the Planning Institute for Economic and Social Development in Damascus and the Assistance in Development Planning and Execution in Iraq. No one of these projects provides exclusive training in research for a period of eleven months each year within an Institution as large as the ECWA.

II. OBJECTIVES OF THE PROJECT

A. Long-range objectives

The long-range objective is to promote the economic and social development of the countries participating in this project through the establishment and development of a capacity in each country to undertake research on economic and social problems, and to familiarize the trainees with United Nations recommendations and policies and particularly with the work of the ECWA Secretariat.

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B. Immediate objective

The immediate objective is to train fellows in the study of special problems under the guidance of senior staff members in charge of particular projects within the ECWA work programme. The work programme of the ECWA is fairly broad and is aimed at studying questions of particular relevance to the region.

III. WORK PLAN

A. Description of Project Activities

It is intended to offer one fellowship each year to a qualified civil servant from each of the four participating countries. The award will be for eleven months tenable at the ECWA Secretariat in Beirut and is offered to men and women who have completed their university training in economics, sociology, or closely related fields with outstanding success and who have had in addition professional experience for a number of years preferably in government service.

In accepting a fellowship, the holder undertakes to spend full time during the eleven months of his award in the programme as directed by his supervisors in the secretariat of the ECWA. During this period, he will prepare a semi-annual progress report on the assignments he has undertaken and, at the end of his award, a fuller report on his experience during his fellowship. A maximum of two calendar weeks of leave will be granted to each fellow upon application during the course of the programme. This leave period cannot be granted at the end of the fellowship.

B. Description of UNDP Inputs

The UNDP will support the project for an initial period of five years by providing each fellow a stipend for the duration of the fellowship, plus the cost of travel to and from Beirut, plus a small amount for books. An allocation of US \$ 118,000 is requested to cover the pro-forma cost of the project for the first five years as indicated in the summarized project budget. It is proposed to start the project from 1 September 1976. However, it may be started on 1 September 1975, if financing can be made available.

C. Description of the ECWA Inputs

The ECWA contribution will be in kind and will include such overhead costs as the staff of the Secretariat, the space, the stationery, etc.

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D. Description of Government Inputs

Since fellows will be civil servants, it is understood that the Governments concerned will make arrangements for the continuation of their salaries while they are abroad. It is also understood that on completion of their programme of training in the Secretariat of the ECWA the services of the fellows will be used in government positions which will be of direct benefit to the future development of the country concerned.

Preparatory Project Budget covering UNDP Contribution

(In US Dollars)

Four Fellowships (11 man/months each)	20,000
Trainees Travel (from and to Home country)	2,600
Miscellaneous (including books, etc.)	<u>1,000</u>
Total annual budget requested	\$ 23,600
Total five-year budget requested	\$ 118,000