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**REPORT OF THE EXECUTIVE SECRETARY
ON THE ACTIVITIES OF THE COMMISSION**

**TECHNICAL COOPERATION PROGRAMME
AND REGIONAL ADVISORY SERVICES**

Activities under the Regular Programme of Technical Cooperation

Summary

This report provides an overview of the technical cooperation activities carried out by the Economic and Social Commission for Western Asia (ESCWA) that were funded by the Regular Programme of Technical Cooperation (RPTC) during 2008-2009. It complements the ESCWA report to the twenty-sixth session on the implementation of projects managed by ESCWA funded by the Development Account (E/ESCWA/26/5(Part III)/B). Additionally, the financial status of technical cooperation activities under RPTC, the Development Account and extrabudgetary resources are presented in a separate report (E/ESCWA/26/5(Part II)).

The aim of RPTC is to assist member countries by providing them, at their request, with policy advice, technical support and capacity-building activities in line with ESCWA areas of expertise, work programme and expected accomplishments. This report also summarizes the findings of internal and external evaluation exercises, based on feedback from member countries and self-evaluation of regional advisors in fulfilling their assignments. It also highlights key issues and thematic areas that need to be addressed in the 2010-2011 biennium.

This report was prepared in the spirit of enhancing and institutionalizing a culture of learning. Good practice, challenges and lessons learned from the implementation of advisory services and capacity-building activities are presented, with a view to document and strengthen knowledge-sharing and collaborative work between ESCWA and member countries and between member countries themselves.

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Introduction

1. The Technical Cooperation Section (TCS) of the Economic and Social Commission for Western Asia (ESCWA) provides policy guidance and capacity-building activities in response to requests from member countries and in line with ESCWA mandate and areas of competence. TCS activities represent the operational dimension of ESCWA work, and complement the analytical and normative work of the Commission, which is undertaken through the regular programme of work of ESCWA by the substantive divisions under the seven subprogrammes. In planning and implementing technical cooperation (TC) activities, ESCWA exerts every effort to maintain a multidisciplinary and results-based approach, and to ensure national ownership and sustainability of the services delivered.
2. TC activities are managed through the Regular Programme of Technical Cooperation (RPTC), the Development Account (DA), the Trust Fund and Extrabudgetary resources. This report is dedicated to activities implemented under the RPTC for 2008-2009.
3. The whole range of TC activities, whether through policy dialogue, capacity-building initiatives or project formulation and implementation, is geared towards strengthening partnership with key stakeholders in member countries as well as regional and subregional organizations, notably the League of Arab States, the Gulf Cooperation Council (GCC) and their subsidiary agencies. In this process, ESCWA strives to enhance the quality of its deliverables to member countries, its relevance to their needs and expectations and, hence, its convening power to rally decision makers in the region.

I. TECHNICAL COOPERATION IN ESCWA: POLICY ISSUES

4. In line with the ESCWA TC strategy, which was adopted at the twenty-fourth session by resolution 275 (XXIV) of 11 May 2005, ESCWA took a proactive approach during the 2008-2009 biennium to reposition TC activities in order to ensure that they respond effectively to the priority needs and expectations of member countries. During this biennium, ESCWA recruited six new regional advisors (RAs) with established records of expertise and regional experience in the areas of water and environment, social policies, macroeconomic policies, information and communications technologies (ICTs), social statistics and Millennium Development Goals (MDGs), and gender mainstreaming, in addition to the RA on economic statistics (national accounts). Member countries were notified about the new RAs through the TC focal points, United Nations Development Programme (UNDP) country offices and resident coordinators in member countries. Additionally, RAs have joined a number of integrated missions led by the Executive Secretary of ESCWA on official visits to member countries, which raised awareness with regard to TC services and potential for knowledge-sharing and South-South cooperation among member countries.
5. From the onset, RAs in ESCWA worked as a multidisciplinary team and interacted proactively with stakeholders in member countries in order to understand real developmental needs, articulate priorities and define plans of action for capacity development based on a strategic approach. Within the framework of policy advice they provide, RAs were also able to identify potentials for scaling-up capacity-building activities and formulate operational projects aimed at supporting RPTC resources with extrabudgetary funds.
6. ESCWA has also taken active steps to improve coordination with member countries through more frequent communications with TC focal points and by enhancing capacity-building and networking activities that target the members of the TC network, which has shown improvement in terms of coordination and follow-up at both ends, and of increased incidence of knowledge-sharing among focal points (see chapter V). The motivation and active engagement of TC focal points with ESCWA was instrumental in enhancing the quality of requests received from member countries for TC services. An increasing number of requests were noted to be well articulated, often supplemented with clear terms of reference and that reflected a holistic vision and understanding of development priority needs in their respective countries. In a number of cases, namely, Jordan, Lebanon, Oman, Palestine, Saudi Arabia, the Sudan, United Arab Emirates and Yemen, ESCWA received detailed requests for capacity-building activities at the sector and/or national levels for

2010-2011, which facilitated the planning of TC activities in ESCWA in terms of programming and resource allocation.

7. During the biennium, ESCWA organized a number of integrated technical missions to member countries in line with policy directives in order to prioritize a country focus in TC activities and ensure coherence among the different thematic areas of work. This allowed ESCWA to make strategic choices in formulating TC activities in terms of responding to requests for support at a macrolevel and in intersectoral policy formulation – national development plans and sector strategies – thereby focusing on quality assurance mechanisms and tools, which in turn highlighted the work of the secretariat (see box 1). Furthermore, a number of cross-cutting issues, such as strategic planning, monitoring and evaluation and aid coordination have emerged, particularly during 2009, as important areas requiring capacity development at national, sectoral and regional/subregional levels, based on requests received from member countries (Jordan, Oman, Saudi Arabia and the Sudan). Finally, the country focus of TC activities has resulted in the formulation of more strategic and selective capacity-building and training initiatives anchored around specific national policies that involve institutional reform and/or the setting-up of new institutions in the public sector (see box 2).

<p>Box 1. Support to Saudi Arabia in reviewing and finalizing its ninth Five-Year Development Plan</p> <p>Upon request from the Government of Saudi Arabia, ESCWA engaged nine regional advisors (RAs) in the areas of development planning, environment, macroeconomic policy, water resources, ICT, industry, youth, culture, family and gender to review and finalize the sector policy papers for the ninth Five-Year Development Plan (2010-2015). In order to ensure quality control and coherence across contributions from the RAs, the Ministry of Economy and Planning in Saudi Arabia and ESCWA organized a peer review workshop in November 2008 whereby a multidisciplinary team of experts from the region joined the RAs, Ministry officials and ESCWA team to discuss the submissions by the advisors and provide comments for enhancing the chapters. This exercise highlighted ESCWA's comparative advantage in being able to mobilize high calibre experts from the region and provide a multidisciplinary and holistic approach to specialized technical issues. Furthermore, it allowed line ministries in Saudi Arabia to develop with ESCWA an integrated package of capacity-building activities consolidated around the policies proposed in the ninth Five-Year Development Plan.</p>	<p>Box 2. Integrated technical cooperation framework for Jordan</p> <p>Following an ESCWA high-level mission led by the Executive Secretary in January 2009 to discuss areas for strengthening technical cooperation (TC) between Jordan and ESCWA, a technical integrated mission was undertaken in April 2009 to develop a framework for TC activities with time-bound deliverables in the areas of environment, water, GIS application, strategic planning, transport development, ICT and statistics. As a result, ESCWA supported the Ministry of Planning and International Cooperation in Jordan in setting-up the Department of Statistics to provide statistical support at the inter-ministerial level. Advisory services covered the tracking of MDGs, particularly poverty measurements and a framework for articulating an integrated social policy, gender mainstreaming and gender budgeting. ESCWA supported a series of strategic planning workshops for the Ministries of Planning and Agriculture. TC activities were formulated in line with the CCA/UNDAF and a number of these were implemented as joint initiatives between ESCWA and UNDP.</p>
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II. ADVISORY SERVICES DURING 2008-2009

8. During 2008-2009, ESCWA provided 175 technical advisory services to all member countries and in all substantive areas of work of the Commission. However, as can be seen from table 1 below, member countries did not benefit on equal grounds from advisory services in terms of scale, frequency and timing of activities. This owes primarily to the fact that RPTC funds are earmarked for demand-driven activities, in other words by requests from member countries. Yemen, Saudi Arabia, Oman and Syrian Arab Republic received a total of 23, 24, 25 and 25 missions, respectively, in almost all thematic areas, thereby representing over 55 per cent of advisory services under RPTC. Another four members, namely, Bahrain, Jordan, Lebanon and Palestine, received between 11 and 15 advisory missions, thereby representing 30 per cent of the total number of advisory missions under RPTC. Consequently, the remaining six member countries, namely, Egypt, Iraq, Kuwait, Qatar, the Sudan and United Arab Emirates, received a modest 15 per cent share of the total. This represents a challenge that both ESCWA and the concerned countries need to address

in the future in order to ensure that member countries make optimal use of advisory services in an equitable manner.

9. The figures for Iraq and the Sudan seem perplexing at face value, given that the two countries received no more than 1 and 2 per cent, respectively, of total RPTC resources for advisory services. However, it should be noted that in the case of Iraq, ESCWA is implementing a large number of development projects funded from extrabudgetary resources. In the case of the Sudan, the situation is set to change during the current biennium. Specifically, the Sudan became a full member of ESCWA in June 2008 and, as a result, an integrated plan for TC assistance is planned for the 2010-2011, following an ESCWA high-level mission led by the Executive Secretary and an integrated technical mission, which resulted in adopting an operational plan for national TC support to the Sudan to be implemented in the current biennium.

10. In terms of thematic areas, it is important to note the higher number of advisory services provided under gender empowerment (at 44 advisory missions) and ICT (at 30 advisory missions), which owes largely to the availability and permanence of regional advisors that ensured continuity and follow-up, and to the fact that ESCWA staff under both these subprogrammes actively participated in delivering advisory services in response to requests from member countries. Table 1 summarizes RA services to member countries by thematic areas.

TABLE 1. ADVISORY SERVICES PROVIDED TO ESCWA MEMBERS

Themes Country or territory	National accounts	Social statistics	ICT	Environment and water	Macroeconomics	Social policy	Gender issues	Others	Total
Bahrain	1	2	1	2	0	0	9	0	15
Egypt	0	0	1	0	0	0	2	2	5
Iraq	0	0	2	0	0	0	0	0	2
Jordan	0	1	3	2	2	1	4	1	14
Kuwait	1	0	1	0	0	0	3	0	5
Lebanon	0	1	1	1	0	4	5	0	12
Oman	5	1	2	5	2	3	1	6	25
Palestine	3	0	1	1	0	0	3	3	11
Qatar	1	0	5	0	0	0	0	1	7
Saudi Arabia	0	2	3	9	2	1	2	5	24
Sudan	1	0	1	0	0	0	1	0	3
Syrian Arab Republic	2	0	6	0	1	1	7	8	25
United Arab Emirates	1	0	0	0	0	1	0	2	4
Yemen	4	0	3	0	1	0	7	8	23
Total	19	7	30	20	8	11	44	36	175

Figure I. Advisory services provided to member countries

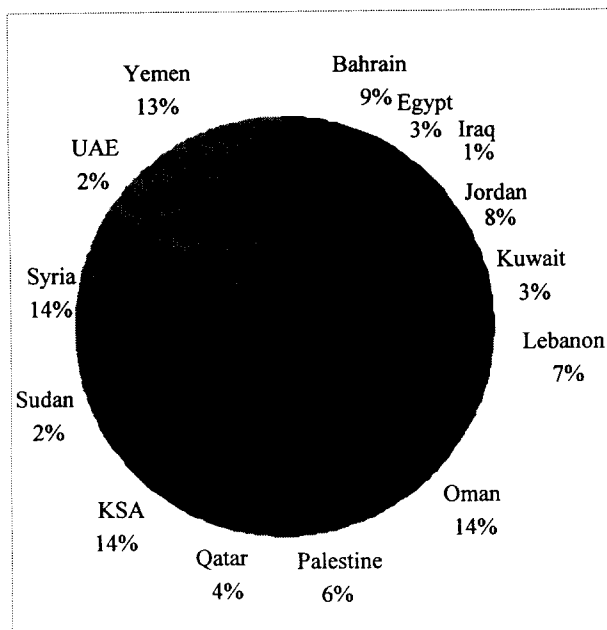
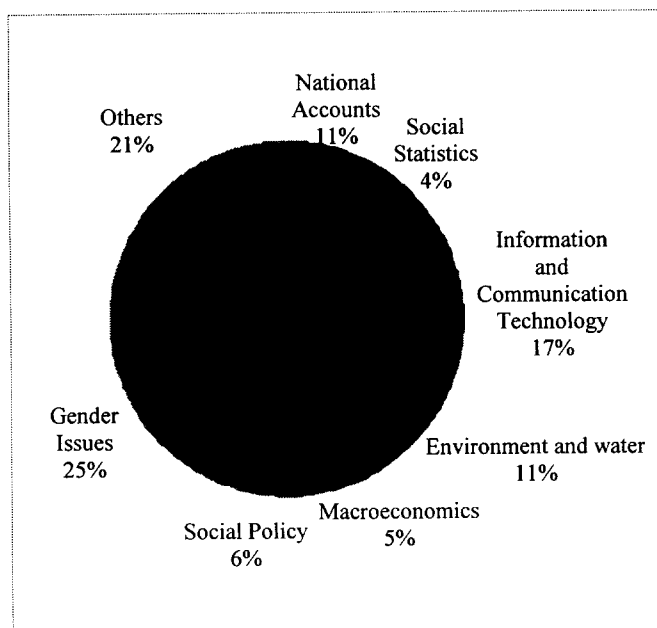


Figure II. Advisory services by theme



11. Overall, ESCWA has adopted a proactive approach in organizing, whenever possible, joint advisory services to member countries, which enhanced the multidisciplinary character of ESCWA work and raised the potential for showing tangible impact on the ground. In that context, ESCWA organized seven joint advisory missions to Kuwait, Lebanon, Oman, Saudi Arabia and Syrian Arab Republic during the biennium. In the case of the Borj Hammoud Municipality in Lebanon, RAs on social policies, gender, macroeconomic policies, ICT and environment assisted the Municipality during 2009 in developing an appropriate methodology and tools to support the monitoring of local urban development and information-based decision-making processes in order to ensure efficiency in urban service delivery. The technical backstopping covered urban, social, economic, gender and environmental indicators and policy options for setting databases in order to establish an urban observatory (this is an ongoing activity).

12. In the case of Saudi Arabia, the RAs on social development and gender undertook a joint mission to the Ministry of Social Affairs, which led to proposing a framework for capacity-building, which addresses employment generation opportunities that target women, and to mechanisms aimed at engaging voluntary associations into a more developmental role (this was initiated end 2009 and is evolving into a larger scale project during 2010). In the area of statistics, ESCWA organized a number of cross-thematic initiatives related to ICT indicators and environmental indicators and environmental accounting. It is worth mentioning that all these initiatives led to the organization of training workshops for technical personnel in line ministries and/or public agencies (Central Bureau of Statistics in the Syrian Arab Republic; Information Technology Authority in Oman; the Presidency of Meteorology and Environment (PME) in Saudi Arabia; and the Central Agency for Information Technology, Kuwait).

13. The advisory services offered by ESCWA are set forth below under each subprogramme.

Subprogramme 1. Integrated management of natural resources for sustainable development

TABLE 2. ADVISORY SERVICES ON SUSTAINABLE DEVELOPMENT

Country or territory	Subject
Bahrain	- Legislation and standards for wastewater and sanitary sewerage.
Jordan	- Management of Hydrologic monitoring network; - Methodologies for project-related environmental impact assessment; - Application of WHO water safety plan framework; - Review of Jordanian status of laboratory facilities and staff capacities for studies on natural radiation in water resources.
Lebanon	- Discussion on cooperation with Ministry of Environment on effects of the oil spill.
Oman	- Evaluating the performance of surface water studies; - Developing strategies for implementing pilot demand management approaches and methods to update the national water balance.
Palestine	- Assessment of water quality; - Socio-economic aspects of wastewater; - Impact of climate change on water resources and ecosystem; - Drought management.
Saudi Arabia	- Reviewing study on "Assessment and Strategic Management of the Water Sector"; - Review of the national governmental policies of the ninth Five-Year Development Plan.
United Arab Emirates	- Preparation of general framework for the national water policy; - Legislation on water resources.

14. Under subprogramme 1, ESCWA provided 20 advisory services addressing water and environment issues to Bahrain, Jordan, Lebanon, Oman, Palestine, Saudi Arabia and United Arab Emirates during 2008-2009 biennium. ESCWA regional advisors and experts reviewed and evaluated studies and strategies of water resources management in Oman and Saudi Arabia as well as contributed to legislations on water resources and policies for implementation. As a result, Law 33 for wastewater and discharge in sanitary sewerage was drafted in Bahrain, and the draft legislation for protection and development of water resources was revised in United Arab Emirates. Furthermore, advisory services formed the basis to develop policy framework with terms of reference to define scope and objectives of selected capacity-building activities in such areas as strategic environmental impact assessment, GIS and groundwater modeling.

Subprogramme 2. Integrated social policies

TABLE 3. ADVISORY SERVICES IN INTEGRATED SOCIAL POLICIES

Country or territory	Subject
Jordan	- Development of a comprehensive mechanism on the implementation of strategies and social programmes for the Ministry of Social Development.
Lebanon	- Revision of the strategy for the Ministry of Education and Higher Education; - Development plan for the area of Borj Hammoud.
Oman	- Social Safety Nets at Ministry of Social Development; - Initiation of a master plan for the Sultanate of Oman and revitalization of historic cities.
Palestine	- Contribute to the national conference "Towards Integrated Social Policy in Palestine".
Saudi Arabia	- Assessment of training needs on charities; - Revision of the chapter on Culture and development of the ninth Five-Year Development Plan.
United Arab Emirates	- Preparation of the National Report on Youth for the General Authority of Youth and Sports Welfare.

15. A total of 11 advisory services on social issues were provided during the 2008-2009 biennium to Jordan, Lebanon, Oman, Palestine, Saudi Arabia and United Arab Emirates. Those services resulted in the revision of the strategic framework for the Ministry of Social Affairs in Jordan and in developing a concept note for training on strategic planning for the social sector of that country; revised the chapter on Culture of the ninth Five-Year Development Plan in Saudi Arabia; and the National Report on Youth in the United

Arab Emirates. In addition, advisory services to Oman resulted in the preparation of a concept note for the social sector that includes social protection and security, a study tour for members from the social assistance programme in Oman to visit the social protection institutes in Jordan and Lebanon, in addition to a capacity-building programme on strategic planning in preparation for the five-year strategic plan, as well as long-term support to the Ministry of Housing in the areas of housing policy as well as the economic and social revitalization of the historic cores of many of Oman's secondary cities.

Subprogramme 3. Economic development and integration

TABLE 4. ADVISORY SERVICES ON ECONOMIC DEVELOPMENT AND INTEGRATION

Country or territory	Subject
Egypt	- Follow-up on implementation of the Agreement of International Road Transport in the Arab Mashreq.
Jordan	- Establishment of Jordanian-Egyptian Customs Union.
Oman	- Restructuring of the Directorate-General of the Organization and Commercial Relations to cope with international trade agreements.
Palestine	- Establishment of the Higher Council of Road Safety in Palestine.
Saudi Arabia	- Urban Development of the Mecca Region and establishment of databases for all urban activities; - Revision of the general framework for the development planning aspects of the ninth Five-Year Development Plan.
Syrian Arab Republic	- Scheduling of Liberation of Trade Services; - Revision of the draft of Syrian Specific commitments to the Arab GATS Agreement.
Yemen	- Clarifying and adapting the concept of economic liberalization.

16. ESCWA undertook advisory services during the 2008-2009 biennium to Egypt, Jordan, Oman, Palestine, Saudi Arabia, Syrian Arab Republic and Yemen in the fields of transport and trade. A project proposal is being developed for the establishment of a customs union between Jordan and Egypt and recommendations to prepare a benchmarking study for the development of socio-economic indicators and allocations for investments among and within the area of Mecca in Saudi Arabia. In addition, draft regional policies for the ninth Five-Year Development Plan in Saudi Arabia were prepared and an assessment of the current services in the country was conducted.

Subprogramme 4. Information and communication technology for regional integration

TABLE 5. ADVISORY SERVICES ON INFORMATION AND COMMUNICATION TECHNOLOGY

Country or territory	Subject
Egypt	- Evaluation of information systems used by the National Council of Housing to maintain information and data.
Jordan	- Assessment of the technical needs in the field of information technology; - Evaluate and develop IT strategies in alignment with the strategy of the Ministry of Transport and the E-Government project.
Oman	- Defining indicators to reflect ICT use in education and Government.
Palestine	- Development of ICT policies.
Qatar	- ICT indicators.
Saudi Arabia	- Revision ICT chapter in the ninth Five-Year Development Plan.
Sudan	- Assessment of the development needs of the Ministry of Planning and the National Information Center; - Establishment of Digital Library for the Sudan Academy of Sciences.
Syrian Arab Republic	- Assessment of the ICT needs of the Department of Facilitation and Efficiency of Trade; - Establishment of the Science, Technology and Innovation Observatory.
Yemen	- Development of ICT in the Prime Minister's office; - Establishment of a new incubator at the University of Aden.

17. In the 2008-2009 biennium, ESCWA provided 30 advisory services on communication and computer networking to Egypt, Jordan, Saudi Arabia, Oman, Palestine, Qatar, the Sudan, Syrian Arab Republic and Yemen. In Saudi Arabia, the conceptual framework for the objectives of the performance measurement and benchmarking and ICT chapter in the ninth Five-Year Development Plan were finalized on the basis of a road map. The ESCWA regional advisor on ICT provided technical advice to finalize questionnaires on ICT for conducting surveys in schools and Government departments in Oman for generating indicators on the use of ICT in education jointly with the regional advisor on national accounts. As a result, an action plan for the implementation of capacity-building activities on data collection for focal points in schools and Government departments was prepared. It is also worth noting that advisory service provided to the Sudan Academy of Sciences in relation to the establishment of a digital library has resulted in the organization of a study tour to the Library of Alexandria in Egypt for representatives from the Academy to be conducted in 2010 under ESCWA's fellowship programme. This will enhance knowledge-sharing and South-South cooperation.

Subprogramme 5. Statistics for evidence-based policymaking

TABLE 6. ADVISORY SERVICES ON STATISTICS

Country or territory	Subject
Bahrain	- Construction of CPI using adjustments for seasonal products and quality variations; - Constructing the cost of living index, method of house rent index and the household income and expenditure survey;
Oman	- Designing of economic survey and national accounts; - Surveys on the use of ICT in Government and business; - Review and modify the sample design for the survey on "Inbound and Outbound Travelers".
Palestine	- Definition of the informal sector and informal employment in the Palestinian context, estimation procedure and use of the results for national accounting for the Central Bureau of Statistics.
Qatar	- Provide advice on questionnaires for collected data related to five groups of core ICT indicators.
Saudi Arabia	- Assessment of the status of the industrial statistics in Saudi Arabia in terms of data availability, methodology, data quality, data processing, analysis and dissemination for the Ministry of Trade.
Sudan	- Provide advice in the field of national accounts.
Syrian Arab Republic	- Status of statistics on international trade in services.
United Arab Emirates	- Rural area survey of the Ministry of Economy.
Yemen	- Revision of sources and methods used for the compilation of national accounts; - Evaluation of the informal sector for the compilation of national accounts; - Methods of predicting of GDP growth rates for 2008-2010.

18. In the 2008-2009 biennium, 26 advisory services were provided to Bahrain, Oman, Palestine, Qatar, Saudi Arabia, the Sudan, Syrian Arab Republic, United Arab Emirates and Yemen in the areas of national accounts and social statistics. The regional advisor on national accounts provided recommendations in relation to methods of compilation of CPI, rent data collection and cost of living index as well as provided guidelines for editing income data of the Household Income and Expenditure Survey (HIES) in Bahrain. In addition, technical guidance was provided in designing the survey on the use of ICT in business in Oman. This involved revising the questionnaire modules, drawing samples and preparing an outline for data collection and validation and reporting. The regional advisor also reviewed the frame, questionnaire and methodology for conducting the annual economic surveys in the context of international recommendations for industrial statistics and international recommendations on distributive trade statistics. The present system of compilation of national accounts in Qatar and the current status of statistics on international trade in services were also reviewed.

Subprogramme 6. Advancement of women

TABLE 7. ADVISORY SERVICES ON ADVANCEMENT OF WOMEN

Country or territory	Subject
Bahrain	- Implementation of the Convention on the Elimination of all forms of Discrimination against Women (CEDAW).
Jordan	- Implementation of the CEDAW.
Kuwait	- Provide advice on the role of women, enhancing involvement of women by supporting and implementing policy changes and programmes.
Saudi Arabia	- Revision of the chapter of the ninth Five-Year Development Plan related to women, family and society.
Sudan	- Preparation of the CEDAW report for country's ratification.
Syrian Arab Republic	- Preparation of the chapter of the eleventh Five-Year Development Plan related to gender implementation plans.
Yemen	- Define the concept of gender-budgeting and implementation; - Engendering policies and gender mainstreaming.

19. During 2008-2009, 44 advisory services were provided to Bahrain, Jordan, Kuwait, Saudi Arabia, the Sudan, Syrian Arab Republic and Yemen. The advisory services focused on the implementation of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and CEDAW reporting. A plan of action to implement the recommendations of CEDAW was finalized in the Syrian Arab Republic. The services also focused on revising national strategies and policies related to gender and empowerment of women, including chapter 11 of the ninth Five-Year Development Plan in Saudi Arabia and the Plan of Action for Mainstreaming Gender in National Planning in Yemen.

III. CAPACITY-BUILDING ACTIVITIES DURING 2008-2009

20. ESCWA provided 73 training workshops, 13 of which were organized at the regional level, three at the subregional level (two for GCC countries and one for the Mashreq region) and 57 workshops at the national level (see table 8). As with advisory services, workshops were organized in response to requests from member countries, particularly in the case of national workshops. These training workshops have benefited a total of 1,753 participants, of whom 46 per cent (or 807) were women, representing technical personnel and professionals in related public-sector institutions and line ministries. Moreover, an increasing number of capacity-building initiatives have targeted different categories of stakeholders, including, among others, media, lawmakers, representatives of private sector organizations and non-governmental organizations (NGOs), who can play an important advocacy role in raising awareness about gender issues, sustainable management of natural resources or integrated social policy issues (see the annex to this report that lists capacity-building activities by thematic areas).

21. Training workshops have covered a wide range of topics related to all seven subprogrammes of ESCWA. Some cross-cutting issues, including strategic planning, monitoring and evaluation, project formulation, and preparation of policy reports and shadow reports on the status of CEDAW or MDG implementation, emerged as priority areas and member countries requested training on these topics for different sectors. Consequently, ESCWA has developed training modules and resource material to facilitate the replication of successful training workshops (for example, strategic planning and leadership development). In these cases, resource material were adapted to different contexts (countries or localities) or different groups of stakeholders (NGOs, lawyers, media). Most importantly, replication has allowed ESCWA to enrich its training modules, with case studies that have emerged from the field.

22. The Science Technology and Innovation Observatories (STIO) initiative provides a good illustration of how well synchronized capacity-building initiatives can contribute to a cumulative process of knowledge-building and sharing. Guided by the strategic policy paper on how to set up and manage STIO, ESCWA convened a training workshop on this issue in the Syrian Arab Republic, which was followed by the

organization of two parallel and related regional workshops, namely: the first for technocrats responsible for STIO in the region; and the second for decision makers on ICT as a means to build regional capacity on STIO and sustain it at an institutional level. In terms of impact, sustainability and value added, some of the most successful training workshops that ESCWA organized at the regional, subregional and national levels were workshops that were planned as integral components of capacity-building initiatives, in other words that involved advisory services, institutional reform and operational projects implemented through extrabudgetary resources. This is particularly the case of Jordan in tracking and reporting on MDGs with the Department of Statistics of that country, and of the GCC in the STIO project, energy audit and environmental accounting capacity-building activities.

TABLE 8. SUMMARY OF TRAINING WORKSHOPS ORGANIZED AT THE REGIONAL, SUBREGIONAL AND NATIONAL LEVELS

Country or territory	National	Regional	Subregional	Total
Bahrain	5	0	0	5
Egypt	2	4	0	6
Iraq	3	0	0	3
Jordan	7	0	0	7
Kuwait	2	0	1	3
Lebanon	6	2	0	8
Oman	4	0	0	4
Palestine	7	0	0	7
Qatar	0	3	0	3
Saudi Arabia	3	1	0	4
Sudan	0	0	0	0
Syrian Arab Republic	9	0	1	10
United Arab Emirates	1	0	1	2
Yemen	8	0	0	8
Others	0	3	0	3
Total	57	13	3	73

Figure III. Distribution of capacity-building activities by country

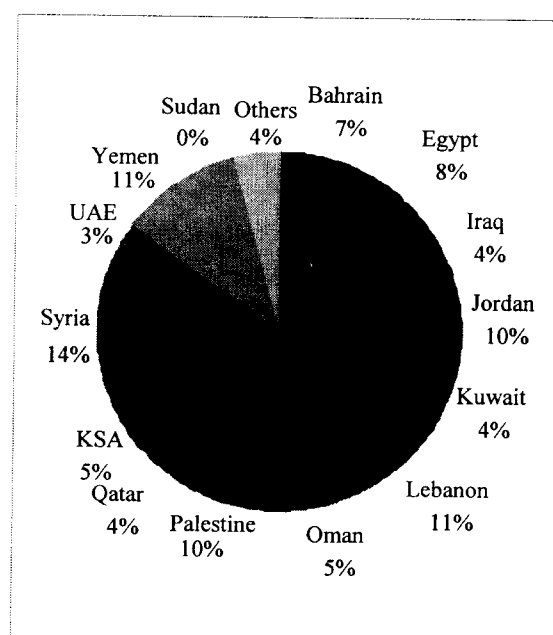


Figure IV. Distribution of capacity-building activities by theme

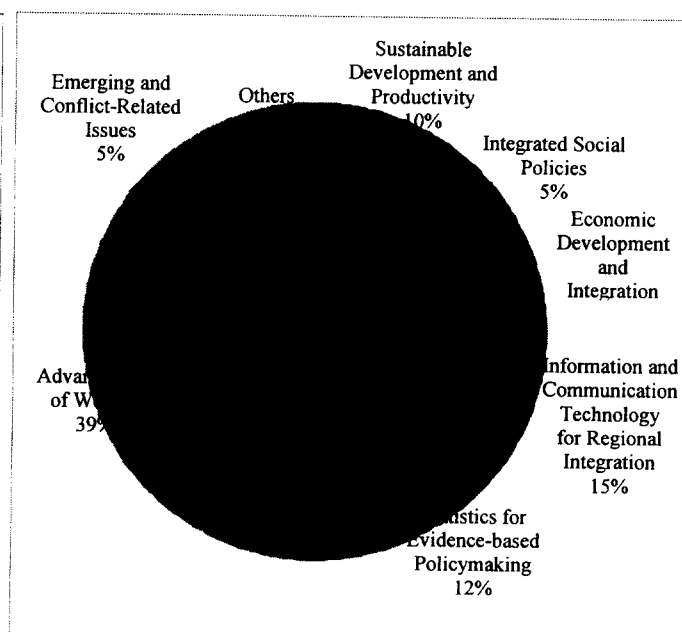
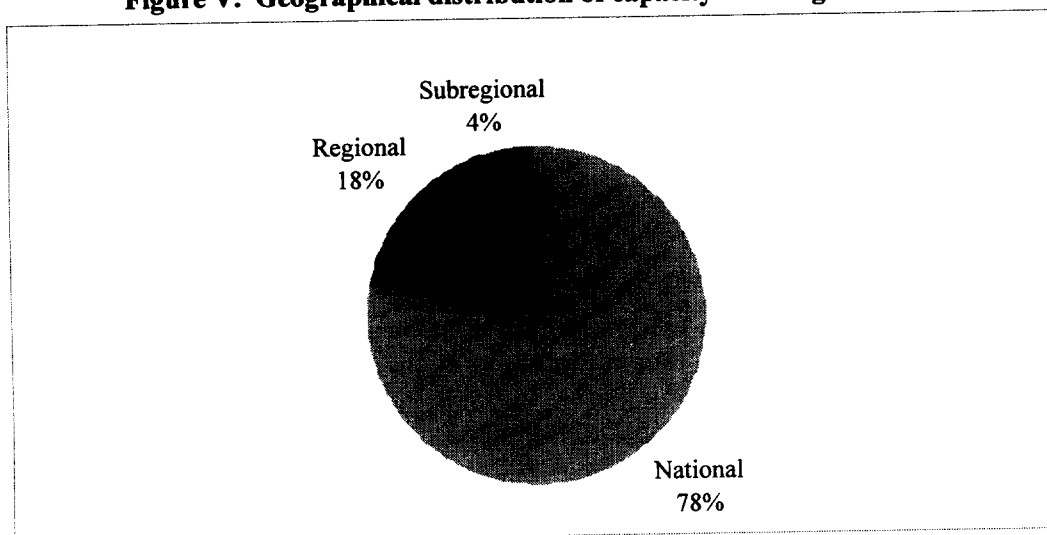


Figure V. Geographical distribution of capacity-building activities

23. Gender issues, which had the largest share of training activities implemented during the biennium (at 38 per cent of the total) addressed issues of CEDAW and gender mainstreaming in development and were adapted to different generic groups. Gender training also involved a large number of national workshops, often related to the formulation of sector strategy, plan of action or project formulation. Equally, ICT registered a large share of capacity-building activities, with a substantial proportion of these activities organized at the regional level (at 15 per cent), followed by statistics (at 12 per cent). In a number of cases, statistics training workshops were jointly organized with other thematic areas, for example ICT, gender statistics, MDG indicators, energy audits and environmental accounting. The annex to this report lists the training workshops that were provided under the different thematic areas of ESCWA.

IV. FELLOWSHIPS DELIVERED DURING 2008-2009

24. ESCWA responded positively to selected requests from member countries to sponsor participants in training workshops that were organized by public and private institutions in the region, with the proviso that these participants met the eligibility criteria for fellowships. Furthermore, fellowships involved study tours whereby representatives from member countries visited their counterparts in sister institutions and underwent on-the-job training, which allowed them to share knowledge and experience with nationals from other member countries. In total, ESCWA sponsored 20 participants during the biennium from seven member countries, nominated by their Governments; this included training workshops (10 participants) and courses and study tours (10 participants), as shown in table 9.

25. Fellowship-related training activities covered such themes as public sector reform, public finance, environmental accountability as well as technical issues, for example Integrated Water Resources Management. While it is still operating at a pilot scale, the fellowship programme in ESCWA has a good potential for an expanded outreach, which will allow the Commission to address a much needed area of capacity development in member countries in an efficient and cost-effective manner. This does not replace tailor-made group training workshops provided upon request from member countries, but rather complements the process whereby ESCWA could provide the training on themes where the Commission has hands-on experience or where they are directly relevant to its programme of work.

26. ESCWA is considering scaling up the outreach of the fellowship programme, in which case due attention should be given to mapping out available capacity-building providers in the region and needs assessment for capacity-building as identified by member countries; securing that a given number of training is provided for each member country; setting clear guidelines and criteria for dissemination to member

countries; and developing the institutional framework for partnering with capacity-building providers and ultimately leveraging funds to allow for scaling up the activity.

TABLE 9. SUMMARY OF FELLOWSHIPS PROVIDED TO BENEFICIARIES IN THE ESCWA REGION

Country or territory	Number of participants	Activity	Results
Palestine	2	GIFT MENA Network annual meeting for mid-level civil servants to strengthen the institutional capacity in governance and institutional reform, 14-16 October 2009, Beirut	Capacity developed in inducing performance-oriented civil service and improving overall public services delivery (as reported by the participants and training institutions).
Egypt	1		
Lebanon	1	Training workshop on Sustainable Public Procurement in the Arab region, 4-6 May 2009, Cairo	Improved skills in including the environmental dimensions in the public procurement.
Palestine	1	Training course of the creative and distinctive managers, 18-22 October 2009, Cairo	Improved skills for planning, working procedures, follow-up, team building.
Palestine	1	Training course on Distinguished Successful Management of Internal Control in Government Institutions, 22-26 November 2009, Cairo	Improved skills for internal control on Government institutions.
Palestine	1	Training course on Human Resources Development and Personnel Management, 19-23 July 2009, Cairo	Improved knowledge and skills in personnel management.
Palestine	1	Diploma course for professional in the water sector on Integrated Water Resources Management Development Programme at the Arabian Gulf University	Building capacity to improve water resources management and water service.
Iraq	1		
Yemen	1		
Egypt	2	Study tours to ESCWA for focal points of the TC Network to get firsthand experience on ESCWA work undertaken by substantive divisions and technical cooperation activities	Strengthened national capacities to better understand development challenges and priorities through a multidisciplinary perspective and make optimal use of ESCWA technical cooperation services and means of formulating requests and following-up on implementation.
Kuwait	2		
Lebanon	1		
Palestine	2		
Sudan	1		
Yemen	2		

27. With regard to study tours, ESCWA hosted on its premises focal points on the TC Network (10 participants during the biennium) from Egypt, Kuwait, Lebanon, Palestine, the Sudan and Yemen, who undertook a four-day study tour, at the rate of two ESCWA members at a time. The objective of their mission was to review and follow-up with concerned divisions in ESCWA and PPTCD on requests for advisory services from their respective countries; and to enhance their understanding of internationally agreed development goals and agenda, ESCWA priority areas of work, mode of operation, and tools and means for international and interregional cooperation. The end result expected from the focal points during their visits to ESCWA was to develop jointly with concerned substantive divisions and the TC team a work plan, with a time frame for implementation on advisory and capacity-building activities that ESCWA could provide in the next biennium, follow-up required in their respective countries and mutually agreed upon milestones, including timelines for reporting back.

28. In all cases, participants reported back to their respective departments and fellow focal points on the TC Network on the benefits gained (or shortcomings) from the fellowship programme and lessons learned. As indicated above, ESCWA has observed a more effective follow-up from focal points by instigating the following: (a) promoting ESCWA programmes in their respective countries; (b) tracking and monitoring ongoing TC activities both with concerned ministries at home and ESCWA; (c) supporting interested parties

in their countries to formulate well articulated requests for advisory services; and (d) facilitating missions and organizational matters for RAs during their field visits.

V. STRENGTHENING THE TECHNICAL COOPERATION NETWORK

29. One of the cornerstones for ensuring the effectiveness of services delivered and adequate follow-up on RPTC activities lies in activating the role of national focal points on the ESCWA TC Network and strengthen their institutional and technical capacity network, coordinate with ministries and other stakeholders in their own countries, and share knowledge with other focal points and ESCWA. In this respect, a number of capacity-building activities targeting the ESCWA TC focal points were implemented during 2008-2009, which are set forth below.

30. The second annual regional workshop of the TC Network was held in Beirut, 16-18 February 2009. Participants in the workshop were the TC Network focal points from member countries in the ESCWA region. The workshop aimed at following up on the recommendations of the preparatory meeting, which was held in Cairo, 28-30 October 2007. In addition, the workshop focused on strengthening coordination and cooperation with ESCWA and among members of the TC Network. Participants were introduced to the advisory services provided by regional advisors, and the various activities, priorities and programmes of ESCWA for 2010-2011. Recommendations of the meeting included holding training workshops at the national level, as well as conducting study tours and fellowships. The annual meeting included a training workshop on strategic planning tools and approaches, particularly adapted for developing TC national plans. This workshop was replicated at the national level for counterparts in Jordan, Oman and Palestine.

31. During the meeting, the TC Network online portal was launched as a tool to facilitate communication between members and allow them to upload and download relevant information related to TC activities. So far, member countries have not made optimum use of the portal and communication through e-mails, letters and phone communications remain the more popular option for most TC focal points.

Figure VI. The website of the TC Network



1. *TC national workshop for Oman*

32. ESCWA held a national TC workshop for counterparts in Oman in 6-7 October 2009. Participants at the workshop were focal points for the Ministry of National Economy in different line ministries and Government institutions in Oman. The meeting aimed at increasing the knowledge of trainees from different ministries and Government institutions in Oman of the concept of technical cooperation and methods of linking with international agencies, networking mechanisms, information sharing and exchange of experience.

33. The group agreed on following up on identified needs in the areas of e-commerce, climate change, MDGs and the monitoring and evaluation of the project. Feedback from participants indicated enhanced knowledge of ESCWA priorities and programmes. While for ESCWA, this workshop provided an excellent opportunity to understand the needs and priorities of the Government of Oman in different sectors, in addition to the available and potential technical and institutional capacity of that country, and to strengthen the active partnership between ESCWA and Oman.

2. *TC national workshop for Palestine*

34. ESCWA held a national training workshop for counterparts in Palestine at the Dead Sea in Jordan in 19-21 December 2009, with the aim of increasing awareness and knowledge of ESCWA expertise and comparative advantage in the field of technical cooperation. The workshop provided an opportunity to discuss the strengths and weaknesses of cooperation between ESCWA and Palestinian counterparts as well as challenges to cooperation more generally with United Nations agencies operating in Palestine, and highlighted the importance of finding a mechanism to match the Palestinian priorities with ESCWA priorities and areas of expertise. One key component of this workshop addressed the national development priorities for Palestine and elements addressed in the strategy. Following the meeting, ESCWA regional advisors and experts reviewed the national strategies for Palestine in various sectors, including agriculture, water, environment, youth, education, gender mainstreaming, social policies and transport.

35. As a result of these activities, ESCWA received requests to organize similar TC national workshop for the Sudan, the United Arab Emirates and Yemen, and plans are underway to convene these national workshop during 2010.

VI. SUCCESS STORIES, CHALLENGES AND LESSONS LEARNED

36. This section summarizes the feedback collected from 38 out of 63 ministries and/or public institutions in 10 out of the 14 ESCWA member countries that have completed the evaluation questionnaire on TC services delivered in 2008-2009 (see tables 10 and 11). The feedback from member countries was matched with evaluation reports submitted by four ESCWA members, namely, Bahrain, Jordan, Palestine and Saudi Arabia, at the Fourth Meeting of Technical Committee in January 2010, as well as the self-evaluation reports submitted by RAs reflecting on their activities since they joined ESCWA. It should be pointed out that ESCWA also undertakes evaluation at the activity level whereby beneficiaries are expected to complete an evaluation form after each training workshop and advisory service provided.

37. Overall, member countries have expressed satisfaction with ESCWA TC services as an important niche for addressing emerging needs and issues in member countries. These services have been described as demand-driven and tailor-made, with the flexibility to schedule activities in the light of prevailing conditions in individual member countries.

38. In terms of policy advice, feedback gave high ratings for the quality of the service, particularly given that ESCWA has contracted RAs on a longer-term basis. However, some reservations were voiced regarding the short duration of field missions that RAs undertake to member countries, which in some cases also involved "lost" time to understand the context and concerns of stakeholders and the scope of the terms of

reference related to member countries requests. While fact-finding is a crucial determinant for providing adequate policy advice, some recommendations suggested that RAs engaged in extensive consultations with stakeholders in member countries prior to their visits and followed clear terms of reference for their missions in order to optimize their use of time. More specifically, some recommendations were made to make more intensive use of video and audio conference facilities wherever appropriate in order to facilitate brainstorming and the exchange of information. This could also have the further benefit of minimizing costs, bureaucratic procedures and optimizing missions to member countries in the coming biennium.

39. Following more in-depth discussions with beneficiaries, there were also concerns with regard to the limited time allocated by ESCWA for follow-up on outcomes and the post-implementation of advisory services provided. While a large number of respondents to the questionnaire indicated relevance of recommendations and policy advice and/or technical assistance or training provided, some of the policy advice provided was deemed either too theoretical, impractical and insufficiently in tune with the national/local context, or lacked the mechanisms and guidance for translating the policy recommendations into operational measures for action.

40. In terms of capacity-building activities, member countries rated very highly the benefits drawn from such activities, particularly when these were closely linked to other types of TC services, including policy advice and project formulation/implementation. National workshops were noted to bring much more value added than regional workshops and, from an ESCWA perspective, they were more cost-efficient. Regional workshops were perceived to be mostly useful for sharing experience, lessons learned and networking with peers. Despite the positive feedback received for most capacity-building activities, the challenge remains for ESCWA to assess the usefulness, relevance and impact of such capacity-building initiatives in a much longer time frame perspective. A number of recommendations also pointed to the need for improving the quality of training material and modules and develop them into more finished products, which could be uploaded and downloaded on the ESCWA website or TC portal and which stakeholders in member countries could use as working documents and practical tools. It would be most valuable for them to refer to ESCWA as a resource centre, with access to online resource material updated on an ongoing basis.

TABLE 10. PERCENTAGE RESPONSE FROM INSTITUTIONS IN MEMBER COUNTRIES THAT BENEFITED FROM TC ACTIVITIES UNDER RPTC

Country or territory	Number of institutions supported in member countries	Number of responses received from ESCWA members	Percentage (%)
Bahrain	4	1	20
Egypt	4	4	100
Iraq	2	2	100
Jordan	6	3	50
Kuwait	3	3	100
Lebanon	4	2	50
Oman	6	6	100
Palestine	5	5	100
Qatar	2	0	0
Saudi Arabia	6	6	100
Sudan	3	0	0
Syrian Arab Republic	5	0	0
United Arab Emirates	4	0	0
Yemen	9	6	40
Total	63	38	60

Note: This is based on responses from beneficiary institutions in member countries on the evaluation of the Regular Programme of Technical Cooperation.

TABLE 11. FEEDBACK FROM MEMBER COUNTRIES ON ADVISORY SERVICES

Quality and quantity	Good	Fair	Not good	No response	Total
	33	1	2	2	38
	87 per cent	3 per cent	5 per cent	5 per cent	100 per cent
Timeliness	On time	Not on time	Acceptable	No response	Total
	33	2	1	2	38
	87 per cent	5 per cent	3 per cent	5 per cent	100 per cent
Recommendations made by advisors/experts	Useful	Acceptable	Suitable	No response	Total
	31	1	3	3	38
	81 per cent	3 per cent	8 per cent	8 per cent	100 per cent
Met achievements	Yes	Partially	No	No response	Total
	31	4	0	3	38
	81 per cent	11 per cent	0	8 per cent	100 per cent
Working relationship with ESCWA	Good	Average	No response	-	Total
	30	5	3	-	38
	79 per cent	13 per cent	8 per cent	-	100 per cent
Most useful services	Policy advice	Training	Projects	No response	Total
	27	25	13	2	67
	41 per cent	37 per cent	19 per cent	3 per cent	100 per cent

Note: This is based on responses from beneficiary institutions in member countries on the evaluation of the Regular Programme of Technical Cooperation.

41. From an ESCWA perspective, a number of issues were raised by the RAs on the outcome of their work and proposals for enhancing the role of ESCWA in delivering more effective TC activities.

42. The challenges were described as follows:

- (a) Lack of presence on the ground in member countries for follow up;
- (b) Lack of financial resources for implementing projects that are often a natural outcome of technical cooperation projects;
- (c) Lack of available data in member countries;
- (d) Change of terms of reference for an advisory service during a mission;
- (e) Some member countries needed to know more about ESCWA and the technical services provided as requests often failed to reflect fully ESCWA's comparative advantage as a regional commission with distinct knowledge of issues related to policies, strategies and the managerial approach;
- (f) Need for capacity-building on a variety of fronts, especially for people in touch with/ or developing programmes at the grassroots level. Revisions of institutional set-ups and existing programmes and streamlining of best practice needed to be undertaken through a more comprehensive approach to development in general.

43. The success stories were described as follows:

- (a) Exposure to member countries facilitated South-South technical cooperation;
- (b) There was an effective transfer of knowledge in the region, particularly between Lebanon, Oman and Jordan;
- (c) Capacity to scale-up to the regional level or downscale to the national level and replicate to other countries success stories;
- (d) Ability to use results of TC activities in normative work undertaken by substantive divisions;

(e) Networking and partnerships between ESCWA and United Nations Country Teams strengthens coordination between ESCWA and United Nations agencies at the national level.

44. Finally, ESCWA needs to capitalize on visits undertaken by TC network focal points to ESCWA in their capacity as country representatives to the technical committee to follow up on advisory requests, as was the case with Palestine and that resulted in a briefing session for RAs and representatives from substantive divisions to discuss the request from that ESCWA member for reviewing sectoral policy papers for the national development plan.

VII. OUTLOOK FOR 2010-2011

45. ESCWA is set to continue to provide advisory services and capacity-building activities, including fellowships, upon requests from member countries and in the priority areas, namely sustainable development, with a focus on water and environment, social policies, macroeconomic policies, ICT, national accounts, MDG tracking and monitoring and gender empowerment. These have been reflected as strategic choices in the ESCWA programme of work for 2010-2011 and the strategic framework for 2012-2013.

46. In line with the above and in response to specific requests from member countries, ESCWA will prioritize topics and/or issues of a cross-cutting nature by designing country-specific TC activities. These include support in formulating national development plans in a cross-sectoral perspective that highlights gender mainstreaming, strategic planning, coordination and monitoring and evaluation, support to accession to the World Trade Organization (WTO), public sector reform, particularly reform of the social security system, partnership building, negotiation skills and governance issues, including e-governance.

47. ESCWA will also scale up the fellowship programme in terms of outreach to member countries, develop and disseminate eligibility criteria, and monitor feedback in terms of impact, cost-effectiveness and value added acquired by the beneficiaries of fellowships.

48. At a programmatic level, ESCWA will keep exploring new avenues, opportunities and processes to ensure quality, efficiency and relevance of TC services delivered. More specifically, ESCWA will prioritize in the coming biennium integrated missions, which have high potential for strengthening a holistic approach to development activities, impact and value added. In that regard, it will develop country-based strategies in synergy with the United Nations Development Assistance Framework (UNDAF) process; and maintain its support to build the institutional and technical capacity of TC focal points in order to manage, follow-up, track and monitor TC activities in their respective countries.

49. TC national workshops will be organized more systematically for member countries upon their request in order to allow for three to four national TC workshops per year. It is planned for workshops to be used as platforms to develop country-based TC strategies based on systematic capacity-building needs assessment, which will help to incorporate TC strategy, TC activities and ESCWA activities under other programmes through a bottom-up approach.

Annex***REGIONAL/SUBREGIONAL CAPACITY-BUILDING WORKSHOPS, 2008-2009**

Name of the workshop	No. of Participants	Female participants	Venue	Date
Sustainable development				
Round Table of expert group meeting on Sustainable Production and Consumption	80	29	United Arab Emirates/ Al-Ain	17-19 March 2008
Seminar on "Establishment of National Cleaner Fuels Strategies"	25	10	Yemen	15-16 October 2008
National training workshop on the identification, definition and collection of National Sustainable Development Indicators in Saudi Arabia	15	5	Saudi Arabia/ Jeddah	6-11 June 2008
Training of trainers, National Workshop on performing Energy Audits	25	7	Yemen	18-22 October 2008
Awareness raising and national training workshop on the Water Management Decision support System WEAP for Lebanese Institutions	10	2	Lebanon	7-9 December 2009
National training workshop on Drinking Water Quality	54	12	Oman	10-14 October 2009
Workshop on Strategic Planning for the Agriculture Sector	20	8	Jordan/ Aqaba	8-12 November 2009
Social development				
Expert group meeting on "Reinforcing Social Equity: Integrated Youth in the Development Process"	21	2	United Arab Emirates	29-31 March 2009
International consultative meeting of specialists organizations studying ethno-sectarian tension in the Arab World	21	2	Jordan	15-16 January 2008
National workshop to assess capacity-building needs of the Charity sector in Saudi Arabia	17	10	Saudi Arabia	25 May 2009
Seminar: Towards Integrated Social Policy	25	5	Palestine/ Ramallah	7-12 June 2009
Economic development and integration				
Regional Consultative Preparatory Meeting for the Follow-up International Conference on Financing for Development	58	12	Qatar	29-30 April 2008
Regional workshop on Building the Arab Mashreq Road Safety Partnership	150	30	Qatar	21-22 October 2008
National training workshops on Double Taxation Avoidance for the government officials in the Ministry of Finance	22	5	Egypt	23-27 March 2008
Two national training workshop on "Basic concepts and the theoretical framework National Accounts; and on System of National Accounts 1993, with particular emphasis on Sequence of Accounts, to the Department Of Macroeconomic Development	18	3	Syrian Arab Republic	7-12 June 2008
National training workshop on the Negotiations of Bilateral Investment Agreements	15	3	Oman	25-27 January 2009

* Issued as submitted.

Name of the workshop	No. of Participants	Female participants	Venue	Date
National training workshop on Trade in Services	20	6	Syrian Arab Republic	28 June to 2 July 2009
Information technology				
Regional workshop on Establishing Public Private Partnerships for ICT Initiatives	35	0	Saudi Arabia	16-17 February 2008
Regional training workshop on "Guidelines for Measuring ICT Indicators"	15	6	Jordan	7-10 April 2008
Consultative Workshop on Launching the National profiles of the Information Society In Western Asia	10	5	Lebanon	26-27 November 2008
Regional Workshop on Cyberlegislation and its Implementation in the ESCWA Region	18	7	Lebanon	15-16 December 2008
Regional training workshop on the Application Technology for Disaster Risk Management in Arab Countries along the Mediterranean Sea jointly with UNESCO	25	2	Tunis	17-19 March 2009
Sub-Regional training workshop on ICT data, statistics and Indicators for GCC	25	15	Kuwait	29 March to 2 April 2009
Regional workshop on Investment in the ICT Sectors	25	4	Egypt	5-7 May 2009
Subregional training workshop on Measuring ICT data, statistics and Indicators	15	7	Syrian Arab Republic	12-14 July 2009
Regional Training workshop on Science, Technology and Innovation Observatories in ESCWA member Countries entitled "Towards the Establishment of National and Regional STI Observatories replicated at regional level in Syrian Arab Republic and Jordan"	20	15	Lebanon	11-12 November 2009
National training workshop on ICT data, statistics and Indicators for Iraq for the Central Organization for Statistics and Information Technology (COIST) in Iraq	20	3	Iraq/UN House	17-21 June 2008
National workshop on "Draft National Strategy for Information Technology for Iraq" for the Ministry of Communication in Iraq	15	2	Iraq/UN House	8-12 September 2008
National training workshop on "Establishing the Syrian Science, Technology and Innovation Observatory for the Ministry of Communications and Technology	20	3	Syrian Arab Republic	24-26 February 2009
Statistics				
Seminar to the heads of National Statistical Organizations on "The Statistical System's in the Arab Countries, the present situation structures and statistical legislations	15	7	Syrian Arab Republic	12-20 August 2008
Regional training workshop on Industrial Statistics jointly with AIDMO	25	5	Rabat	9-11 November 2008
Regional workshop on Compilation of International Migration Statistics in ESCWA member countries	20	8	Egypt	30 June to 3 July 2009
Workshop on Poverty Measurement	15	5	Lebanon	28-29 April 2009

Name of the workshop	No. of Participants	Female participants	Venue	Date
Regional training workshop for policy-makers on Employment Issues	22	3	Tunisia	27-29 July 2009
Regional training workshop for policy-makers on Employment Issues	30	11	United Arab Emirates	5-8 December 2009
Seminar on the Statistical Data and Metadata Exchange	15	6	Lebanon	16-18 November 2009
Seminar on Compilation and Analysis of Energy Statistics and Indicators (Statistics)	25	4	Lebanon	3-5 March 09
Advancement of women				
Regional workshop on "How to prepare National Reports – Beijing + 15"	30	15	Egypt	24-26 March 2009
Regional workshop for Parliamentarians on the implementation of the Convention on the Elimination of all Forms of Discrimination Against Women	25	13	Lebanon	26-28 November 2008
National Training workshop to "Bahraini Young Ladies Association" on the implementation of the Convention on the Elimination of all Forms of Discrimination Against Women	15	15	Bahrain	16-17 February 2008
National training workshop to media representative at the Supreme Council for Women	20	11	Bahrain	23-26 March 2008
National training workshop on the implementation of the Convention on the Elimination of all Forms of Discrimination Against Women to Syrian Lawyers, Judges and members of the Syrian Ministry of Justice	20	15	Syrian Arab Republic	6-13 May 2008
National training workshop on "How to protect Woman in Armed Conflicts"	20	15	Lebanon/Tripoli	6 June 2008
National training workshop on the implementation of the Convention on the Elimination of all Forms of Discrimination against Women	17	17	Lebanon	18 June 2008
Training workshop on strategic planning to the Ministry of Women Affairs	20	15	Palestine/Ramallah	18-25 April/20-22 May/8-13 June 2008
National training workshop to the Syrian Commission for Family Affairs on "Dealing with Violence Against Women, Women-empowering and raising awareness on women's rights"	20	18	Syrian Arab Republic	27-30 July 2009
National training workshop to Media representatives on their capacities for better approach to "Raising Awareness on women issues and changing negative perception related to women"	20	18	Syrian Arab Republic	10-13 August 2008
Two national training workshop on Election Campaigns and Development of Leadership/Skills in Sana'a and Aden to the Yemen Women Union	18	16	Yemen (Sana'a and Aden)	19-26 August 2008
National training workshop on the implementation of the Convention on the Elimination of all Forms of Discrimination Against Women to the Ministry of Social Development	17	16	Oman	8-12 February 2009

Name of the workshop	No. of Participants	Female participants	Venue	Date
National training workshop on engendering policies to the Ministry of Planning and International Cooperation	20	18	Yemen	15-16 March 2009
National training workshop to define the concept of gender budgeting	20	18	Yemen	17-18 March 2009
National training workshop for the working group to the Syrian Commission for Family Affairs to prepare the Chapter related to "Women" in the eleventh Five-Year Development Plan	18	15	Syrian Arab Republic	1-5 March 2009
National training workshop for technical staff Women Union on the implementation of the Convention on the Elimination of All Forms of Discrimination Against Women, and preparation of related national shadow reports	20	18	Yemen	21-23 March 2009
National training workshop to build capacity in policy formulation on gender to the (Committee of Women's Affairs)	25	23	Kuwait	29 March to 2 April 2009
National training workshop on Women and Engendering Policies	20	17	Bahrain	12-14 April 2009
National training workshop for technical staff in the Ministry of Planning and International Cooperation and Women Jordanian Committee on the implementation of the Convention on the Elimination of All Forms of Discrimination Against Women, in addition how to write a CEDAW report	22	20	Jordan	26-30 April 2009
National training workshop to raise awareness of Kuwaiti Women on International and Regional Implementation of the Convention on the Elimination of All Forms of Discrimination Against Women	18	18	Kuwait	18-22 May 2009
National training workshop for NGOs to raise awareness and advocacy role to mainstream gender in development issues regarding Integration of Women's Needs in Development	15	13	Bahrain	7-8 June 2009
National training workshop on Leadership and Decision Making for Business Women	20	18	Bahrain	9-11 June 2009
National training workshop on Conflict Resolutions to the Women Union	23	19	Yemen	27-29 July 2009
National training workshop on "Researches relevant to Discrimination and Violence Against Women" for the Central Agency for Public Mobilization and Statistics	20	20	Egypt	2-5 August 2009
National training workshop on Advocacy on Gender Issues for the Ministry of Planning and International Cooperation	22	21	Jordan	8-10 August 2009
National training workshop on Gender Violence for the law-makers in the Syrian Commission for Family Affairs	22	19	Syrian Arab Republic/ Aleppo	4-9 July 2009
National training workshop on Building Women Capacities on Negotiations, communications and Lobbying skills for the Women Union	20	18	Yemen	24-28 July 2009

Name of the workshop	No. of Participants	Female participants	Venue	Date
National training workshop on Leadership and Decision Making Ministry of Planning and International Cooperation	20	20	Jordan	10-12 August 2009
National training workshop on Gender mainstreaming and Budgeting in Planning process for the Ministry of Planning and International Cooperation	18	16	Yemen	15-18 March 2009
Cross-cutting issues				
National Training of trainers workshop on Strategic Planning for Palestinian Officials, Palestinian Authority	22	3	Palestine (Beirut)	7-13 November 2008
Training of trainers on Strategic Planning in the Palestinian Public Sector	20	2	Palestine (Beirut)	6-9 November 2009
National Training of trainers on Strategic Planning for Sudanese Officials	20	3	Sudan	18-22 October 2009
Strategic planning workshop within context of Regional meeting of Technical Cooperation Knowledge Sharing Network (Second meeting)	25	8	Lebanon	16-18 February 2009
National peer review Workshop for the discussion of Sectoral Policies Saudi Arabia ninth Development Plan	25	15	Saudi Arabia	17-19 November 2008
National workshop on "Reinforcing the Technical Cooperation Services and Knowledge Exchange"	25	9	Oman	6-7 October 09
National workshop on "Reinforcing the Technical Cooperation Services and Knowledge Exchange"	25	3	Palestine (Dead Sea)	20-21 December 2009
