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**Management issues: Technical cooperation activities of
ESCAP and announcement of intended contributions****Overview of technical cooperation activities and extrabudgetary
contributions****Note by the secretariat***Summary*

The present document provides an overview of the secretariat's technical cooperation work in 2011. It describes trends in technical cooperation to meet current and emerging development challenges in the region, particularly the growing focus on South-South cooperation and capacity development. It also provides a summary of financial contributions made available to the secretariat in 2011 for technical cooperation work, the delivery of technical cooperation in 2011 and steps taken by the secretariat to strengthen both its technical cooperation work and relations with partners and donors. The Commission may wish to review the present document and provide the secretariat with guidance on the development, direction and priorities of its technical cooperation work.

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I. Trends and developments in the ESCAP technical cooperation programme in 2011

A. Introduction

1. Recent years have seen significant shifts in thinking on development cooperation. While official development assistance remains an important component, the focus has increasingly moved to partnerships for effective development, with South-South cooperation a critical and rapidly growing aspect. This shift is highlighted by the Busan Partnership for Effective Development Cooperation, adopted at the Fourth High-level Forum on Aid Effectiveness, in December 2011. In this context, capacity development and knowledge sharing, especially among countries pursuing similar development paths, are increasingly becoming more vital factors for inclusive and sustainable development in the Asia-Pacific region.

2. As the most comprehensive multilateral platform for promoting cooperation among Governments and other stakeholders in Asia and the Pacific, ESCAP considers South-South cooperation as a core component of its role, with capacity development as the primary focus of its technical cooperation work. The former was reinforced by the 2007 Almaty Declaration, contained in ESCAP resolution 63/1, which called for a stronger focus on promoting South-South cooperation as a key instrument for enhancing development assistance in the region.

3. To improve the impact and efficiency of its technical cooperation work, the secretariat took further steps throughout 2011 towards fewer, larger-scale, longer-term and better-integrated capacity development projects which are aligned with the overall priorities of ESCAP and anchored in the programme of work approved by member States. These developments respond to recommendations emanating from a series of strategic evaluations of ESCAP conducted between 2006 and 2008, including the inspection of results-based management practices at ESCAP by the Office of Internal Oversight Services (OIOS), which called upon the secretariat to enhance the quality of its planning, implementation and follow-up of capacity development work.

4. In order to ensure a more coherent and integrated framework for its capacity development work, the secretariat developed a set of higher-level overarching capacity development project documents for the period from 2011 to 2013. In these documents, the emphasis is on identifying and achieving results and improving performance through strengthened results-based management. This includes a stronger focus on monitoring and evaluation to ensure the secretariat's accountability to its member States and the donor community and to facilitate learning and ongoing improvement in performance. The documents furthermore include an emphasis on partnerships with other stakeholders, strengthening interdivisional collaboration within the secretariat and identifying all the funding sources for each project to facilitate the identification of gaps to be addressed.

B. Enhancing coordination with other United Nations agencies

5. Strong partnerships and coordination with other agencies in the United Nations system within the framework of system-wide coherence and the United Nations "Delivering as one" at the regional level are vital to ensuring the effectiveness of the capacity development work of ESCAP. One key vehicle for enhancing such partnerships is the Regional Coordination Mechanism (RCM) convened by ESCAP, particularly through its six thematic working groups. Engagement by the secretariat in the work of the United Nations Development Group (UNDG), which focuses on United Nations coordination at the country level, provides another important means of enhancing cooperation with United Nations counterparts.

6. ESCAP partnerships for capacity development are further underpinned by memoranda of understanding which provide frameworks for cooperation with 30 United Nations entities and other international organizations. Annual formal consultations with three of these, namely the Asian Development Bank, the International Labour Organization (ILO) and the United Nations Development Programme (UNDP), were held to review and prioritize cooperation in 2011.

7. With respect to its cooperation with UNDP, ESCAP actively contributed to a Workshop on Technical Cooperation, held by the UNDP Asia-Pacific Regional Centre in September 2011, the outcome of which was presented at the Fourth High-level Forum on Aid Effectiveness. Subsequently, UNDP and ESCAP initiated exploratory work on developing a regional community of practice for technical cooperation, with a particular focus on capacity development, and on a joint workshop for staff on best practices in capacity development.

C. Mobilizing resources and partnerships

8. Under the Organizational Effectiveness Initiative (OEI), a number of policies and measures were adopted by the secretariat during 2011 to improve the effectiveness, visibility and efficiency of engagement with member States, the international donor community and other partners. First, a medium- to long-term Resource Mobilization Strategy was adopted to provide an ESCAP-wide

framework for a more proactive approach to partnerships and donor relations. Second, the ESCAP Communications and Advocacy Strategy was adopted with the aim of increasing the visibility of ESCAP and strengthening understanding of its work by member States and other stakeholders. Third, a Partnerships and Resource Mobilization Section was established within the Programme Planning and Partnerships Division of the secretariat (formerly the Programme Management Division) to support divisions and offices in enhancing the relationships of ESCAP with current and potential partners and donors.

9. In the context of the above developments, a number of measures and actions were initiated during 2011 to step up relations with development partners and donors. This included: (a) a donor mission in September 2011 to the Republic of Korea to strengthen relations with key partners;¹ (b) a series of informal consultations with representatives of the Russian Federation which culminated, in December 2011, in the signing of a new voluntary contribution agreement amounting to \$2.4 million over two years; and (c) discussions with other existing bilateral and international donors, including China, Japan and Sweden. A first, broader multi-donor consultation is planned for 2012 to enhance engagement with current and potential donors and promote awareness of the role, priorities and approaches of ESCAP in the region. To underpin such initiatives, the secretariat developed a donor profile system in 2011 and initiated work on a Resource Mobilization Kit for donors as well as a donor relations section on the ESCAP website.

10. In recognition of the increasing importance of the private sector as a partner in promoting and delivering capacity development, the secretariat furthermore held a workshop for staff following the sixty-seventh session of the Commission on enhancing collaboration with business counterparts. This drew on the experiences and lessons of other United Nations agencies, particularly the United Nations Global Compact Office, the United Nations Office on Drugs and Crime (UNODC) and the World Food Programme (WFP). The secretariat is preparing a strategy to step up engagement with private sector counterparts as important partners and a source of knowledge and resources.

II. Delivering the ESCAP technical cooperation programme in 2011

A. Contributions to the ESCAP technical cooperation programme in 2011

11. For the purpose of the present document, technical cooperation focusing on capacity development is defined as encompassing: (a) policy advocacy and dialogue on critical and emerging issues, including follow-up to global and regional commitments; (b) regional knowledge networking aimed at enabling the members and associate members of ESCAP to share and discuss information and experiences on good and innovative practices; and (c) training, advisory services and other forms of technical assistance aimed at strengthening the capacity of the members and associate members of ESCAP to formulate and implement effective policies and programmes in a range of key development areas.

12. ESCAP technical cooperation work in 2011 was funded from both the regular budget of the United Nations and extrabudgetary resources. The regular

¹ The following 13 government agencies in the Republic of Korea are donors and partners of ESCAP in its delivery of technical cooperation programme: Ministry of Foreign Affairs and Trade; Ministry of Unification; Ministry of Health and Welfare; Ministry of Environment; Ministry of Land Transport and Maritime Affairs; Ministry of Education, Science and Technology; Korea International Cooperation Agency (KOICA); Korea Communications Commission (KCC); Korea Maritime Institute (KMI); Korea Energy Economics Institute (KEEI); Korea Energy Management Corporation (KEMCO); Korea Electric Power Corporation (KEPCO); and Korea Expressway Corporation (KEC).

budget comprised (a) the regular programme of technical cooperation (section 22) and (b) the United Nations Development Account (section 35).² Extrabudgetary resources comprised voluntary contributions provided by individual Governments, entities of the United Nations system and other intergovernmental organizations, the private sector and non-governmental organizations (NGOs). Such contributions were provided as cash (funds-in-trust) or assistance in kind, including the secondment of experts on a non-reimbursable loan basis and the provision of host facilities and equipment.

13. The total cash contributions received by ESCAP in 2011 for technical cooperation, from sources within and outside the United Nations, amounted to \$15,534,674.20. Bilateral voluntary cash contributions by ESCAP member and non-member States remained the main extrabudgetary source of funding. Summaries of the financial contributions by source in both United States dollars and percentage terms are provided, respectively, in the table below and in figure 1.

14. Bilateral donors contributed \$8,999,097.90 of the total funds received in 2011, of which approximately 78 per cent was received from developing member countries. Further details on the extrabudgetary resources (funds-in-trust) received from bilateral sources are provided in annex I. The largest aggregate bilateral donor contribution was received from the Republic of Korea.

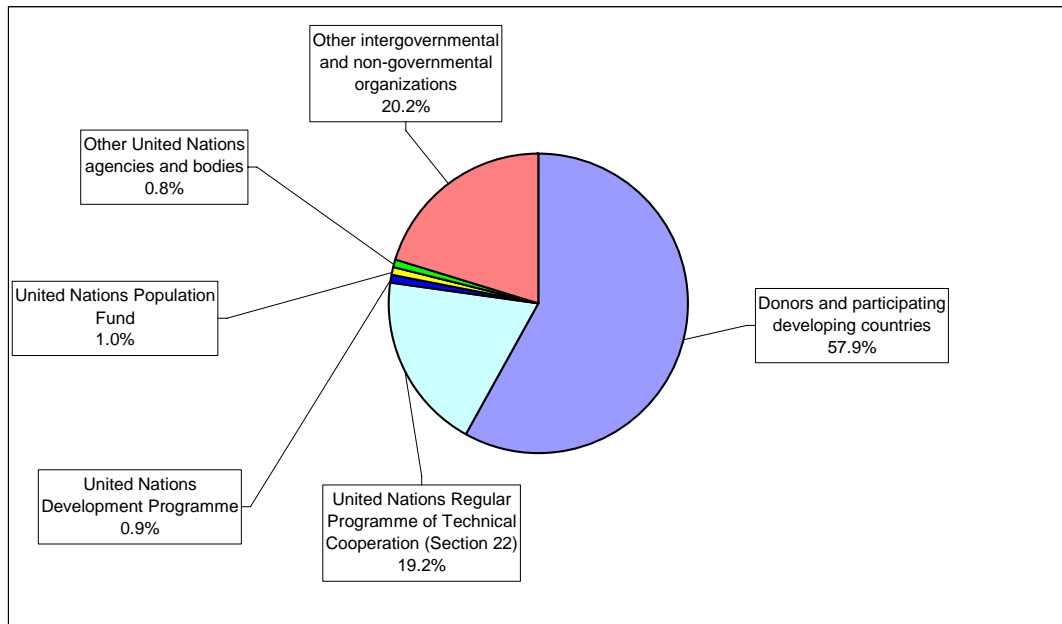
15. The United Nations, from sources including section 22 and funding from other United Nations entities, contributed a total of \$3,401,831.00, representing 21.9 per cent of the total funds received in 2011 (see table). Although no income was received directly from the United Nations Development Account in 2011, income received in previous years continued to be employed for implementation of technical cooperation work as indicated in paragraph 18 below.

Table
Summary of financial contributions in 2011, by source

<i>Source</i>	<i>United States dollars</i>	<i>Percentage</i>
(a) Bilateral donors (see annex I)	8 999 097.90	57.9
(b) United Nations system		
1. United Nations regular programme of technical cooperation (section 22)	2 984 200.00	19.2
2. United Nations Development Programme	134 511.36	0.9
3. United Nations Population Fund	156 119.64	1.0
4. Other United Nations agencies and bodies	127 000.00	0.8
(c) Other intergovernmental and non-governmental organizations (see annex II)	3 133 745.30	20.2
Total	15 534 674.20	100

² Contributions for multi-year projects funded from the Development Account (Section 35) are reported in the year in which they are received.

Figure 1
Financial contributions for technical cooperation in 2011, by source
(Percentage)



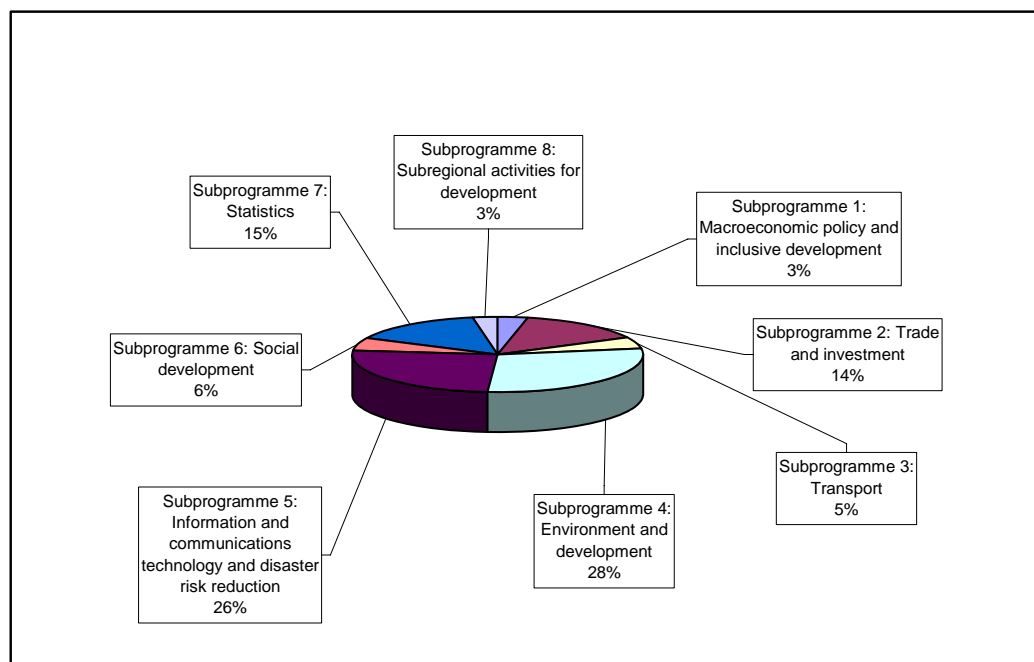
16. Other intergovernmental organizations, the private sector and NGOs contributed \$3,133,745.30 of the total funds received in 2011. The three largest contributors under this category were the European Union, the Bill and Melinda Gates Foundation and the International Development Research Centre (IDRC). More detailed information on contributions from other intergovernmental organizations, the private sector and NGOs is given in annex II.

17. In addition, ESCAP member States provided, on a non-reimbursable loan basis, a total of 106.5 work-months of services of experts in various disciplines. Further details are provided in annex III.

18. The volume of the secretariat's technical cooperation delivery in 2011 in financial terms totalled approximately \$18.2 million. Of that amount, approximately \$7.2 million was delivered under the technical cooperation programme implemented by ESCAP operational divisions and offices or other agencies under the ESCAP-administered Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries. Approximately \$6.4 million was utilized for the institutional support of the regional institutions and subregional offices, including their technical cooperation and capacity development work. Approximately \$3.7 million was utilized from the Regular Programme of Technical Cooperation (section 22) and \$0.9 million from the Development Account (section 35).

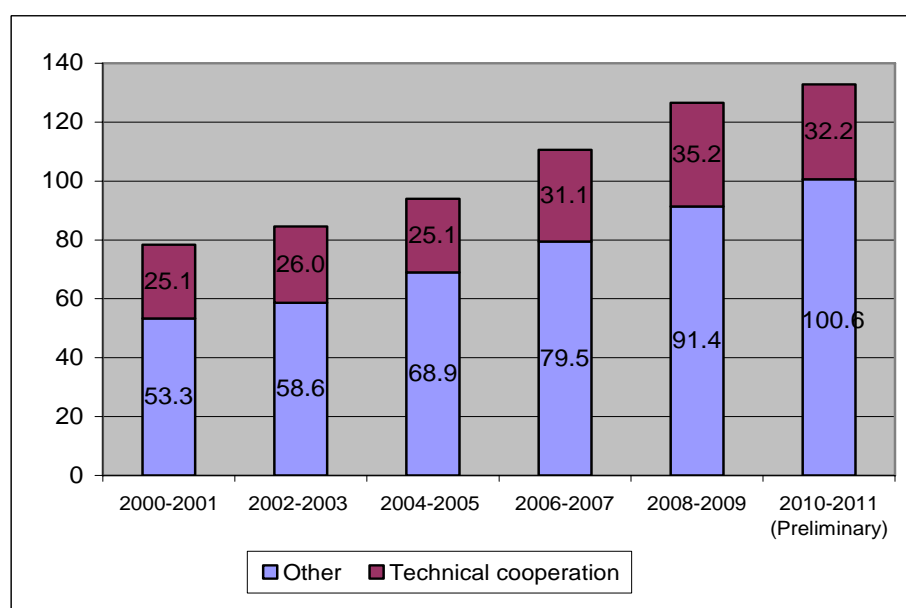
19. The distribution of extrabudgetary resources to the eight ESCAP subprogrammes in 2011 is shown in figure 2.

Figure 2
Distribution of extrabudgetary contributions to ESCAP subprogrammes in 2011
(Percentage)



20. The evolution of the expenditures for technical cooperation as a portion of total ESCAP expenditures over the past 12 years is shown in figure 3.

Figure 3
Evolution of ESCAP expenditures, 2000-2011
(Millions of United States dollars)



B. Examples of the technical cooperation work of the secretariat in 2011

21. As indicated above, capacity development remained the main driver of the secretariat's technical cooperation work during 2011, closely linked to the policy consensus-building, normative and analytical roles of ESCAP at the regional and subregional levels. Through various modalities, such as analytical studies, training workshops, advisory services, communities of practice, and networks to facilitate the exchange of knowledge and good practice, ESCAP continued to provide a vital platform for the sharing of knowledge, information and experience among member States within the Asian and Pacific region. The diversity and scope of the technical cooperation work of ESCAP through its subprogrammes (including the regional institutions and subregional offices) to address the priorities of member States is illustrated by the following selected examples.

22. Under the macroeconomic policy and inclusive development subprogramme, the key findings of the *Economic and Social Survey of Asia and the Pacific*, which highlighted the need to rebalance growth and narrow development gaps in order to sustain the region's dynamism, were elaborated through a series of policy dialogues in 29 member States involving more than 900 policymakers and civil society representatives. In addition to capacity development workshops to support member States in such areas as enhancing competitiveness and attracting foreign direct investment (FDI), a regional policy dialogue organized jointly with the Central Bank of the Philippines focused on building resilience to the various shocks being faced by countries of the region. The *Asia-Pacific Regional MDG Report 2011/12*, jointly prepared with the Asian Development Bank and UNDP, included special attention to gender equality issues and integrating the Goals into national development strategies. Follow-up activities included a partnership dialogue in Cambodia and advocacy training and subregional workshops aimed at accelerating progress in least developed countries.

23. Providing a community of practice and promoting peer-to-peer support in a South-South cooperation context, the United Nations Network of Experts for Paperless Trade (UNNExT), under the auspices of the ESCAP trade and investment subprogramme, assisted policymakers and practitioners in the region to identify and address "red tape" issues in international trade. Over 14 countries in the region applied the methodology under the first UNNExT tool, the *Business Process Analysis Guide to Simplify Trade Procedures*,³ and identified procedural barriers to trade for key export products. Cambodia, for example, used the findings to push forward its rice export strategy by reducing barriers in rice trade. Similarly, the Asia-Pacific Research and Training Network on Trade (ARTNeT), managed by the secretariat, continued to grow, encompassing 32 member institutions and about 800 individual researchers. ARTNeT has significantly contributed to the development of the research capacity of national policymakers and researchers in the Asia-Pacific region.

24. Under the ESCAP transport subprogramme, the secretariat continued to improve the capability of governments to implement the Intergovernmental Agreements on the Asian Highway Network⁴ and Trans-Asian Railway Network⁵ as well as other ESCAP-promoted initiatives to promote an international integrated intermodal transport and logistics system in the region. Further progress was made during 2011 in advancing the draft of an intergovernmental agreement on dry ports, which aims to bring about integration

³ ST/ESCAP/2558.

⁴ United Nations, *Treaty Series*, vol. 2323, No. 41607.

⁵ United Nations, *Treaty Series*, vol. 2596, No. 46171.

and connectivity of Asian transport networks and modes. Once concluded, the agreement will provide a regional instrument for facilitating transport links and streamline trade formalities across the region. The ESCAP Time-Cost/Distance Methodology continued to provide an important tool for identifying and addressing bottlenecks impeding efficient cross-border transport. Road safety was another area in which secretariat initiatives contributed to member State capacity, with seven countries having been supported in developing national road safety strategies and action plans with measurable road safety goals and targets, as well as tools to monitor progress.

25. A core focus of the capacity development work of the ESCAP environment and development subprogramme was the design and implementation of policies to promote environmentally sustainable economic growth through support to policymakers at all levels, primarily in key ministries, as well as to operational staff of national and local governments. In addition to studies and workshops, nine “hands-on” training sessions were provided in such areas as solid waste management and eco-efficient urban infrastructure. The demand for training of trainers and knowledge of green growth policies, road maps and tools has increased threefold since March 2005. The secretariat also worked with government policymakers, civil society, academia, NGOs, local governments and the private sector to improve energy security and water resources management and design inclusive and sustainable development policies. In the areas of eco-efficient water infrastructure and integrated water resources management, the secretariat engaged with partners through a series of regional forums and studies which were supported by pilot projects and field assessments of water and sanitation infrastructure.

26. Through the ESCAP Information and communications technology and disaster risk reduction subprogramme, the capacity of policy-makers and key stakeholders in the region to manage disaster risk was enhanced through a series of initiatives including national training workshops in Pacific countries and follow-up in-depth training on the use of satellite imagery. The Asia-Pacific Gateway for Disaster Risk Reduction and Development facilitated information exchange on laws, policies and communities of practice on mainstreaming disaster risk reduction into development planning. The secretariat further promoted subregional networking for the exchange of information on flood risk reduction in the context of extreme weather events in Central Asia as well as the sharing of good practices and lessons following natural disasters in Pakistan, Japan and countries of South-East Asia. The promotion of information and communications technology for socio-economic development was the focus of 33 training activities conducted by the Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT), including the roll-out of its flagship “Academy of ICT Essentials for Government Leaders” programme in seven new countries. Academy modules were applied in a further 52 training activities by APCICT partners, indicating strong field uptake of the programme.

27. Through its social development subprogramme, ESCAP provided a key regional platform for engaging member States and other stakeholders in identifying and addressing capacity development priorities with respect to disability, HIV, ageing, migration, social protection, youth and development and gender equality. In the case of gender equality, a programme was initiated with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to strengthen the institutional capacity of national women’s machineries through a series of subregional workshops and provision of tools and resources. A new regional project supported by China was also launched to enhance member States’ capacity to promote the economic empowerment of women in the context of Millennium Development Goal implementation. Sharing

of knowledge and good practices on health and long-term care services for older persons was the focus of the Regional Forum on Elderly Care Services in Asia and the Pacific, which was convened by the secretariat in cooperation with Zhongshan College, in Nanjing, China. The theme study entitled *The Promise of Protection: Social Protection and Development in Asia and the Pacific*, prepared by the secretariat for the sixty-seventh session of the Commission,⁶ analysed key trends, issues, lessons and ways forward to support the consideration by member States of policy options and service development in this area.

28. The critical role of high quality and reliable statistics in underpinning policy development and programme delivery across the region was the focus of the secretariat's ongoing support for the strengthening of national statistical systems in Asia and the Pacific in areas including (a) production and dissemination of data in the areas of vital statistics, (b) economic statistics including the measurement of the informal sector and informal employment, and (c) improving the measurement and statistics on disability. Through the activities of the Statistical Institute for Asia and the Pacific and its statistical training networks from January 2010 to December 2011, a total of 951 government officials/statisticians had the opportunity to improve their knowledge and skills in official statistics, including internationally agreed frameworks, standards and methods in a number of areas. As well as providing an important service to member States, the *Statistical Yearbook for Asia and the Pacific*⁷ also served as a platform for substantive engagement by the secretariat with experts from partner agencies, deepening and expanding the ESCAP networks and ability to address the priorities of member States regarding statistical capacity.

29. Through their linkages to subregional counterparts, contexts and processes, the ESCAP subregional offices play a vital role in the effective delivery of the technical cooperation work of ESCAP. In the Pacific, the secretariat played an important role during 2011 in regional preparations for the United Nations Conference on Sustainable Development (Rio+20), following-up the regional review of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States⁸ and creating a strong United Nations Pacific agenda for inclusive and sustainable development and supporting resilience to external shocks. Capacity development support was provided to Pacific island countries in drafting national disability plans and addressing urban planning issues. A key focus of technical cooperation work in East and North-East Asia was support to policymakers in the areas of transboundary nature conservation and air pollution as well as the mitigation of the occurrence and impact of dust and sandstorms. In South and South-West Asia, the secretariat collaborated with a range of institutions in member States to hold the High-level Policy Dialogue on Development Challenges Facing the Subregion as well as holding a series of national-level policy dialogues in the context of launching the *Economic and Social Survey of Asia and the Pacific*. The 2011 United Nations Special Programme for the Economies of Central Asia (SPECAs) Economic Forum with the theme "20 Years of Regional Economic Cooperation and Integration in Central Asia: Successes, Challenges and Prospects" was an important focus for the secretariat in North and Central Asia.

⁶ United Nations publication, Sales No. E.11.II.F.5 (see also E/ESCAP/67/20).

⁷ United Nations publication, Sales No. E.11.II.F.1.

⁸ *Report of the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, Port Louis, Mauritius, 10-14 January 2005* (United Nations publication, Sales No. E.05.II.A.4 and corrigendum), chap. I, resolution 1, annex II.

III. Conclusions

30. The secretariat achieved further progress in strengthening its technical cooperation work during 2011, working with a wide range of governmental, United Nations and other stakeholders to enhance the capacity of member States to develop and implement inclusive and sustainable economic and social development policies in Asia and the Pacific. This would not have been possible without the valuable support of ESCAP donors and development partners.

31. In particular, further steps were taken to enhance the impact, focus and integration of the secretariat's technical cooperation work, with a particular focus on capacity development and special attention to the needs of least developed countries, landlocked developing countries and Pacific island developing countries. In addition, steps were taken to increase the secretariat's resource mobilization and partnership capabilities and to enhance relations with partners and donors in order to strengthen longer-term foundations for future cooperation.

32. The secretariat will continue to strengthen the application of results-based management approaches to ensure that maximum impact is achieved from its technical cooperation work with member States. Recommendations and lessons identified through evaluations and evaluative reviews will be actively drawn upon to strengthen performance and results. The secretariat will furthermore continue to create the necessary strategic and operational synergies with United Nations entities and subregional organizations to ensure United Nations system-wide coherence at the regional level.

Annex I

Extrabudgetary resources provided by bilateral donors in cash in 2011 (Funds-in-trust)

	<i>Value in United States dollars</i>
Australia	52 810.00
Azerbaijan	2 000.00
Bangladesh	6 896.55
Bhutan	2 000.00
Cambodia	4 000.00
China	525 109.72
Fiji	4 981.00
Hong Kong, China	30 000.00
India	424 512.22
Indonesia	155 584.68
Iran (Islamic Republic of)	15 437.42
Japan	1 776 400.00
Kazakhstan	5 000.00
Macao, China	33 000.00
Malaysia	35 000.00
Micronesia (Federated States of)	5 000.00
Mongolia	25 000.00
Myanmar	868.66
Netherlands	147 805.70
New Caledonia	5 758.46
Pakistan	22 429.33
Philippines	63 000.00
Republic of Korea	3 943 162.97
Russian Federation	1 200 000.00
Singapore	15 000.00
Sri Lanka	40 000.00
Sweden	375 641.19
Thailand	41 000.00
Tonga	1 500.00
Turkey	15 000.00
Tuvalu	1 200.00
Viet Nam	24 000.00
Total extrabudgetary inputs from bilateral donors	8 999 097.90

Annex II

Technical cooperation resources provided by the United Nations system and by intergovernmental and non-governmental organizations in 2011

Value in United States dollars

1. United Nations system

(a) Regular Budget resources

United Nations Regular Programme of Technical Cooperation (Section 22)	2 984 200.00
United Nations Development Account	0.00
Sub-total (a)	2 984 200.00

(b) Extrabudgetary resources

United Nations Development Programme	134 511.36
United Nations Population Fund	156 119.64
Other United Nations agencies and bodies	127 000.00
Sub-total (b)	417 631.00

Sub-total of resources from the United Nations System (a) + (b)	3 401 831.00
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2. Other Organizations

Asian Development Bank	129 929.70
Bill & Melinda Gates Foundation	929 950.00
China Disabled Persons' Federation	10 000.00
European Union	985 843.90
International Development Research Centre (IDRC)	258 856.35
International Fund for Agricultural Development (IFAD)	253 000.00
Japan Aerospace Exploration Agency (JAXA)	95 710.00
Japan Water Forum	9 500.00
Korea Energy Economics Institute (KEEI)	29 320.00
Korea Expressway Corporation (KEC)	125 430.00
Korea Maritime Institute (KMI)	88 170.04
Rockefeller Foundation	50 000.00
International Union of Railways (UIC)	50 515.50
World Trade Organization (WTO)	38 439.81
Zhongshan College, China	79 080.00

Sub-total of extrabudgetary resources from intergovernmental and non-governmental organizations	3 133 745.30
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Grand total	6 535 576.30
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Annex III

Extrabudgetary assistance in kind (non-reimbursable loans) in 2011

Japan

(Total 12 work-months)

Mr. Shoji Matsubara
Expert on Disaster Risk Reduction
Information and Communications Technology and Disaster Risk Reduction Division
12 work-months

Netherlands

(Total 4 work-months)

Ms. Daphna Beerdsen
Expert on Sustainable Urban Development
Environment and Development Division
4 work-months

Republic of Korea

(Total 90.5 work-months)

Mr. Won-Tae Kim
Expert on Environment Policy
Environment and Development Division
12 work-months

Mr. Woo Young Gyu
Expert on Information and Communication Technology
Information and Communications Technology and Disaster Risk Reduction Division
12 work-months

Mr. You-sik Kim
Expert on Space Technology
Information and Communications Technology and Disaster Risk Reduction Division
11.5 work-months

Mr. Song Ouk-Heon
Expert on International Finance
Macroeconomic Policy and Development Division
9 work-months

Mr. Jehak Jang
Expert on Programme Management
Programme Management Division
12 work-months

Mr. Duek Yung Ko
Expert on Social Policy
Social Development Division
11.5 work-months

Mr. Daehi Lee
Expert on Trade and Monetary Cooperation
Trade and Investment Division
12 work-months

Mr. Moo-Young Jo
NRL expert on Railway Transport
Transport Division
7 work-months

Mr. Kim Hyung-Suk
Expert on Transport
3.5 work-months
