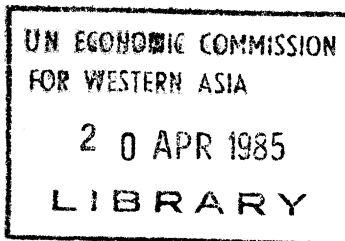




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ECONOMIC AND SOCIAL COUNCIL



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Technical Committee
Third session
20-23 April 1985
Baghdad

Item 6 (a) of the provisional agenda

FOLLOW-UP ON THE RESOLUTIONS OF THE
STANDING COMMITTEE FOR THE PROGRAMME

Resolution 1 (II)

PROGRAMME PLANNING AND CO-ORDINATION
WITHIN THE ECWA SECRETARIAT

Note by the Executive Secretary

85-0394





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Corrigendum

Page 16, lines 4-6, column 2

For Arab Centre for the Study of Arid Zones and Dry Lands
(ACSAD) read Arab Bureau of Education for the Gulf States.

85-0459



Resolution 1 (II) Programme Planning and Co-ordination
within the ECWA Secretariat

Note by the Executive Secretary

During its second session, and in the context of the above-mentioned resolution, the Standing Committee for the Programme underlined the need to improve the programme planning process within the secretariat in order to enhance programme performance and effectiveness. In that connection, the Standing Committee identified five aspects of programme planning and requested the Executive Secretary to take a number of measures in that regard. Their implications on the programmatic contents of the Commission's programme of work and priorities are described below.

1. Programme priorities

In this connection, the Standing Committee requested the Executive Secretary to reallocate resources from low priority to high priority programme elements and called upon him to continue the identification of obsolete, ineffective or only marginally useful activities.

In order to pave the way for the proper implementation of priorities laid out in the 1986-1987 programme of work and priorities the ECWA secretariat, during the eleventh session of the Commission, reduced the programme elements planned for the 1984-1985 biennium by 10 programme elements, amounting to 11.5 per cent of the programme total. The termination of certain activities necessitated a number of reformulations which were meant to accommodate the newly introduced changes coupled with a reallocation of resources. As a result 17 per cent of the originally planned programme elements were either expanded or reduced in scope. The process of introducing programmatic changes, in observance of the above-mentioned resolution, was continued throughout the current biennium. The Commission has before it annex I to the present document which proposes the termination of 10 additional programme elements, also amounting to 11.5 per cent of the programme total. Thus, the overall percentage of programme elements proposed for termination throughout the 1984-1985 biennium amounts to 23 per cent of the programme total. An additional 8 per cent of total programme elements is proposed for postponement to the forthcoming biennium, mainly owing to the vacancy situation. The implementation of these postponed programme elements is foreseen in the context of programme elements bearing similar programmatic contents in the 1986-1987 programme of work and

priorities. As such the 1984-1985 work programme has been reduced by 31 per cent in observance of the above-mentioned resolution.

The results of the lessons drawn from the 1984-1985 exercise in terms of the necessity of concentrating both resources and programmes were reflected in the 1986-1987 work programme, whereby the total number of planned programme elements is 70 as against 86 in the 1984-1985 biennium. For further details, documents E/ECWA/XII/5 and E/ECWA/XII/5/Add.1/Part I present detailed information on the subject.

2. Programme structure

In terms of programme structure, the Standing Committee requested the Executive Secretary to take a number of factors into consideration in formulating the work programme of ECWA. These were reflected in the contents of the 1986-1987 work programme, which was conceived to be more concrete and action-oriented and better integrated with a view to optimizing the use of resources available to ECWA (see documents E/ECWA/XII/5/Add.1/Part I and Part II).

Also in the context of programme structure, the Standing Committee further requested the Executive Secretary to submit an annual report on post vacancies in the secretariat, on the effect of such vacancies on the implementation of the programme and on efforts made to solve that problem. In this respect, it is worth noting that the rate of vacancies among Professionals in the substantive divisions of ECWA amounted to 36 per cent of total Professional posts in 1984. The effect of this high rate on programme implementation resulted in the curtailing of 31 per cent of originally planned programme elements in the 1984-1985 biennium through termination or postponement. A recruitment mission to the Gulf States was scheduled for October 1984 to redress the situation but was halted owing to the freeze on recruitment imposed on the entire United Nations system. Annex I to the present document details the changes affected in the 1984-1985 work programme owing to the vacancy situation.

3. Co-ordination and co-operation

A third aspect of programme planning requests the Executive Secretary to intensify efforts aimed at co-ordination and co-operation with Arab regional organizations and international organizations with a view to promoting joint implementation of activities. In 1984, 16 programme elements out of the 59 under implementation were being carried out either jointly or in consultation with regional organizations. This amounts to around 27 per cent of the programme elements under

implementation. In addition five ad hoc joint activities which were not programmed for in the 1984-1985 budget have also been subject to joint undertaking and consultation with regional organizations.

Seven additional activities were also jointly undertaken in 1984 under the umbrella of technical assistance between ECWA and the League of Arab States (LAS). They included, inter alia discussions and advisory services on the formulation of joint Arab strategies in the field of social development and transport and communications.

It is worth noting in this respect that co-operation with the League of Arab States and its subsidiary bodies, with whom 15 memoranda of understanding were concluded, merits special attention. The Industrial Development Programme, for example, is implementing all its programme elements in consultation or in co-ordination with the Arab Industrial Development Organization.

Co-ordination with the Arab Fund for Economic and Social Development (AFESD), another subsidiary body of LAS, also merits special attentions. In 1984, discussions took place between AFESD and ECWA which led to the identification of eight areas of mutual interest that might lend themselves to bilateral co-operation. Those areas cover documentation and informatics, energy, planning, food security, transport and communications, general economic studies, development finance and industry. Co-ordination activities have already been initiated in two of these areas, namely energy and industry.

It is hoped that co-operative arrangements will gain renewed impetus within the context of the 1986-1987 programme of work and priorities in view of its programmatic content which lends itself to joint undertaking of specific activities.

The Commission has before it annex II to the present document which contains a list of activities undertaken in the context of co-ordination and co-operation with Arab organizations.

4. Evaluation

With respect to this aspect of programme planning, the Standing Committee urged the bodies concerned in the member States to intensify regular co-operation with the secretariat with regard to programme evaluation and response to questionnaires dispatched to member States by the secretariat.

In this connection, it is to be noted that the secretariat had established a schedule for evaluating four subprogrammes throughout 1984-1985. These are: new and renewable sources of energy and capital goods (1984); food security and science and technology (1985). However, this exercise did not progress as desired. The responses received to questionnaires that were sent to 124 end-users to evaluate the energy programme, did not exceed five and were far from being representative.

While attempts will continue to follow up on this matter and to develop more appropriate channels of communications, it is believed that the situation will certainly improve when member States are more involved in the formulation of the activities which they are later on asked to evaluate. Therefore, four subject-specific intergovernmental meetings on capital goods, energy food security and statistics scheduled for 1986-1987 are well placed to undertake a proper evaluation of ECWA activities in these respective priority areas. During these meetings past activities will be reviewed by member States and future orientation and action of the work of ECWA will be determined.

Annex I

Review of priorities for the 1984-1985 biennium

A. PROGRAMME ELEMENTS PROPOSED FOR TERMINATION DURING THE
THIRD TECHNICAL COMMITTEE FOR THE PROGRAMME.

Programme : Development issues and policies in
Western Asia

Programme element 2.2: Improving national/regional capability
in project formulation and implementation

Output (i) Report to the Commission on the methodology and
applications of project evaluation and formulation
for key sectors of the economies of the least
developed countries of the region within the
framework of the Substantial New Programme of Action
for the 1980s for the Least Developed Countries
(first quarter 1985);

(ii) Technical publications: four case-studies in project
evaluation of key sectors of two least developed
countries of the region (fourth quarter 1985).

Programme : Environment in Western Asia

Programme element 1.3: Environmental impact of energy production
and use in the ECWA region

No final output: Activity during 1984/1985 will result in a
report to the Commission, in 1986, on the
interrelation between environment and the
pattern of energy production use in the ECWA
region.

Programme : Natural Resources in Western Asia

Programme element 1.2: Enhancement of policy-making planning,
management and conservation of
conventional and non-conventional water
resources of the region

Output: Report to the Commission including the proceedings
of a workshop on the subject (fourth quarter 1985).

Programme : Energy issues in Western Asia

Programme element 1.3: Energy supply and demand of selected rural
remote areas in the ECWA region.

Output: Report to the Commission on the rural energy supply and demand in selected ECWA countries (fourth quarter 1985).

Programme element 3.1: Energy conservation in the transport sector of a selected ECWA country

Output: Report to the Commission on energy conservation in various modes of transportation (fourth quarter 1985)

Programme : Population in Western Asia

Programme element 1.1: Censuses and surveys

Output (ii) Estimation of basic vital rates from the national follow-up surveys in the ECWA region (third quarter 1985).

Programme element 2.1: Assistance in formulation of national population policy

Output (ii) Report to the Commission on the current national policies and measures affecting demographic trends (fourth quarter 1985).

Programme : Public Administration and Finance in Western Asia

Programme element 1.3: Investment incentives and resource allocation in countries of Western Asia

Output : Report to the Commission on an interim evaluation of the investment incentives (fiscal, monetary, commercial, etc.) instituted in selected countries of the region to encourage investment and promote capital formation in crucial economic sectors (first quarter 1985)

Programme : Science and Technology in Western Asia

Programme element 1.6: Promotion and use of scientific and technological information for development in the ECWA region

Output : Report to the Commission on the promotion and use of scientific and technological information for development in the ECWA region (second quarter 1985)

Programme element 2.3: Transfer of technology in small-scale industries

No final output: Activity includes the preparation of a report to the Commission in 1986 on the subject.

Programme : Social Development in Western Asia

Programme element 2.3: Integrated policies in rural development

Output : Technical publication: country profiles on the status of rural development policies and planning (fourth quarter 1984 and fourth quarter 1985).

B. PROGRAMME ELEMENTS PROPOSED FOR POSTPONEMENT TO 1986-1987 BIENNIUM

Programme : Industrial Development in Western Asia

Programme element 2.1: Trade in manufactured products

Output : Report to the Commission on a joint Arab marketing strategy for petrochemicals and fertilizers (first quarter 1985).

Programme element 3.2: Development of selected industrial branches.

Output : Technical publications in the series Development of Selected Industrial Branches in the ECWA Region No. 2 (fourth quarter 1984) and No. 3 (fourth quarter 1985).

Programme : Population in Western Asia

Programme element 2.2: Evaluation of population factors in national socio-economic plans

Output : Technical publication: impact of population growth and structure upon the provision of housing, education, medical care and governmental services (fourth quarter 1984)

Programme : Science and Technology in Western Asia

Programme element 1.5 : Role of financial institutions in strengthening endogenous scientific and technological capabilities.

No final output: Activity includes the preparation of a report to the Commission in 1986 on the role of financial institutions in strengthening endogenous scientific and technological capabilities.

Programme element 2.1 : Role of public enterprises in the acquisition of technology in selected countries of the ECWA region

Output : Report to the Commission on the role of the public enterprises in the acquisition of technology in selected countries of the ECWA region (first quarter 1985)

Programme element 2.2 : Analysis of institutions and policies for the transfer of technology in selected countries of the ECWA region.

No final output : Activity includes the preparation of a report to the Commission in 1986 on the institutions and policies for the transfer of technology in selected countries of the ECWA region.

Programme : Statistics in Western Asia

Programme element 1.1 : Dissemination of statistics

Output (ii): Technical publications: Statistical Indicators of the Arab World, 1984 and 1985 (fourth quarter 1984 and 1985)

Programme : Transport, Communications and Tourism in Western Asia

Programme element 1.2 : Multimodal transport and the transfer of modern technologies in ports and shipping to Western Asia.

No final outputs: Activity includes preparation of a report to the Commission in 1986 on technological aspects of shipping developments.

C. PROGRAMME ELEMENTS PROPOSED FOR REFORMULATION

Programme : Environment in Western Asia

Programme element 1.1 : Identification of major resources of
pollution in the ECWA region
(first quarter 1985)

Planned output: Report to the Commission on environmental
guidelines for water development projects
in the ECWA region (first quarter 1985)

Reformulated output : Report to the Commission on industrial
pollution control in the ECWA region
(first quarter 1985).

Reconsideration of Priorities for 1984-1985 Work Programme

Programme	Number of Programme elements				
	<u>Originally Planned for 1984-1985</u>	<u>Terminated during 11th session of ECWA</u>	<u>Proposed for termination</u>	<u>Proposed for postponement to 1986-1987</u>	<u>Completed in 1984</u> <u>Remaining for implementation during 1985</u>
Food and Agriculture	6	1	-	-	1 4
<u>DPD</u>					
- Development issues	4	-	1	-	0.5 2.5
- International trade	4	-	-	-	1 3
- Development finance	3	-	1	-	0.5 1.5
- TNCs	3	-	-	-	- 3
Total:	14	-	2	-	2 10
Environment	4	-	1	-	- 3
Human Settlements	4	2	-	-	- 2
Industrial development	6	-	-	2	- 4
<u>NRST</u>					
- Energy Issues	9	2	2	-	- 5
- Natural Resources	5	2	1	-	- 2
- Science and Technology	9	-	2	3	1 3
Total:	23	4	5	3	1 10
Soc. Dev. & Pop.					
- Social Development	6	2	1	-	- 3
- Population	8	-	1	1	0.5 5.5
Total:	14	2	2	1	0.5 8.5
Statistics	8	-	-	0.5	2 5.5
Transport and Communications	7	1	-	1	1 4
<u>Grand Total</u>	<u>86</u>	<u>10</u>	<u>10</u>	<u>7.5</u>	<u>7.5 51</u>

Annex II

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

<u>Programme: Food and Agriculture</u>		
<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
1.2 Planning and management of the agricultural sector at the national level	- Arab Planning Institute (API)	Project proposal on agricultural planning and project analysis and teaching assistance (March 1984)
	- Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESTRCIC)	Teaching assistance provided by ECWA to the centre (September - October 1984), Istanbul, Turkey
2.1 Critical factors in food production and distribution	- Arab Federation of Food Industries (AFFI)	Collaboration in holding a technical meeting (21-23 May 1984) in Amman and contribution of papers in this meeting and another meeting (14-20 July 1984) in Baghdad

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Industrial Development

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
1.1 Structure of industrial production, its growth pattern and future prospects in the ECWA region	Arab Industrial Development Organization	- Preparations of two papers for UNIDO IV, 29 July - 18 August 1984, Vienna
1.2 Industrial programming for least developed countries	Arab Industrial Development Organization	- Work plan prepared for People's Democratic Republic of Yemen in Aden for Solidarity Meeting from 13 to 21 December 1984
3.1 Identification of regional projects in capital goods and heavy engineering industries	Arab Industrial Development Organization Arab Fund for Economic and Social Development Arab Industrial Investment Company	- Feasibility study on development of diesel engines.
	Arab Fund for Economic and Social Development	- In the field of micro-electronics: 1. Workshop on "Computer processing and transmission of the Arabic language" April 1985, Kuwait 2. Pre-feasibility study for regional silicon foundry and design centres, fourth quarter 1985.
	Arab Industrial Development Organization Arab Fund for Economic and Social Development	- Position paper for meeting of producers and distributors of electrical power in the Arab countries in the East, 18-20 December 1984, Amman

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

<u>Programme: Industrial Development</u>	
<u>Programme element</u>	<u>Level of co-operation</u>
	<p>Arab Industrial Investment - Consultation on the formation of the Inter-Arab Electric Company</p> <p>Arab Industrial Development Organization and General Federation of Arab Chambers of Industry - Promotion meeting on identified capital goods and engineering project, (Kuwait, November 1985) as part of the third meeting of Arab Businessmen</p>
3.2 Development of selected industrial branches and identifications of regional projects	
3.3 Specialized industrial technologies	<p>Arab Industrial Development Organization - Masterplans have been formulated for:</p> <ul style="list-style-type: none"> (i) Oil-refining, petrochemicals and fertilizers; (ii) Capital goods and heavy engineering; (iii) Iron and steel. <p>Joint ECWA/AIDO field-mission project outline and document, as well as detailed workplan for implementation; these programme elements were carried out jointly with AIDO.</p>

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Development Issues and Policies

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
3.1 Survey and analysis of economic and social developments in the countries of Western Asia	Council of Arab Economic Unity Arab Monetary Fund Arab Fund for Economic and Social Development Arab Planning Institute Organization of Arab Petroleum Exporting Countries	Consultation and exchange of research documents and views pertaining to economic and social developments in the ECWA region and the Arab world Consultation and exchange of views concerning recent development in the international oil market and their implications for the ECWA region and the Arab world

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: International Trade and Development Finance in Western Asia

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
1.2 Review and analysis of development in regional co-operation and integration	League of Arab States Council of Arab Economic Unity	Consultations and collection of information on regional co-operation in preparation for survey
1.4 Expansion and diversification of exports of manufactures and semi-manufactures in selected countries of Western Asia	Arab Industrial Development Organization (AIDO)	Consultations and collection of information

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Natural Resources (Water)

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
1.1 Promotion of manpower training and education programmes in the water sector within the region	Arab Centre for the Study of Arid Zones and Dry Lands (ACSAD)	- In relation to the implementation of this programme element, relevant information was sought from ACSAD. ROSTAS (Regional Office for Science and Technology in the Arab States)/UNESCO has also contacted ACSAD for co-operation with ECWA with a view to preparing a Directory of Educational and Training Institutes in the Water Sector in the ECWA Region, to be based largely on ECWA's study. ACSAD and ROSTAS/UNESCO have indicated their willingness and readiness for this activity. Once approved and required funds are secured work will commence on the Directory
		- The Arab Bureau has been contacted in implementing this programme element. They have been co-operating with ECWA in the compilation of the necessary information

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Transnational Corporations

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
4.10 Technology transfer and the absorptive capacity in the ECWA region	Arab Industrial Development Organization (AIDO)	Preparations are under way to undertake jointly a major study on the "Transfer of Technology and the Role of Transnational Corporations in the Arab World"

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Energy issues

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
Energy programme	Organization of Arab Petroleum Exporting Countries (OAPEC)	In the context of preparations for the Third Arab Energy Conference drafts of three papers were submitted for the meeting to be held from 4 to 5 May 1985 on:
	Arab Fund for Economic and Social Development	- Economics of hydrocarbon transport from the Arab countries;
		- Priorities for NRSE with special reference to Arab co-operation;
		- Energy balances methodology and application for Kuwait and Jordan.

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

<u>Programme: Population and Labour</u>		
<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
4.2 Assistance in the formulation of manpower policies in the ECWA region with special emphasis on its least developed countries.	Arab Planning Institute - Kuwait	Agreement to sponsor meeting on "Employment and Migration Policies of the Arab Labour Force", November 1985
<u>Ad Hoc</u>	Co-sponsored by both ECWA and the League of Arab States	Conference on Population and Development in the Arab World, 25-29 March 1984 Amman, Jordan, in preparation for the International Conference on Population (Mexico)

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Transport and Communications

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
1.7 Improvement of transport information system in Western Asia	1. Gulf Co-operation Council	Contacts during the preparatory phases of the Maritime Information System (MIS) project for the ECWA region, with a view preparing or formulating the project
	2. Arab Maritime Transport Academy	

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Technical Co-operation: Transport Communications

Programme element Organizations involved Level of co-operation

League of Arab States, General Secretariat, General Department for Economic Affairs Advisory mission by ECWA Regional Adviser on transport to participate in finalizing a working paper on the strategy of transport and communication in the Arab countries

- League of Arab States

Activities undertaken include:

- Reviewing the text of the above-mentioned paper to allow for the relevant comments and remarks of the Arab countries

- Advising, through a separate paper, on ways and means to promote Arab joint action in the field of transport and communications

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Social Development

Level of co-operation

Organizations involved

Programme element

Ad Hoc activities

Follow-up Bureau of the Council of Ministers of Social Affairs and Labour for the Gulf Countries
Prepared and presented paper on the role of women in Gulf countries in the labour force, Expert Group Meeting, Muscat, Oman, Dec. 1984

Department of Social Development, League of Arab States, Tunis, throughout 1984

Participation in the discussions and formulation for the Arab Strategy for Social Development; the responsibility here concentrated on the issue of women in the strategy

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

<u>Programme: Statistics</u>		
<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
1.3 Assistance in the improvement of the statistical capabilities of ECWA countries	Arab Institute for Training and Research in Statistics	<ul style="list-style-type: none"> - Training Course on Household Income and Expenditures Survey, Damascus, 7-26 July 1984 - Training course on Labour Force Surveys. 11-30 August 1984, Amman - Training Course on Sampling and Survey Methods, November 1984, Cairo

CO-ORDINATION AND CO-OPERATION WITH ARAB ORGANIZATIONS

Programme: Technical Co-operation : Social Development

<u>Programme element</u>	<u>Organizations involved</u>	<u>Level of co-operation</u>
	League of Arab States (LAS)	1. Assistance in the preparation of three documents, namely: (a) Arab Chamber for Social Development; (b) Basic study for the formulation of Arab Strategy for social development; (c) Arab strategy for comprehensive social development. (Adviser chaired the two meetings held in Amman and Tunis (June and December 1984)
		2. Assistance in the final editing of the three previous documents (ECWA, Baghdad, June-December 1984)
		3. Participation in Conference for Arab Women's Non-Governmental Organizations, held by LAS, Tunis, December 1984
Arab League Educational Cultural and Scientific Organization (ALESCO)		4. Participation in expert group meeting on Arab and Islamic Tradition in Educational Thought and Practice with a view to producing a source book on the subject (Tunis, November 1984)