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**Economic and Social Commission for Western Asia**

Twenty-third session  
Damascus, 9-12 May 2005

**PROPOSED TECHNICAL COOPERATION PROJECTS  
2005-2007**

*Note by the secretariat*

**Summary**

The present document provides an overview of technical cooperation activities that ESCWA aims to implement in support of developing national and regional capacity. It includes nineteen regional technical cooperation projects and eleven national projects for Iraq. The aim of presenting this document is to attract the interest of governments, especially ESCWA member governments, and other donors in implementing projects in partnership with ESCWA and to initiate a process of resource mobilization that would enable ESCWA to increase its technical cooperation activities in the region. The Commission is invited to review the proposals included therein with a view to providing both financial support and their interest in participation.

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## **Introduction**

As part of its mandate, the Economic and Social Commission for Western Asia (ESCWA) provides technical cooperation services at the national and regional levels. Technical cooperation includes dialogue on the formulation and execution of policies, as well as advocacy, advisory services, capacity-building workshops, seminars, and operational and field projects in the economic and social sectors. Mostly financed from extrabudgetary resources, technical cooperation projects target various social strata, including women, youth, and vulnerable and disadvantaged groups.

The project concept papers in this document provide an overview of proposed technical cooperation activities aimed at supporting developing national and regional capacity. These proposals, to be implemented by ESCWA, were prepared based on the needs of the region and taking into consideration the ESCWA Strategic Framework and the ESCWA programme of work for the biennium 2006-2007. The proposals were designed to respond to, and are in line with, the four strategic priorities of the Commission: (a) managing water and energy resources for sustainable development; (b) managing technology; (c) managing globalization; and (d) managing integrated social policies. They are also in line with the key cross-cutting areas of work of the Commission, as well as the Millennium Development Goals (MDGs) and their corresponding targets.

The purpose of presenting the project concept papers at the twenty-third session of the Commission is to attract the interest of Governments and other donors desirous of implementing projects in partnership with ESCWA, and to initiate a process of resource mobilization that would enable ESCWA to increase its technical cooperation activities in the region. ESCWA can provide limited assistance within its regular budget, but it is only through the mobilization of extra budgetary resources that additional activities can be implemented to serve the needs of member countries. It should be noted that, despite the efforts made since the twenty-second session, the contributions to ESCWA extrabudgetary resources have remained extremely low in comparison with other regional commissions, in particular the Economic and Social Commission for Asia and the Pacific (ESCAP) and the Economic Commission for Europe (ECE).

The submission of concept papers to the delegates and other participants in the twenty-third session constitutes a milestone in the development of strategic partnerships and the mobilization of extrabudgetary resources. It will be followed by the development of project documents and the efficient implementation of the proposed technical cooperation activities. To strengthen its capacity in planning, monitoring and evaluation of technical cooperation activities, ESCWA is in the process of establishing a Project Committee for regular monitoring and evaluation of the various stages of each project cycle.

Expressions of interest can be communicated to the following:

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Requests for further information and/or clarification are welcome.



## **PART ONE**

### **PROJECT CONCEPT PAPERS BY SUBPROGRAMME**



## I. SUSTAINABLE DEVELOPMENT AND PRODUCTIVITY DIVISION

### Concept paper I.A. Disseminating renewable energy services to rural and remote areas in ESCWA member countries

1. <i>Project title:</i> Disseminating Renewable Energy Services to Rural and Remote Areas in ESCWA Member Countries	2. <i>Summary budget</i> (Thousands of US dollars)	
3. <i>Implementing Division/Team:</i> Sustainable Development and Productivity Division/Sustainable Energy Issues Team	General temporary assistance Expert services Travel	\$100 \$200 \$200
4. <i>Partner(s):</i> ESCWA Trust Fund, UNESCO Cairo Office, OPEC Fund for International Development	Contractual services	\$175
5. <i>Duration:</i> January 2006 - December 2008	General operating services	\$200
7. <i>Project objective:</i> To introduce renewable energy applications to ESCWA member countries through a pilot project in Yemen	Acquisition of equipment	\$600
8. <i>Location(s) of project:</i> ESCWA member countries, pilot project in Yemen	Training	\$500
9. <i>Beneficiaries:</i> Concerned ministries in member countries; rural and energy communities at large	Grants and contributions	\$25
	Overhead costs	\$260
	<b>Total</b>	<b>\$2,260</b>
10. <i>Relation to strategic framework:</i> Subprogramme 1. Integrated policies for the management of regional resources for sustainable development		
11. <i>ESCWA comparative advantage:</i> ESCWA has already implemented several capacity-building activities in renewable energy applications and has published several studies on the potentials of such applications in the region.		
12. <i>Relation to the Millennium Development Goals:</i> The project is in line with MDG 7, target 9; and MDG 8, target 16		
13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
1. Increased knowledge of renewable energy (RE) at both regional and community levels	AI 1.1. Number of institutions trained	Activity 1. Awareness Campaign
		Regional Campaign
		1.1. Organize two seminars on the introduction of Renewable Energy (RE) to decision makers
		1.2. Provide information leaflets on RE applications
		1.3. Publish RE information on the existing ESCWA website
		1.4. Carry out media campaign through TV, radio spots and journals and newspapers in the region
		1.5. Exhibit RE information in international exhibitions in the region

**Concept paper I.A (continued)**

		<u>National Campaign in Yemen</u>
		1.6. Organize three seminars on the introduction of RE to decision makers
		1.7. Provide information leaflets on RE applications
		1.8. Conduct a coordination meeting with other agencies working in the field of RE in Yemen to discuss cooperation
		1.9. Organize one workshop on RE for community leaders
2. Engineers and technicians increased knowledge, capacity and skills in renewable energy applications	AI 2.1. Number of engineers / technicians trained	Activity 2. Technical workshops for engineers and technicians
		2.1. Organize three regional workshops on different RE applications
		2.2. Organize three national workshops on RE applications in rural community
3.1. Providing access to energy services in the pilot project area	AI 3.1. Increase in energy services from 0 per cent to 60 per cent in the pilot project area	Activity 3. Pilot project of a village's electrification in Yemen
		3.1. Conduct assessment study to identify the pilot village
		3.2. Provide consultancy to decide the appropriate type and capacity of photovoltaic applications for the pilot village
		3.3. Purchase the chosen RE equipment and provide the logistics to transport it to the village
		3.4. Contract regional and/or national engineers and technicians to install and train the community
		3.5. Organize two training activities for the local community on operation and maintenance of the system
		3.6. Conduct pilot project evaluation after six months
		3.7. Organize regional workshop on pilot project based on evaluation exercise

**Concept paper I.A (continued)**

16. <i>Background and context</i>	17. <i>Detailed budget (US dollars)</i>	
<p>The total rural population in the ESCWA region made up about 42 per cent of the total population in 2000, with the majority lacking necessary energy supplies and services. Although a few member countries have extended electricity grids and gas supplies to their rural communities, there are still areas that are dependent on fuel wood, agricultural waste and animal dung for limited electric loads. The supply of the conventional energy services to the rural areas in the region is difficult and even impossible in many cases, as in Yemen. The problem to be addressed is the acute shortage of energy supply in rural areas of the ESCWA region, and its implications for economic and social development, with special emphasis on women's development.</p> <p>Renewable energy can be a solution to the rural energy problem, given that the technologies are currently mature and that many member countries have acquired intensive experience in their applications. However, the utilization of renewable energy, particularly in rural areas, is still facing several physical, technical, economic and social barriers to acceptance which need to be overcome.</p> <p>The proposed project is mainly directed towards increasing the accessibility of rural communities to sustainable renewable energy services in order to meet the challenge posed by the acute shortage of rural energy supplies. This will be achieved through enhancing national and regional capacity in relevant fields, with emphasis on rural women's development and participation.</p>	<p><u>General temporary assistance</u></p> <p>Two part-time staff at the G-5 level to assist in administrative and logistical procedures of the project (all activities).</p>	\$100,000
	<p><u>Expert services</u></p> <p>Experts will be contracted for the regional and local awareness seminars, the technical workshops, the pilot village assessment, and the pilot project evaluation. The consultancy fees will include the experts' travel and accommodations (activities 1.1, 1.6, 1.9, 2.1, 2.2, 3.1, 3.2, 3.5, 3.6, 3.7).</p>	\$200,000
<p>Rural development problems have been the subject of several ESCWA activities, with particular emphasis on the impact on education, health and the status of women's development. In the light of the current advanced state of renewable energy technologies, the Energy Team assessed the status of renewable energy in the region in 1997 and evaluated the prospects for its future development. A regional programme for promotion of the market applications of renewable energy was developed, together with the establishment of a Renewable Energy Promotion Mechanism for fostering subregional and regional cooperation in this field.</p> <p>The preparatory phase of the project, which ended in 2004, included five main activities, most of which were concerned with capacity-building and fund-raising. The second phase of the project will be mainly devoted to the demonstration of photovoltaic rural electrification and other solar technology applications in ESCWA member countries, and the related capacity-building.</p> <p>Yemen was identified through the above-mentioned assessments as a clear example of the rural development problem, and the Yemeni authorities have requested ESCWA support for the implementation of pilot projects. Although the programme will benefit rural and energy community groups at large, the particular beneficiaries are women and youth, education and health in rural communities, authorities concerned with rural energy planning, and private sector developers who can promote small renewable energy businesses.</p>	<p><u>Travel</u></p> <p>Travel of ESCWA staff and invited experts to the seminars, workshops and pilot project site. Also travel of staff to regional conferences and exhibitions to promote the project (activities 1.1, 1.4, 1.5, 1.6, 1.9, 2.1, 2.2, 3.1, 3.2, 3.5, 3.6, 3.7).</p>	\$200,000

**Concept paper I.A (continued)**

	<u>Contractual services</u> The services will provide a web designer, a graphic designer for the leaflets, a media campaign, engineers and technicians for the installation of the photovoltaic systems, and a media production expert to document the pilot project stages of implementation (activities 1.2, 1.3, 1.4, 1.7, 3.4).	\$175,000
	<u>General operating services</u> A Project Officer will be contracted for following up on the project activities, printing costs for leaflets and training material, and the participation of ESCWA in conferences and exhibitions (all activities).	\$200,000
	<u>Acquisition of equipment</u> Photovoltaic systems, solar water heaters and some other solar thermal rural equipment will be purchased for the pilot project (activity 3.3).	\$600,000
	<u>Organization of meetings</u> Participants' travel and accommodations for the seminars and workshops of the project (activities 1.1, 1.6, 1.9, 2.1, 2.2, 3.1, 3.2, 3.5, 3.6, 3.7).	\$500,000
	<u>Grants and contributions</u> Several awareness activities will be suggested after coordination with agencies. Activities to be contracted to local NGOs (activity 1.4, 1.7).	\$25,000

Concept paper I.A (continued)

18. Sources of funding:	
Not yet identified:	To be identified: 2,000,000
Funding committed:	Total
	Donor A
	Donor B
	Donor C
	Donor D
Funding received:	Total
	Donor A
	Donor B
	Donor C
	ESCWA Trust Fund
	UNESCO Cairo Office
	OPEC Fund
	198,000
	70,000
	28,000
	100,000

**Concept paper I.B. Supporting the assessment and prevention of land degradation in West Asia and North Africa**

1. <i>Project title: Supporting the assessment and prevention of land degradation in West Asia and North Africa</i>	2. <i>Summary budget (Thousands of US dollars)</i>
3. <i>Implementing Division/Team: Sustainable Development and Productivity Division/SARD</i>	General temporary assistance Expert services Travel
4. <i>Partner(s): Economic Commission for Africa (ECA), Food and Agriculture Organization of the United Nations (FAO), United Nations Development Programme (UNDP) and Arab Centre for the Studies of Arid Zones and Dry Lands (ACSAD)</i>	Contractual services General operating services Acquisition of equipment
5. <i>Duration: January 2006 - December 2009</i>	Training Grants and contributions
7. <i>Project objective: To support member countries in enhancing the quality of data collection and dissemination on the subject of land degradation to ensure improved decision-making and environmental sustainability.</i>	Overhead costs
8. <i>Location(s) of project: The drylands of West Asia and North Africa (the 13 ESCWA members and the Libyan Arab Jamahiriya, Tunisia, Algeria and Morocco).</i>	<b>Total</b>
9. <i>Beneficiaries: The key beneficiaries will be national and regional institutions and experts working on issues related to assessment and prevention of land degradation; decision makers designing and implementing policies to combat land degradation and desertification; and the public at large.</i>	\$168 \$105 \$25 \$610 \$20 \$20 \$60 \$0 \$131 <b>\$1,139</b>
10. <i>Relation to the Strategic Framework: Will contribute to the expected successful execution of subprogramme 1 (Integrated policies for the management of regional resources for sustainable development) of programme 18 (Economic and Social Development in Western Asia).</i>	
11. <i>ESCWA comparative advantage: Land degradation transcends boundaries and is a multidisciplinary issue that no member country, institution or organization can address efficiently on its own. ESCWA will initiate and facilitate dialogue and coordinate regional efforts and cooperation in this field.</i>	
12. <i>Relation to the Millennium Development Goals: The project is in line with MDG 7 (Ensure environmental sustainability), target 9 (Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources), as it promotes environmental sustainability. It also relates to MDG 1 in that land degradation affects the asset base of the poor, in particular those living in rural areas where the incidence of poverty is highest.</i>	



**Concept paper I.B (continued)**

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Enhanced quality of land degradation assessments conducted by member countries	AI 1.1: Number of countries with improved skills to conduct land degradation assessment programmes	Activity 1.1: Prepare a methodological framework to assess land degradation based on the Land Degradation Assessment in Drylands (LADA) framework.
	AI 1.2: Number of countries assessing land degradation using an improved methodological framework	Activity 1.2: Train trainers in national institutions on the design and conduct of land degradation assessment programs and activities: 34 trainees per country.
		Activity 1.3: Train field experts on the collection of relevant information and data during a land degradation assessment.
		Activity 1.4: Organize an expert group meeting to adopt the methodological framework and to discuss a plan of action.
		Activity 1.5: Assess existing national and regional data and information and prepare a base map to help to identify major land degradation types.
		Activity 1.6: Assess land degradation and produce a report with a CD-ROM and baseline databases and maps.
		Activity 1.7: Organize a mid-term review meeting with experts, stakeholders and donors to discuss the project progress and lessons.
EA 2: Improved access and utilization of data and information on land degradation with a view to improving policy analysis and decision-making	AI 2.2: Number of institutions and experts actively participating in the virtual networks and number of visits to the virtual networks	Activity 2.1: Support a selected regional institution in establishing a virtual network of experts through funding and provision of initial maps, data and information to enhance experience sharing.

**Concept paper I.B (continued)**

	Activity 2.2: Organize a regional workshop for stakeholders to enhance their ability to analyse and interpret the maps, data and information and to share experience.
16. <i>Background and context:</i>	17. <i>Detailed budget:</i> (US dollars)
<p>Land resources in West Asia and North Africa are fragile and subject to rapid degradation. This problem is particularly urgent given that arable land is in short supply and that the degradation of land has a negative impact on the well-being of the population through the resultant decline in food production and the deterioration of water quality. New policy measures and conservation practices are therefore needed to reverse this adverse trend. However, reversing land degradation will not be possible if the extent of the problem is not known and if policy makers and practitioners are not well informed about the problem. It is crucial to obtain accurate data and information on land degradation in order to support the decision-making process and to encourage an integrated approach to land resources management for sustainability.</p> <p>The worldwide Global Assessment of Soil Degradation (GLASOD) survey of the early 1990s attempted to provide a uniform source of land degradation data and information. Although it provided useful information on land degradation, it also showed that more detailed and more country/region-specific degradation assessments were needed. Thus, more detailed land degradation assessments were conducted for South and South-East Asia (ASSOD) and Central and Eastern Europe (SOVEUR) in the late 1990s and early 2000s. Currently, FAO, with funding from the United Nations Environment Program (UNEP) and the United Nations Convention to Combat Desertification, is developing strategies, tools and methods to assess and quantify land degradation in dryland areas (the LADA approach), and will then assist in building national, regional and global capacities. Experiments using the LADA approach are being conducted in Argentina, Senegal, China, and soon Tunisia.</p> <p>The present proposed project will complement the above undertakings by: (a) introducing in collaboration with FAO a new and improved methodological framework (based on the LADA methodology); and (b) providing a detailed baseline assessment for the region, which will serve as a starting point for future regional and country assessments. The project would also complement the activities of the UNDP Dryland Development Center, which is focusing on supporting countries in the region in setting national strategies and action plans to combat desertification.</p>	<p>General temporary assistance for project management (all activities) (\$6,000 x 12 months)</p> <p>General temporary assistance for programme support (all activities) (\$4,000 x 24 months)</p>
	<p>Expert services to prepare the framework to be used (activity 1.1) (\$10,000 x 3 months)</p>

**Concept paper I.B (continued)**

<p>It is in this context and in line with MDG 7 (Ensure environmental sustainability), target 9 (Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources) and the WSSD Plan of Implementation (promoting and managing the natural resource base of economic and social development) that ESCWA, in collaboration with ECA and FAO, would like to conduct a baseline assessment of the status, causes and impact of land resources degradation in the region and to promote the active sharing of knowledge about land degradation among all concerned stakeholders of the region. This would also serve as a way of putting into practice the recommendations that will emanate from the expert group meeting on reversing land degradation: issues and options, which will be organized in 2005 and which will address issues related to assessment of land degradation.</p> <p>Non-United Nations partners will include ACSAD, which is in the process of launching an Arab Desertification Monitoring and Assessment Network (ADMA-Net) that could be built upon to provide a virtual network to promote knowledge about management.</p> <p>Baseline maps and databases on land degradation in the region will be disseminated and made accessible to users through the virtual network to promote knowledge-sharing. Member countries will have the necessary capacity to pursue the project activities, including training and sharing of knowledge, and will be able to conduct periodic assessments of land degradation with a view to mapping out trends and thus adopting corrective policies and programmes as required. Member countries will be requested to input those data into the virtual network, which will be supported by ACSAD and effectively monitored by ESCWA. The project is thus expected to have a strong multiplier effect.</p>	<p>Expert services to prepare training manuals and train trainers (activity 1.2) (\$7,500 x 2 months)</p>	<p>\$15,000</p>
	<p>Travel of staff to meetings and for support (all activities) (10 trips at \$2,500/trip)</p>	<p>\$25,000</p>
	<p>Contractual services to assess existing data and information and to prepare a base map (for activity 1.5)</p>	<p>\$50,000</p>
	<p>Contractual services to support a virtual network of experts (for activity 2.1)</p>	<p>\$50,000</p>
	<p>Contractual services with national institutions to train field experts and to collect data and information (for activity 1.3 and 1.6) (\$30,000 x 17)</p>	<p>\$510,000</p>
	<p>General operating expenses for communications, supplies, printing and other services (all activities)</p>	<p>\$20,000</p>
	<p>Acquisition of equipment and software to support existing facilities (for activity 2.1 and all)</p>	<p>\$20,000</p>

Concept paper I.B (continued)

	Organization of two expert group meetings at the beginning and end of the project (all activities) (20 participants each at \$35,000 per meeting)	\$70,000
	Organization of a workshop to enhance the ability of stakeholders to utilize the information (activity 2.2) (40 participants at \$60,000)	\$60,000
	Overhead costs	\$131,000
	<b>Total</b>	<b>\$1,139,000</b>
<b>18. Sources of funding:</b>		
Not yet identified: \$1,139,000		
Funding committed: \$0	To be identified:	
	Total	FAO will be financing additional activities
	Donor A	
	Donor B	
	Donor C	
Funding received: \$0	Donor D	
	Total	
	Donor A	
	Donor B	
	Donor C	
	Donor D	

## II. SOCIAL DEVELOPMENT DIVISION

### Concept paper II.A. Empowering visually disabled persons through information and communication technology

1. <i>Project Title: Empowering visually disabled persons through information and communication technology (ICT)</i>		2. <i>Summary budget (Thousands of US dollars)</i>	
3. <i>Implementing Division/Team: Social Development Division/UDHP</i>		General temporary assistance	\$108.00
4. <i>Partner(s): Potential: Arab Gulf Programme for United Nations Development Organizations (AGFUND), United Nations Department of Economic and Social Affairs (DESA), Japan International Cooperation Agency (JICA), Islamic World Council on Disability and Rehabilitation (ICDR)</i>		Expert services	\$110.00
5. <i>Duration: 24 months (January 2006 to December 2008)</i>		Travel	\$20.00
6. <i>New or ongoing project: New</i>		Contractual services	\$15.00
7. <i>Project objective: Improving educational opportunities and quality of life for the blind through the use of ICT tools and applications, particularly in tertiary education, regular schools and community development centres.</i>		General operating services	\$15.00
		Acquisition of equipment	\$300.00
		Training	\$100.00
		Subtotal	\$668.00
		Overhead costs (13 per cent)	\$86.84
		<b>Total</b>	<b>\$754.84</b>
8. <i>Location(s) of project: ESCWA headquarters and three selected member countries (Lebanon, the Syrian Arab Republic and Jordan).</i>			
9. <i>Beneficiaries: Blind and partially sighted students at schools and at tertiary and vocational training levels in member countries.</i>			
10. <i>Relationship to Strategic Framework: Programme 18, "Economic and Social Development for Western Asia", subprogramme 2, "Integrated social policies", Expected accomplishment (a) on "Enhanced capacity of member States, upon their request, to formulate integrated social policies and programmes that are region-specific, culturally sensitive".</i>			
11. <i>ESCWA comparative advantage: ESCWA has successfully completed two similar projects on ICT for the blind at the elementary and secondary level in two countries (Lebanon and Jordan).</i>			
12. <i>Relationship to the Millennium Development Goals: MDG 8, "Develop a global partnership for development", target 18, "In cooperation with the private sector, make available the benefits of new technologies, especially information and communications technologies".</i>			

**Concept paper II.A (continued)**

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
<p>EA 1: Enhanced capability of national educational institutions, universities and schools to implement integrated educational policies and programmes that incorporate ICT for the blind</p>	<p>AI 1.1: Number of national educational institutions, universities and schools implementing integrated educational policies and programmes that incorporate ICT for the blind</p>	<p>Activity 1.1: Carry out a survey on the available Braille facilities and related educational and ICT access programmes provided to blind end-users in intermediate and higher education, as well as in community centres in Lebanon, the Syrian Arab Republic and Jordan. The survey is essential to review status and to identify needs and gaps.</p> <p>Activity 1.2: Form partnership with relevant schools, national universities, and two or three community centers that will be identified after the completion of the relevant survey.</p> <p>Activity 1.3: Prepare training manuals.</p> <p>Activity 1.4: Provide guidance on existing consumer finance mechanisms or microcredit schemes to help blind home users in member countries to purchase blind user-friendly ICT equipment.</p> <p>Activity 1.5: Establish and equip Computer Braille Services Centres in selected schools, institutions of higher education, two or three community centres in remote areas within Lebanon, Jordan and the Syrian Arab Republic, and incorporate relevant training programmes while customizing the educational programmes to their needs.</p>
<p>EA 2: Enhanced ICT capacities of blind persons</p>	<p>AI 2.1: Number of visually impaired graduates from schools, universities and national educational institutions</p>	<p>Activity 2.1: Train trainees and trainers on the use of Braille equipment in selected schools and universities, to ensure the sustainability and self-sufficiency of this project.</p> <p>Activity 2.2: Convene a regional meeting on the modalities of deploying ICT for enhancing educational attainment, employability and improving the quality of life for blind persons. The meeting is essential to exchange successful experiences and prioritize actions among stakeholders.</p>

**Concept paper II.A (continued)**

	Activity 2.3: Upgrade the launched ESCWA specialized website, Net Forum for the Blind, in order to disseminate Braille information to end-users in the Arab region.
16. <i>Background and context:</i>	17. <i>Detailed budget:</i> (US dollars)
<p>Blind persons in Arab countries are less likely than their sighted counterparts to attend regular schools and universities. Thus the computer illiteracy rate is extremely high among them.</p> <p>In 1996-1997, ESCWA implemented the first regional Braille Computer Training Centre in Amman, Jordan, which has been recognized as the first model centre in the Arab region. In 2001, ESCWA set up the second Braille Computer Training Centre in Beirut, Lebanon; the beneficiaries of this centre were the blind students of the Al-Hadi Institution for the Deaf and Blind. Some visually impaired university students have also joined the training courses, which has helped them to pursue their university education.</p> <p>One of the essential needs identified for implementation following the completion of the above-mentioned projects is the necessity to expand coverage to other areas in Lebanon and Jordan, as well as within other member countries, to reach the widest segment of targeted beneficiary groups at schools, at the tertiary educational level, and at vocational training levels.</p> <p>AGFUND, DESA and JICA have been identified as potential partners based on their experience in funding similar joint projects in the occupied Palestinian territory, Jordan and Lebanon. ICDR has also been identified as a potential partner in view of its expertise in the field, as well as its expressed interest in working jointly with ESCWA.</p> <p>At the end of the project, it is envisaged that the upgrading of ICT and computer skills of blind end-users in a number of member countries will stimulate their academic ambitions, help them to integrate better within regular schools and universities, and improve their employability. Moreover, implementing the regional meeting on modalities of deploying ICT for the blind will help to provide policy guidelines concerning the rights of blind persons to regular education and job opportunities.</p>	<p>General temporary assistance for programme support for project implementation (all activities) (\$3,000 x 36 months) \$108,000</p> <p>Expert services to carry out the relevant survey in the three countries (activity 1.1) \$30,000</p> <p>Expert services to prepare training manuals in Braille (activity 1.3) \$20,000</p> <p>Training of trainers and trainees in a number of schools, community development centres and universities. Some 24 trainers and around 300 trainees (activity 2.1) \$100,000</p> <p>Contractual services to upgrade the specialized dedicated website for blind end-users: Net Forum for the Blind (activity 2.3) \$15,000</p> <p>Travel of staff to member countries (10 trips x \$ 2,000 per trip) (all activities) \$20,000</p> <p>General operating services for communications, supplies, printing and other miscellaneous services (all activities) \$15,000</p>

Concept paper II.A (continued)

	Acquisition of equipment (Braille printers and terminals) and customized software (text to speech synthesizers) (activity 1.5)	\$300,000
	Convene a regional meeting on the modalities of deploying ICT for enhancing educational attainment, employability and improving the quality of life for blind persons (activity 2.2)	\$60,000
	Subtotal	\$668,000
	Overhead costs (13 per cent)	\$86,840
	<b>Total</b>	<b>\$754,840</b>
18. Sources of funding:		
To be identified:		
Not yet identified: \$754.840		
Funding committed: \$0	Donor A Donor B Donor C Donor D	Total
Funding received: \$0	Donor A Donor B Donor C Donor D	



## Concept paper II.B. Developing a regional framework for responding to HIV/AIDS

1. <i>Project title: Developing a Regional Framework for Responding to HIV/AIDS</i>			2. <i>Summary budget (Thousands of US dollars)</i>
3. <i>Implementing Division/Team: ESCWA Social Development Division/ Human Development Policies Team (HDPT)</i>			General temporary assistance \$48.00 Expert services \$120.00 Travel \$15.00 Contractual services \$0.00 General operating services \$15.00 Acquisition of equipment \$5.00 Seminar, expert group meeting and training \$120.00 Grants and contributions \$0 Subtotal \$323.00 Overhead costs (13 per cent) \$41.99 <b>Total \$364.99</b>
4. <i>Partner(s): United Nations Programme on Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS), contacted, establishing partnership working modality; United Nations Development Programme/HIV/AIDS Regional Programme in the Arab States (UNDP/HARPAS), contacted; Office of the United Nations High Commissioner for Human Rights (OHCHR), contacted; United Nations Children's Fund (UNICEF) contacted; World Health Organization (WHO); International Labour Organization (ILO); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Population Fund (UNFPA); League of Arab States (LAS); Economic and Social Commission for Asia and the Pacific (ESCAP), contacted; Economic Commission for Africa (ECA); and United Nations Office on Drugs and Crime (UNODC)</i>			
5. <i>Duration: 24 months (2006-2007) 1 January 2006 - 31 December 2007</i>		6. <i>New or ongoing project: New</i>	
7. <i>Project objective: Strengthen the capacity of the ESCWA member States in combating HIV/AIDS and achieving the HIV/AIDS Millennium Development Goal and Target</i>			
8. <i>Location(s) of project: ESCWA headquarters, UN House in Beirut, and selected ESCWA member countries</i>			
9. <i>Beneficiaries: Primary beneficiaries: Ministries of Health, Social Development, and Education and relevant civil and religious institutions</i>			
10. <i>Relation to Strategic Framework: The project will contribute to the expected execution (a) of subprogramme 2, "Integrated Social Policies", which is to "enhance the capacity of member States, upon their request, to formulate integrated social policies and programmes that are region-specific, and culturally sensitive".</i>			
11. <i>ESCWA comparative advantage: The sensitivity of the HIV/AIDS issue and its strong link to sexual behaviour and/or substance abuse problems are key challenges in the region. ESCWA could offer the optimal forum for addressing such a sensitive topic on a regional scale, as it has the comparative advantage of being mandated to do so as the United Nations Secretariat's regional arm in Western Asia. ESCWA has other advantages, including its interdisciplinary strength that allows it to respond to the challenge through a multisectoral approach, and its ability to provide culturally and politically sensitive solutions and suggestions thorough its knowledge of the region.</i>			
12. <i>Relation to the Millennium Development Goals: Through promoting a regional framework for multisectoral action on HIV/AIDS, the project will contribute towards assisting countries of the region in achieving MDG 6, "Combat HIV/AIDS, malaria and other diseases", target 7, "Have halted by 2015 and begun to reverse the spread of HIV/AIDS".</i>			

**Concept paper II.B (continued)**

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: A unified regional approach to multisectoral action for HIV/AIDS is adopted by policy makers of ESCWA member countries	<p>AI 1.1: Number of United Nations agencies coordinating and collaborating to achieve a unified regional multi-sectoral approach to HIV/AIDS</p> <p>AI 1.2: Number of member countries adopting the regional framework</p>	<p>Activity 1.1: Collect data and information on HIV/AIDS initiatives and activities in selected regions of the world (Africa and Asia and the Pacific), including the ESCWA region.</p> <p>Activity 1.2: Organize/conduct a seminar to share knowledge and experiences that can help in developing a draft "regional framework for a multi-sectoral response to HIV/AIDS," to be attended by representatives from the ESCWA region and other developing regions (Africa and Asia and the Pacific) who will present their HIV/AIDS experiences, activities, strengths, concerns, priorities and needs.</p> <p>Activity 1.3: Organize/conduct one expert group meeting, in collaboration with all concerned United Nations partners, to discuss the elaboration of the draft of the "regional framework for a multisectoral response to HIV/AIDS" document, and decide on its structure and content. The meeting will build on the experience of ESCAP, which has just prepared such a framework for Asia and the Pacific.</p> <p>Activity 1.4: Complete the draft "regional framework for a multisectoral response to HIV/AIDS" to be submitted at the sixth ESCWA Social Committee (fourth quarter, 2006) for consideration and adoption by policy makers of member countries.</p>
EA 2: Enhanced capacity of member States for a regional multisectoral response to achieving the HIV/AIDS Millennium Development Goal and target	AI 2.1: Percentage of participants indicating that their knowledge has increased	Activity 2.1: Based on the priorities for action set out in the "regional framework for a multisectoral response to HIV/AIDS", ESCWA will develop and conduct, in collaboration with United Nations partners, three training workshops on enhancing capacities for achieving the HIV/AIDS Millennium Development Goal and target.

**Concept paper II.B (continued)**

AI 2.2: Number of member countries requesting assistance in mainstreaming HIV/AIDS into their national and social development planning	Activity 2.2: Undertake 10 advisory services, upon the request of member States, in coordination with other United Nations partners, to mainstream HIV/AIDS into national and social development planning, to facilitate multisectoral coordination, and to ensure greater involvement of civil society in the formal national responses to AIDS.	
16. <i>Background and context:</i>	17. <i>Detailed budget (US dollars)</i>	
<p>The perception that the Arab region has evaded the global HIV epidemic is not supported by the latest estimates. Existing surveillance systems in many countries of the region have recently estimated that 80,000 people (30 per cent of which cases were among young people) acquired the virus in 2001, bringing to 500,000 the number of people living with HIV/AIDS. Given that these prevalence rates are based on self-reporting from Ministries of Health, two factors connected to the perceived lower spread of the disease in the Arab region must be noted: conservative views and under-reporting.</p> <p>Even though such evidence suggests that overall HIV prevalence is low in the region (which does not equate to low risks), investment in “prevention” is required now more than ever to maintain this low prevalence for, if not controlled, the situation could rapidly change as has been the case in other regions of the world. Representatives of all 13 ESCWA members attended the General Assembly’s Special Session on HIV/AIDS in 2001 and adopted resolution S-26/2, by which the Assembly adopted the Declaration of Commitment on HIV/AIDS calling for enhanced initiatives to fight HIV/AIDS at the regional level, which is the mandate of this present project.</p> <p>To ensure the success of this project, ESCWA plans to work in close coordination with all United Nations agencies involved with HIV/AIDS in the region. In this respect, contacts have already been initiated with the regional offices of UNAIDS, OHCHR, UNICEF, UNDP/HARPAS and ESCAP to discuss working modalities for this project, with the objective of continuing efforts for a harmonized regional multisectoral approach. There will also be a focus on the South-South partnerships with Africa, Asia and the Pacific. Furthermore, ESCWA has nominated a focal point for HIV/AIDS and has communicated this to all concerned agencies, which have, in turn, welcomed ESCWA’s intentions to join United Nations efforts related to HIV/AIDS in the region.</p> <p>By the end of the project, a regional framework for a multisectoral response to HIV/AIDS would be disseminated to member States, and a number of countries would have initiated the incorporation of response to HIV/AIDS in their socioeconomic policies.</p>	General temporary assistance for programme support for project implementation (all activities) (\$2,000 x 24 months)	\$48,000
	Expert services to prepare background documents for use in seminar (activity 1.1) (\$5,000 x 2 months)	\$10,000
	Expert services to draft regional framework to be discussed in expert group meeting (activity 1.3) (\$5,000 x 3 months)	\$15,000
	Expert services to design and participate in training workshops (activity 2.1) (\$5,000 x 5 months)	\$25,000

**Concept paper II.B (continued)**

	Expert services to provide technical expertise in advisory services (activity 2.2). (\$4,000 per mission x 10 missions (3 days each) in selected member States	\$40,000
	Travel of staff to undertake technical consultations with partner agencies on issues related to joint working modalities and coordination towards a regional multisectoral response to HIV/AIDS (all activities) (6 trips at \$2,500 per trip)	\$15,000
	General operating expenses for communication, supplies, printing and other miscellaneous services (all activities)	\$15,000
	Acquisition of data-processing equipment for project team	\$5,000
	Organization of one expert group meeting (activity 1.3) (20 participants at \$30,000 per meeting)	\$30,000
	Organization of one seminar and three workshops (activities 1.2 and 2.1) (20 participants each at \$30,000 per meeting)	\$120,000
	Subtotal	\$323,000
	Overhead costs (13 per cent)	\$41,990
	<b>Total</b>	<b>\$364,990</b>
	18. Sources of funding:	
Not yet identified: \$364,990		
Funding committed: \$0		
Funding received: \$0		

**Concept paper II.C. Capacity-building of human resources in local community development in the ESCWA region: Phase II**

1. <i>Project title:</i> Capacity-building of Human Resources in Local Community Development in the ESCWA Region: Phase II	2. <i>Summary budget:</i> (Thousands of US dollars)
3. <i>Implementing Division/Team:</i> Social Development Division/Human Development Policies Team	General temporary assistance \$48.0 Expert services \$60.0 Travel \$37.5 Contractual services \$0.0 General operating services \$25.0 Acquisition of equipment \$0.0 Training \$55.0 Grants and contributions \$0.0 Subtotal \$225.5 Overhead costs (13 per cent) \$29.3 <b>Total \$254.8</b>
4. <i>Partner(s):</i> Arab Gulf Programme for United Nations Development Organizations (AGFUND)	
5. <i>Duration:</i> 24 months (2006-2007), 1 January 2006 - 31 December 2007	6. <i>New or ongoing project:</i> Ongoing
7. <i>Project objective:</i> To enhance local community development through the design and implementation of projects by local entities, using a participatory approach.	
8. <i>Location(s) of project:</i> ESCWA headquarters and five selected ESCWA members: Palestine, Qatar, Saudi Arabia, United Arab Emirates and Yemen.	
9. <i>Beneficiaries:</i> Primarily local government institutions (municipalities), civil society organizations and local communities.	
10. <i>Relation to Strategic Framework:</i> The project will contribute to the expected implementation (b) of subprogramme 2, "Integrated Social Policies", the goal of which is to "increase capacity of government and civil society institutions in implementing community development mechanisms".	
11. <i>ESCWA comparative advantage:</i> As a regional arm of the United Nations, ESCWA knowledge and understanding of the culture of the region makes it best suited to implement global commitments on community development at the local level. Its experience and successes during phase I of the project were exemplified in the adoption of these activities in 2004 by the League of Arab States which, in its resolution 475 D24, acknowledged the comparative advantage of ESCWA in this field.	
12. <i>Relation to the Millennium Development Goals:</i> MDG 1, "Eradicate extreme poverty and hunger", target 1, "halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day".	
13. <i>Project's expected accomplishments (EA)</i>	15. <i>Project's main activities</i>
EA 1: Increased capacity of relevant entities in member States to develop and implement projects on local community development	Activity 1.1: Develop regional guidelines for: (a) researchers on how to undertake local community needs assessment using a participatory approach; and (b) local community trainers on how to design, manage and evaluate local community training programmes.
14. <i>Project's achievements indicators (AI)</i>	AI 1.1: Feedback on the regional guidelines from participants in the expert group meeting

**Concept paper II.C (continued)**

		Activity 1.2: Hold an expert group meeting to discuss and complete the regional guidelines.
	AI 1.2: Number of participants in the regional workshop indicating increased knowledge and capacity	Activity 1.3: Update available training manuals and programmes on the development and implementation of local community development projects, taking into consideration the regional guidelines and lessons learned from phase I.
		Activity 1.4: Disseminate regional guidelines and training material to all member countries.
		Activity 1.5: Conduct a regional workshop for local community development researchers and trainers on (a) undertaking local community development research and needs assessment in partnership with the local society; and (b) designing suitable training programmes and managing and evaluating them.
	AI 1.3: Number of participants in the national workshops indicating that they have benefited from the training	Activity 1.6: Conduct five national workshops in ESCWA member countries: Palestine, Qatar, Saudi Arabia, the United Arab Emirates and Yemen to increase awareness of (a) the concept of a local community development approach; (b) strengthening capacities; (c) applying methods for managing local development projects, (d) using communication techniques (including media) to raise local community awareness and motivation; (e) mobilizing local society resources and ensuring an enabling environment for public participation in decision-making; and (f) applying measures to follow up on local community development projects and evaluate their performance.

**Concept paper II.C (continued)**

16. Background and context:	17. Detailed budget (US dollars)
<p>The implementation of social policies cannot be undertaken successfully without the active participation of local communities. To ensure the availability of adequate local capacities, ESCWA is planning to broaden the scope of its activities in local community development in the region, seeking to enhance local entities' expertise in the design and implementation of projects by using a participatory approach.</p> <p>The current proposed project is designed to complement the efforts made in this respect. Previous work was implemented by ESCWA in partnership with the Regional Centre on Agrarian Reform and Rural Development for the Near East (CARDNE), AGFUND, Mercy Corps International, the Safadi Foundation, and the Azm &amp; Saade Association, covering Egypt, Jordan, Lebanon and the Syrian Arab Republic. The role of ESCWA in capacity-building for local development received particular attention at the twenty-fourth session of the Council of Arab Ministers on Social Issues, held by the League of Arab States in Cairo on 4 and 5 December 2004, at which resolution 475 D24 was adopted to encourage the replication of such activities and initiatives.</p> <p>The proposed project is aimed at developing regional guidelines and training local entities in five ESCWA member countries, namely Palestine, Qatar, Saudi Arabia, the United Arab Emirates and Yemen, on the development and implementation of local community development projects, taking into consideration lessons learned from previous experience.</p> <p>By the end of this project, local entities would have increased their skills, knowledge and ability to access information and resources, and to use their project management skills to undertake community development initiatives that are no longer top-down government supported movements, but rather bottom-up local initiatives.</p> <p>It is envisaged that ESCWA will implement this project in cooperation with AGFUND to benefit from its wide experience in this area.</p>	General temporary assistance for project implementation and coordination (all activities) (\$2,000 per month x 24 months)
	Expert services to develop regional guidelines and update available training manuals and programmes (activity 1.1, 1.2, 1.3 and 1.5) (1 expert for 6 months x \$5,000 per month)
	Travel of staff to national workshops (activity 1.6) (three staff per workshop with five trips x \$2,500 per staff per trip)
	General operating services for designing, formatting and printing material (all activities)
	Organization of one expert group meeting (activity 1.2) (three days for 15 participants at \$30,000)

Concept paper II.C (continued)

	Organization of one regional workshop (activity 1.5) (5 days for 25 participants at \$30,000) + organization of five national workshops (activity 1.6) (five days x 5 workshops at \$5,000 per workshop)	\$55,000
	Subtotal	\$225,500
	Overhead costs (13 per cent)	\$29,315
	<b>Total</b>	<b>\$254,815</b>
18. Sources of funding:		
Not yet identified: \$254,815		
Funding committed: \$0		
Funding received: \$0		



**Concept paper II.D. Enhancing the institutional capacities of policy makers in member States to formulate integrated social policies**

1. <i>Project title:</i> Enhancing the institutional capacities of policy makers in member States to formulate integrated social policies	2. <i>Summary budget:</i> (US dollars)	
3. <i>Implementing Division/Team:</i> Social Development Division/Human Development Policies Team	General temporary assistance Expert services Travel Contractual services General operating services Acquisition of equipment Seminars/workshops Grants and contributions Overhead costs (13 per cent) <b>Total</b>	\$98,000 \$66,000 \$60,000 \$0 \$15,000 \$0 \$108,000 \$0 \$45,110 <b>\$394,110</b>
4. <i>Partner(s):</i> Institute of Social Studies (The Hague) and Al Safadi Foundation (NGO)		
5. <i>Duration:</i> January 2006 to December 2007 (24 months)	6. <i>New or ongoing project:</i> New	
7. <i>Project objective:</i> Promote integrated social policies and adequate data collection and dissemination in the ESCWA region.		
8. <i>Location(s) of project:</i> The ESCWA region, with the focus on four selected member States.		
9. <i>Beneficiaries:</i> Representatives of governmental organizations, especially middle to upper-level officials, as well as representatives of civil society and other related stakeholders.		
10. <i>Relation to Strategic Framework:</i> The project will contribute to the expected implementation (a) of subprogramme 2 (Integrated Social Policies), the goal of which is to enhance the capacities of ESCWA countries, "upon their request, to formulate integrated social policies and programmes that are region - specific and culturally sensitive".		
11. <i>ESCWA comparative advantage:</i> Over the past few years, ESCWA has accumulated a vast amount of data in the form of country-level studies on social policy issues. Recently, ESCWA proposed a framework and comparative analysis to promote integrated social policies in the Arab region. Moreover, ESCWA possesses the qualifications needed to provide technical advice, as well as a thorough knowledge of the social specificities of the countries of the region.		
12. <i>Relation to the Millennium Development Goals:</i> The project is directly related to MDG Goal 8, "Develop a global partnership for development," target 12, which calls for a "commitment to good governance, development, and poverty reduction".		
13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Establish and enhance capacity of ESCWA member States to develop integrated social policies.	AI 1: Number of countries applying the policy manual	Activity 1.1: Prepare a practical manual for policy makers on how to formulate and implement integrated social policies at the national level, taking into consideration the findings of the Country Profiles and the Regional Report on Integrated Social Policies.

**Concept paper II.D (continued)**

		Activity 1.2: Organize a regional training workshop on the use of the policy manual mentioned in activity 1.1.
		Activity 1.3: Conduct national training workshops in four member countries to provide training and technical assistance on the use and application of the manual mentioned in activity 1.1.
		Activity 2.1: Prepare a practical manual for policy makers on how to compile accurate data and disseminate social indicators within and between member States.
		Activity 2.2: Organize a regional training workshop to promote accurate data collection and dissemination of social indicators between member States. This activity is aimed at ensuring the standardization of terminology, indicators and data compilation and is a follow-up to activity 2.1.
	Number of countries applying the data manual	Activity 2.3: Conduct national training workshops in four member countries. Focal points identified by governments to follow up with ESCWA will attend the workshops. The activity would include the (a) identification of data to be collected; (b) identification of frequency of data collection; (c) identification of a mechanism for data-sharing and compilation; and (d) actions to be taken.
		17. <i>Detailed budget:</i> (US dollars)
16. <i>Background and context:</i>	ESCWA has already completed a vast number of Country Profiles and studies on the social situation in the ESCWA region, which is often characterized by a lack of integrated social policies, the absence of a social planning strategy, insufficient budget allocations for the social sector, weak coordination between the actors in the policy process, especially between government agencies, poor statistics and a weak database, as well as the lack of involvement of civil society. These factors all point to the urgent need to adopt an integrated, rights-based approach to development.	General temporary assistance for programme support for project implementation (all activities) (one assistant at \$2,000/month x 24 months and one part-time project manager at \$5,000/month x 10 months)
		\$98,000

**Concept paper II.D (continued)**

<p>The main problem is that social issues have never been dealt with in an integrated manner or under one umbrella. Rather, each issue is being dealt with separately by different ministries, which has not resulted in solutions commensurate with the escalating social problems in the region. There is a need to formulate flexible policies that deal with diverse issues including health, governance, employment, education and training, as well as social protection and welfare, in an integrated manner.</p> <p>Little has been done so far to activate a constructive dialogue with stakeholders on how to use the available information to strengthen their capacities to formulate integrated social policies that are region-specific and culturally sensitive. Effective means and tools are therefore required to achieve results through new forms of consultation, participation and consensus at all levels of the policy-making process. The partners in this project, the Institute for Social Studies (ISS) in The Hague and the Al Safadi Foundation, have been also partners in the integrated social policies project during the period 2002-2005. The ISS in particular is an active partner, and ESCWA looks forward to collaborating with this renowned institute specialized in social development studies.</p> <p>Activities of this project directly relate to the recommendations of the Regional Report on Integrated Social Policies, especially section I C, which calls for the “effective coordination at all levels; most importantly - planning and implementation” and section I D, which states that “coordinative bodies should also be organized as needed within the administrative bureaucracies of governments to ensure the integration of processes, procedures and implementation within and across agencies”. Furthermore, the project is aimed at presenting a modality to follow up, and update information on, social policy integration in the member States.</p> <p>By the end of this project, two manuals will be produced, one on policy formulation and implementation, and the other on data collection and dissemination. These “do-it-yourself” manuals will provide stakeholders with the required guidelines and actions to be taken to ensure an integrated policy framework and appropriate data collection and dissemination. In addition, a number of member States will thus acquire the knowledge and expertise necessary for the application of the manuals.</p>	Travel of staff to four member States to conduct national workshops (activity 1.3 and 2.3). (three staff per trip / 8 trips / \$2,500 per staff per trip)	\$60,000
	Expert services to prepare guidelines in the form of manuals for policy makers (activity 1.1 and 2.1). One expert at \$6,000 per month / 3 months). Two experts to assist in the application of manuals at \$8,000/month for three months for activity 1.3 and 2.3	\$66,000
	General operating services for designing, formatting and printing the manuals (activities 1.1 and 2.1)	\$15,000
	Organization of regional training workshops (activity 1.3 and 2.3). (three-day workshop / 20 participants) + 8 national workshops (\$6,000/national workshop)	\$108,000
	Overhead costs (13 per cent)	\$47,110
<b>Total</b>		<b>\$394,110</b>
<b>18. Sources of funding:</b>		
Not yet identified: \$394,110		
Funding committed: \$0		
Funding received: \$0		

### III. ECONOMIC ANALYSIS DIVISION

#### Concept paper III. East Asia development models and Arab development requirements: public investment policy formulation

1. <i>Project title:</i> East Asia Development Models and Arab Development and Growth Requirements: Public Investment Strategy Formulation			2. <i>Summary budget</i> (Thousands of US dollars)	
3. <i>Division/Team:</i> Economic Analysis Division, ESCWA			General temporary assistance	\$48
			Expert services	\$179
4. <i>Partner(s):</i> Arab Fund for Economic and Social Development (AFESD), Islamic Development Bank (IDB) and United Nations Development Programme (UNDP) (potential)			Travel	\$39
			Contractual services	\$10
			General operating services	\$15
5. <i>Duration:</i> January 2006 - December 2007	6. <i>New or ongoing project:</i> New		Acquisition of equipment	\$0
			Training	\$50
7. <i>Project objective:</i> Enhance the capacities of ESCWA member countries to achieve sustainable economic development and growth, as a mean of poverty alleviation, through strategic public investments.			Grants and contributions	\$0
			Subtotal	\$341
8. <i>Location(s) of project:</i> Beirut, Lebanon (site of expert group meeting) and relevant venues in the participating member countries (workshop sites)			Overhead support costs (13 per cent)	\$44
9. <i>Beneficiaries:</i> Ministries of Economy, Finance, Ministries of Planning or equivalent			<b>Total</b>	<b>\$385</b>
10. <i>Relation to Strategic Framework:</i> The proposed project is linked to the objective of subprogramme 3 through one of its expected accomplishments: "Improved national capacity to formulate macroeconomic policy and development programmes". The project is expected to contribute to the implementation of this expected accomplishment in the specific field of public investment strategy formulation.				
11. <i>ESCWA comparative advantage:</i> (a) cost-effective training owing to the Commission's regional presence; (b) substantive suitability as the only United Nations organization in the region engaged in regional economic analysis and advising on strategy formulation; (c) interregional and intraregional analytical capability to supervise the proposed project.				
12. <i>Relation to the Millennium Development Goals:</i> The aim of the proposed project is to contribute to the achievement of MDG Goal 8, "Develop a global partnership for development", target 12, "Develop further an open, rule-based, predictable, nondiscriminatory trading and financial system (includes a commitment to good governance, development, and poverty reduction—both nationally and internationally)"; and MDG Goal 1, "Eradicate extreme poverty and hunger", target 1, "Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day".				

**Concept paper III (continued)**

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Improved Institutional capacities to formulate public investment strategies	AI 1: Number of key issues and trends identified with regard to development strategies in ESCWA member countries	Activity 1.1: Experts' review of the development strategies in the region with regard to the present role of public investments and policy framework for private investment promotion among them.
		Activity 1.2: Experts' studies on the East Asian development models, with emphasis on their applicability and adaptability to public investment strategies in ESCWA member countries.
		Activity 1.3: Preparation of subregional guidelines for investment strategies (for subregions with similar economic characteristics), based on a policy-matrix framework, to increase positive spillovers of public investment;
	AI 2: Number of participating countries at the sub-regional workshops; and feedback of participants on the proposed guidelines	Activity 1.4: Two subregional workshops to discuss and complete the guidelines.
	AI 3: Feedback on advisory services and on the application of the guidelines	<p>Activity 1.5: Advisory services to selected country(ies) in each subregion on the application of the guidelines.</p> <p>Activity 1.6: A concluding expert group meeting to share experiences and identify future steps to enhance the capacity of member countries in public investment strategies.</p> <p>Activity 1.7: Publication of a final report, "Public investment Strategy Report", on recommended public investment strategies for the relevant subregions.</p>

**Concept paper III (continued)**

16. <i>Background and context:</i>	17. <i>Detailed budget:</i> ( <i>US dollars</i> )
<p>Throughout the 1990s, the Arab world, and the ESCWA region in particular, recorded a lengthy and poor economic performance. Arab and sub-Saharan Africa per capita growth rates were the lowest in the world - on average by below half a percentage point. A turnaround is badly needed to achieve the Millennium Development Goals (MDGs), in particular Goal 1. Employment-generating economic growth under conditions of steady or improved income distribution represents a principal optimal policy choice in this situation. Empirical studies, including ESCWA estimates, show that the region would require an average rate of growth of 6 per cent a year over the next 13 years for the target to be achieved, unless the pattern of income distribution is improved.</p> <p>A closer empirical investigation of the mechanisms underlying the region's growth process also showed that, given the high proportion of public spending in gross domestic product (GDP), more effective public investments, through maximization of positive spillovers under constant or improved distribution conditions, could play a significant role in the equation of growth-cum-poverty alleviation.</p>	<p>Lead expert(s) services related to the preparation of a review of the ESCWA member countries' development strategies to present the role of public investments and policy frameworks for private investment promotion and other positive spillovers (activity 1.1) (\$8,000 x 8 months)</p> <p>\$64,000</p>
<p>The successful East Asian countries' experiences in their public investment strategies are a clear benchmark reference. Although the East Asian development models have attracted attention since the mid-1990s with the publication of "East Asian Miracle" in 1994, the countries in the ESCWA region have not yet seriously considered those models for their own development strategies. This information gap must be filled in order to provide the momentum to meet the region's MDGs, in particular Goal 1.</p> <p>The proposed project is designed to support policy makers in the region, and other important actors, in order to increase economic growth rates through improving those public investment strategies aimed at maximizing positive spillovers. There would be a positive impact on poverty alleviation through the provision of the analytical inputs and of the guidelines, based on policy matrices, for the region's policy makers. Two subregional workshops, as well as a final workshop, are scheduled in order to seek maximum participation of stakeholders, which will be reflected in the final "Public Investment Strategy Report for the ESCWA Region".</p>	<p>Expert services related to the preparation of a study on the East Asian development models, their applicability to ESCWA member countries, and initial guidelines based on policy matrices (activities 1.2 &amp; 1.3) (\$10,000 x 6 months)</p> <p>\$60,000</p>
	<p>Organization and convening of two sub-regional workshops (activity 1.4) (\$25,000 per workshop)</p> <p>\$50,000</p>
	<p>Expert services to provide advisory services to selected countries on the application of the investment guidelines (activity 1.5)</p> <p>\$15,000</p>

**Concept paper III (continued)**

	Organization and convening of a concluding expert group meeting to share experiences (activity 1.6)	\$40,000
	Travel of staff to the member countries to collect information, data and, evaluate studies (all activities) (\$2,750 x 14)	\$39,000
	General operating expenses related to communications, supplies and other miscellaneous services	\$15,000
	Research assistant services to work on substantive and administrative support (all activities) (\$2,000 x 24 months)	\$48,000
	Contractual services related to external printing of the training materials, review, studies and report (all activities)	\$10,000
	Subtotal	\$341,000
Overhead costs (13 per cent)		\$44,000
<b>Total</b>		<b>\$385,000</b>
<b>18. Sources of funding:</b>		
Not yet identified: \$385,000		
Funding committed: \$0		
Funding received: \$0		
Donor A	Total	
Donor B		
Donor C		
Donor D		
Donor A	Total	
Donor B		
Donor C		
Donor D		

#### IV. GLOBALIZATION AND REGIONAL INTEGRATION DIVISION

##### Concept paper IV.A. Building public-private sector partnership for transport and trade facilitation in the ESCWA region

1. <i>Project title: Building Public-Private Sector Partnerships for Transport and Trade Facilitation in the ESCWA Region</i>	2. <i>Summary budget (Thousands of US dollars)</i>	
3. <i>Implementing Division/Team: Global and Regional Integration Division/Transport Team</i>	General temporary assistance	\$72
4. <i>Partner(s): Economic Commission for Europe (ECE), United Nations Conference on Trade and Development (UNCTAD) and the World Bank</i>	Expert services	\$227
5. <i>Duration: January 2006 to December 2009 (48 months)</i>	Travel	\$115
6. <i>New or ongoing project: New</i>	Contractual services	-
7. <i>Project objective: To develop and improve public-private sector partnerships in ESCWA member countries for the purpose of simplifying trade and transport procedures</i>	General operating services	\$12
8. <i>Location(s) of project: ESCWA member countries</i>	Acquisition of equipment	-
9. <i>Beneficiaries: Immediate beneficiaries are importers and exporters in ESCWA member countries. Other beneficiaries include government agencies involved in trade and transport regulation and enforcement, as well as trade and transport service providers, such as transport operators, freight forwarders and customs brokers.</i>	Training	\$438
10. <i>Relation to Strategic Framework: The project meets the objective of subprogramme 4 of the ESCWA proposed strategic framework for the period 2006-2007, entitled "Regional integration and responding to globalization", which includes the aim of strengthening regional integration among member countries by facilitating the transboundary flows of goods.</i>	Grants and contributions	-
11. <i>ESCWA comparative advantage: ESCWA has for a number of years successfully promoted the Integrated Transport System in the Arab Mashreq (ITSAM) and the establishment of National Transport and Trade Facilitation Committees in ESCWA member countries.</i>	Overhead costs (13 per cent)	\$112
12. <i>Relation to the Millennium Development Goals: The project is directly related to MDG 8, "Develop a global partnership for development".</i>	<b>Total</b>	<b>\$976</b>



**Concept paper IV.A (continued)**

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Establish national transport and trade facilitation (NTTF) committees in seven ESCWA member countries that do not have such committees (Bahrain, Iraq, Kuwait, Lebanon, Qatar, Saudi Arabia and the United Arab Emirates)	The number of member countries which establish NTTF Committees	<p>Activity 1.1: Conducting national studies in seven member countries that do not have a NTTF Committee to document and analyse the trade facilitation situation and identify procedural trade barriers in each country. These studies will serve as a basis for prioritizing issues and developing the NTTF Committee's work programme.</p> <p>Activity 1.2: National capacity-building workshops in each country with the purpose of reviewing trade facilitation issues and opportunities identified in the national study and promoting public-private sector partnership on trade facilitation through the establishment of a NTTF Committee to deal with the issues.</p>
EA 2: Activated and improved effectiveness of NTTF committees in six ESCWA members that have established such committees (Egypt, Jordan, Palestine, Oman, Syrian Arab Republic and Yemen)		<p>Activity 2.1: National workshops in six countries, each country with public-private sector participation, in order to improve the functioning of the NTTF Committee and to introduce and discuss modern trade facilitation tools and measures.</p> <p>Activity 2.2: Introduce tools for measuring trade facilitation performance.</p> <p>Activity 2.3: Monitor progress through surveys and stakeholder feedback</p>
EA 3: Improved regional cooperation regarding transport and trade facilitation		<p>Activity 3.1: Regional trade facilitation seminars to develop regional trade facilitation initiatives and action plans.</p> <p>Activity 3.2: Monitor progress through surveys and stakeholder feedback.</p>

Concept paper IV.A (continued)

	Activity 3.3: Annual and final reports for the documentation of regional trade facilitation progress and remaining barriers, and preparing recommendations and action plans.
16. <i>Background and context:</i>	17. <i>Detailed budget</i> (Thousands of US dollars)
<p>It should be noted that, in this area, the level of foreign direct investment (FDI) has been modest, and there have been disparities in its distribution. The goal of this project is to enhance transport and trade facilitation in ESCWA member countries through public-private sector partnership.</p> <p>ESCWA has successfully developed international infrastructure agreements on roads and rail, which are important cornerstones of the integrated regional transport system, towards which ESCWA is striving. Both the road and the rail agreements have entered into force, and plans of action are being developed for their implementation.</p> <p>The integrated regional transport system also includes transport and trade facilitation, which is aimed at reducing legal, regulatory and procedural barriers to trade. This is important because red tape, poor border-crossing facilities, inefficient processes and procedures, and the lack of appropriate applications of information and communication technology are hampering regional integration and preventing ESCWA member countries from benefiting fully from the global trading system.</p> <p>The Project meets several of the aims of Millennium Development Goal 8, which focuses on developing a global partnership for development, and target 12 of Goal 8, which reads: "Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes a commitment to good governance, development and poverty reduction—nationally and internationally), as well as target 18, which reads: "in cooperation with the private sector, make available the benefits of new technologies, especially information and communications".</p>	<p>Consultancy services for the preparation of national studies on trade facilitation and cross-border trade barriers in member countries and reports on the functioning of the NTTF committees (\$2,500 x 6 months x 13 countries)</p> <p>Travel of staff to attend meetings, conduct workshops and seminars, evaluate studies and share experiences - one Facilitation mission per year to each member country by two ESCWA experts. (\$1,200 x 12 x 4 x 2)</p> <p>Training, participation of public and private sector stakeholders from each member country in regional seminars (\$1,200 x 12 x 4 x 4)</p> <p>Consultancy services related to the organization of the bi-annual national facilitation workshops (\$8,000 x 13 x 2)</p>
	<p>\$195.00</p> <p>\$115.00</p> <p>\$230.00</p> <p>\$208.00</p>

**Concept paper IV.A (continued)**

<p>ESCWA promotes public-private sector partnership through the establishment of National Transport and Trade Facilitation (NTTF) committees in member countries. The role of these committees is for public and private sector stakeholders to identify jointly the barriers to trade and transport, recommend to Governments appropriate reforms and other means of simplifying and streamlining regulations, processes and procedures, and follow up on the implementation of the recommendations.</p>	<p>Consultancy services for the four regional seminars at \$8,000 per workshop/seminar (\$8,000 x 4)</p>	<p>\$32.00</p>
<p>As of March 2005, NTTF committees had been established in Egypt, Jordan, Palestine, Oman, Syrian Arab Republic and Yemen. However, these committees are, in general, not yet working effectively. There is a need to activate these committees and to make them effective means for achieving trade facilitation. In addition, there is a need to establish NTTF committees in countries where such committees are not yet established.</p>	<p>General temporary assistance (\$1,500 x 48)</p>	<p>\$72.00</p>
<p>The project consists of providing technical support in trade facilitation by ESCWA experts to ESCWA member countries. The form of this support will depend on the particular needs of each country and may include assistance in the preparation of NTTF committee statutes, the identification of trade barriers, the development and execution of work plans, the application of electronic data interchange (EDI) and other information and communication technologies for improving trade systems, and the formulation of recommendations and action plans to Governments.</p>	<p>General operating expenses related to communications, supplies and other miscellaneous services in support of all project activities</p>	<p>\$12.00</p>
<p>Through the project, ESCWA will act as a facilitator in the public-private sector partnership and will contribute with expertise and advice on international best practices and facilitate cross-border cooperation and coordination of regional trade facilitation efforts. Technical assistance will also include capacity-building through workshops and training of national trade and transport stakeholders from both the public and private sector.</p>	<p>Overhead costs (13 per cent)</p>	<p>\$112.00</p>
<p>ESCWA will take the lead in the implementation of this project. It will execute the various project activities in close coordination with other United Nations agencies and regional commissions that are also working closely on trade and transport facilitation and with the World Bank.</p>	<p><b>Total</b></p>	<p><b>\$976.00</b></p>
<p>18. <i>Sources of funding:</i></p>		
<p>Not yet identified: \$976,000 Funding committed: \$0 Funding received: \$0</p>		

### Concept paper IV.B. Networking of expertise in foreign direct investment in the ESCWA member countries

1. <i>Project title: Networking of Expertise on Foreign Direct Investment in the ESCWA Member Countries</i>		2. <i>Summary budget (Thousands of US dollars)</i>	
3. <i>Implementing Division/Team:</i> Global and Regional Integration Division/RIFFD		General temporary assistance	\$60
4. <i>Partner(s):</i> United Nations Conference on Trade and Development (UNCTAD)		Expert services	\$350
5. <i>Duration:</i> January 2006 to December 2007 (24 months)   6. <i>New or ongoing project:</i> New		Travel	\$60
7. <i>Project objective:</i> To enhance the capacity of ESCWA member countries to develop reliable databases on foreign direct investment (FDI) and to improve their reporting on FDI		Contractual services	-
8. <i>Location(s) of project:</i> The ESCWA region, with a focus on seven ESCWA members: Egypt, Iraq, Qatar, Lebanon, Palestine (West Bank and Gaza), United Arab Emirates and Yemen.		General operating services	\$10
		Acquisition of equipment	-
		Training	\$60
		Grants and contributions	-
		Overhead costs (13 per cent)	\$70
		<b>Total</b>	<b>\$610</b>
9. <i>Beneficiaries:</i> Investment offices and statistics departments in Egypt, Iraq, Qatar, Lebanon, West Bank and Gaza, United Arab Emirates and Yemen			
10. <i>Relation to Strategic Framework:</i> The project will contribute to the expected implementation of the "Enhanced ability of member countries to implement policies and measures recommended by the Monterrey Consensus on financing for development" under subprogramme 4.			
11. <i>ESCWA comparative advantage:</i> ESCWA work over the years has covered various FDI issues and analyses. ESCWA is currently implementing a similar project covering six member countries. This has provided ESCWA with the appropriate knowledge and experience to undertake such a project. In addition, the project will rely on the material for training prepared, and on the database that was constructed during the first phase of the project.			
12. <i>Relation to the Millennium Development Goals:</i> The project is directly related to MDG 8: "Develop a global partnership for development".			
13. <i>Project's expected accomplishments (EA)</i>		15. <i>Project's main activities</i>	
EA 1: Enhanced capacity of government agencies to develop, compile, disseminate and analyse data on FDI	Number of member countries establishing a database on FDI	Activity 1.1: Establishment of national teams or focal points on FDI in member countries.	
		Activity 1.2: Provision of the software by ESCWA for the FDI database. The software is already designed in the first phase and is ready for installation.	
		Activity 1.3: Organization of seven national training workshops for data collection officers on preparing questionnaires for FDI surveys and on using the database.	
		Activity 1.4: Provide technical assistance to countries in the preparation of national reports on FDI.	

**Concept paper IV.B (continued)**

	Increased exchange of expertise with investment promotion offices and other related agencies	Activity 1.5: Regional meeting to review national experiences and to identify ways and means for establishing a regional network on FDI statistics.
		Activity 1.6: Follow up on the establishment of an FDI network to increase exchange of experiences and knowledge-sharing.
16. <i>Background and context:</i>		17. <i>Detailed budget</i> (Thousands of US dollars)
<p>The modest level of FDI and the disparities in its distribution among the ESCWA member countries require remedial action. The low level of FDI is caused by several factors, including a deficient regulatory framework, weak policies, poor institutional framework, and a lack of political stability. Often several government agencies deal with FDI projects. Ensuring the availability of reliable data on FDI is the first step in assisting decision makers in formulating appropriate FDI policies and taking the remedial action required.</p> <p>This proposed project is designed to complement a project that is being implemented by ESCWA and UNCTAD and financed by the United Nations Development Account, and which will be completed in 2005. The current phase of the project covers only six ESCWA member countries, namely, Bahrain, Jordan, Kuwait, Oman, Saudi Arabia and the Syrian Arab Republic. The proposed project covers the remaining seven countries in the region and will replicate the success achieved in the first phase.</p> <p>The objective of this proposed project, which is similar to the previous project, is to fill the existing gaps with regard to FDI data in the member countries to enable them to develop, analyse and report on FDI statistics. This will assist decision makers in formulating suitable policies to promote the inflow of FDI.</p> <p>Towards the end of the project, ESCWA is planning to hold a regional meeting, wherein all member countries will exchange ideas, experiences and challenges faced in the implementation of the project. The meeting will lead to the establishment of a network on FDI statistics among the countries in the region.</p>		<p>General temporary assistance: research assistant to assist in the implementation of the project (all activities)</p> <p>\$60.00</p> <p>Programme support cost (ad hoc expert group meetings): amount required for organizing a three-day regional meeting for government officials (activity 1.5)</p> <p>\$60.00</p>

**Concept paper IV.B (continued)**

<p>The first phase of the project has thus far achieved the following: the design and development of a software for the calculation of FDI statistics; the upgrading of skills of data collection officers; regular updating of FDI surveys; and the preparation of five country studies assessing the investment policy environment of the countries covered. Two manuals on FDI statistics and the operations of transnational corporations were translated into Arabic. These manuals will be used in the proposed new project.</p> <p>It is envisaged that ESCWA will implement this project (as it did the previous one) in cooperation with UNCTAD to benefit from its wide experience in this area.</p>	<p>Consultants and expert groups:</p> <ul style="list-style-type: none"> <li>* Two consultants to prepare needs assessment reports in Iraq and Palestine.</li> <li>* Two international consultants to conduct a five-day national training workshop in each of the seven member countries (activity 1.3)</li> <li>* Two interpreters (Arabic-English) to service seven national training workshops (activity 1.3)</li> <li>* Seven Consultants to prepare FDI policy analysis case studies in seven ESCWA countries</li> <li>* A consultant to provide training on the use of the database software (activity 1.3)</li> </ul>	\$350.00
	<p>Travel of staff:</p> <p>To cover travel of ESCWA staff to member countries as follows:</p> <ul style="list-style-type: none"> <li>* Coordination missions to seven countries to establish national teams on FDI</li> <li>* Preparation, organization, and participation in the seven national training workshops</li> <li>* Engagement in and preparation for the regional meeting on policy analysis (activities 1.1-1.4)</li> </ul>	\$60.00
	<p>Other expenses (general operating expenses) to cover communications, supplies, stationery, printing, freight and other miscellaneous costs</p>	\$10.00
	<p>Overhead costs (13 per cent)</p>	\$70.00
	<p><b>Total</b></p>	<b>\$610.00</b>
<p>18. <i>Sources of funding:</i></p> <p>Not yet identified: \$610,000</p> <p>Funding committed: \$0</p> <p>Funding received: \$0</p>		

Concept paper IV.C. Developing and facilitating the transport of goods among Arab countries

1. <i>Project title: Developing and Facilitating the Transport of Goods among Arab Countries</i>		2. <i>Summary budget (Thousands of US dollars)</i>	Phase I	Phase II	Phase III	Total
3. <i>Implementing Division/Team: Global and Regional Integration Division/Transport</i>						
4. <i>Partner(s): The League of Arab States and its subsidiaries</i>						
5. <i>Duration:</i> Phase I: 15 months (Arab Mashreq) Phase II: 12 months (Arab Maghreb) Phase III: 6 months (Between Arab Mashreq and Maghreb) Total: 33 months	6. <i>New or ongoing project: New</i>	Expert services	256.0	188.0	110.0	554.0
		Travel	149.6	110.5	51.0	311.1
		General operating services	10.0	10.0	10.0	30.0
		General temporary assistance	34.5	27.6	13.8	75.9
		Training	127.0	95.0	55.0	277.0
		Subtotal	577.1	431.1	239.8	1248.0
		Overhead support costs (13 per cent)	75.0	56.0	31.2	162.2
		<b>Total</b>	<b>652.1</b>	<b>487.1</b>	<b>271.0</b>	<b>1410.2</b>
7. <i>Project objective: To facilitate the flow of goods across the lands and ports of Arab countries for their mutual economic welfare.</i>		<b>ESCWA contribution in kind</b>	<b>100.0</b>	<b>80.0</b>	<b>60.0</b>	<b>240.0</b>
8. <i>Location(s) of project:</i> Phase I: Arab Mashreq countries Phase II: Arab Maghreb countries Phase III: Arab Mashreq and Maghreb countries						
9. <i>Beneficiaries:</i> The main beneficiaries will be importers and exporters in Arab countries, secondary beneficiaries are small and medium-size enterprises (SMEs) and other industrialists. The economies of the Arab countries will be the ultimate beneficiaries.						
10. <i>Relation to Strategic Framework:</i> This project conforms to the main objective of subprogramme 4 of the ESCWA proposed strategic framework for the period 2006-2007, which incorporates the aim of strengthening regional integration among member countries by facilitating the transboundary flows of goods.						
11. <i>ESCWA comparative advantage:</i> ESCWA has for a number of years successfully promoted the Integrated Transport System in the Arab Mashreq (ITSAM) and the establishment of National Transport and Trade Facilitation Committees in ESCWA member countries.						
12. <i>Relation to the Millennium Development Goals:</i> The Project will contribute to MDG Goal 8, "Develop a global partnerships for development".						

**Concept paper IV.C (continued)**

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: (Phase I) Facilitated transboundary flows of goods among the countries of the Arab Mashreq	AI 1: An increase in the number of countries accepting harmonization schemes to facilitate flows of international goods among the Arab Mashreq countries	<p>Activity (a): Analysing and evaluating the existing situation in terms of trade and transport among the Arab Mashreq countries.</p> <p>Activity (b): Identifying the major corridors and routes of the flows of goods among the Arab Mashreq countries.</p> <p>Activity (c): Analysing and evaluating present times, costs and procedures related to the flows of goods along the major corridors and routes in the Arab Mashreq countries.</p> <p>Activity (d): Identifying major issues and obstacles and specifying alternative improvement scenarios.</p> <p>Activity (e): Forecasting the expected future flows of goods among the Arab Mashreq countries as a result of the implementation of the alternative scenarios.</p> <p>Activity (f): Forecasting the expected financial and economic benefits/costs as a result of the implementation of the alternative scenarios and assessing benefits/cost ratios of the alternative scenarios.</p> <p>Activity (g): Summarizing the results and formulating recommendations for the facilitation of transport of goods among the Arab Mashreq countries.</p>



**Concept paper IV.C (continued)**

		Activity (h): Conducting a regional expert group meeting at the conclusion of the transport facilitation study to present the results of the study.
		Activity (i): Conducting 13 national and one subregional seminar(s) in the Arab Mashreq countries aimed at capacity-building in the implementation of the endorsed results and recommendations of the transport facilitation study.
EA 2 (Phase II) Facilitated transboundary flows of goods among the countries of the Arab Maghreb	AI 2: Number of countries accepting harmonization schemes to facilitate flows of international goods among the Arab Maghreb countries	Activity (a): Analysing and evaluating the existing situation in terms of trade and transport among the Arab Maghreb countries.
		Activity (b): Identifying the major corridors and routes of the flows of goods among the Arab Maghreb countries.
		Activity (c): Analysing and evaluating present times, costs and procedures related to the flows of goods along the major corridors and routes in the Arab Maghreb countries.
		Activity (d): Identifying major issues and obstacles and specifying alternative improvement scenarios.
		Activity (e): Forecasting the expected future flows of goods among the Arab Maghreb countries as a result of the implementation of the alternative scenarios.

Concept paper IV.C (continued)

		<p>Activity (f): Forecasting the expected financial and economic benefits/costs as a result of the implementation of the alternative scenarios and assessing the benefits/cost ratios of the alternative scenarios.</p> <p>Activity (g): Summarizing the results and formulating recommendations for the facilitation of transport of goods among the Arab Maghreb countries.</p> <p>Activity (h): Conducting a regional expert group meeting at the conclusion of the transport facilitation study to present the results of the study.</p> <p>Activity (i): Conducting nine national and one subregional seminar(s) in the Arab Maghreb countries aimed at capacity-building in the implementation of the endorsed results and recommendations of the transport facilitation study.</p>
<p>EA 3: (Phase III) Increased flows of goods between the Arab Mashreq and Arab Maghreb countries</p>	<p>AI 3: Number of countries accepting harmonization schemes to facilitate flows of international goods between the Arab Mashreq and the Arab Maghreb countries</p>	<p>Activity (a): Analysing and evaluating the existing situation in terms of trade and transport among the Arab Mashreq and Arab Maghreb countries.</p> <p>Activity (b): Identifying the major corridors and routes of the flows of goods among the Arab Mashreq and Arab Maghreb countries.</p> <p>Activity (c): Analysing and evaluating present times, costs and procedures related to the flows of goods along the major corridors and routes between the Arab Mashreq and Arab Maghreb countries.</p>

**Concept paper IV.C (continued)**

	<p>Activity (d): Identifying major issues and obstacles and specifying alternative improvement scenarios.</p> <p>Activity (e): Forecasting the expected future flows of goods among the Arab Mashreq and Arab Maghreb countries as a result of the implementation of the alternative scenarios.</p> <p>Activity (f): Forecasting the expected financial and economic benefits/costs as a result of the implementation of the alternative scenarios and assessing the benefits/cost ratios of the alternative scenarios.</p> <p>Activity (g): Summarizing the results and formulating recommendations for the facilitation of transport of goods among the Arab Mashreq and the Arab Maghreb countries.</p> <p>Activity (h): Conducting a regional expert group meeting at the conclusion of the transport facilitation study to present the results of the study.</p> <p>Activity (i): Conducting one subregional seminar/workshop for the major countries between the Arab Mashreq and the Arab Maghreb, and one regional seminar/workshop for all the Arab countries aimed at capacity-building in the implementation of the endorsed results and recommendations of the transport facilitation study.</p>

**Concept paper IV.C (continued)**

16. Background and context:	17. Detailed budget (US dollars)	Phase I	Phase II	Phase III	Total
<p>One of the most important issues with regard to regional cooperation and integration in the Arab region is the facilitation of trade and transport among the Arab countries. Intraregional trade represents less than 10 per cent of their total international trade. This can be attributed, in part, to the complexities of border formalities, administrative procedures, required documentation and the unpredictable high costs and delays at land border crossing points and ports.</p> <p>The facilitation of international trade and transport is a multifaceted process that involves improvements to the infrastructure and operation of international transport, trade, customs and administration systems. With this in mind, the approach of ESCWA and the measures that it has implemented in this area are briefly reviewed below.</p> <p>In May 1999, ESCWA member countries agreed to initiate the development of the Integrated Transport System in the Arab Mashreq (ITSAM), and to adopt the regional transport network, including all major roads, railways, seaports and airports of international importance in the region. Efforts to develop ITSAM have been exerted in three major areas, namely, the integrated regional transport network, the associated information system and the methodological framework for policy analysis.</p> <p>As a result of ESCWA efforts, member countries adopted the Agreement on International Roads in the Arab Mashreq on 10 May 2001, which entered into force on 19 October 2003. ESCWA member countries also adopted the Agreement on International Railways in the Arab Mashreq on 17 April 2003. The Railways Agreement will enter into force in May 2005.</p>	<p>(a) Expert services: To conduct the in-depth transport facilitation study, which incorporates activities (a) to (g):</p> <ul style="list-style-type: none"> <li>- Phase 1: 3 experts at \$6,000 for 7 months</li> <li>- Phase 2: 3 experts at \$6,000 for 5 months</li> <li>- Phase 1: 4 experts at \$6,000 for 3.5 months;</li> </ul> <p>(b) National experts, one in each country for 4 months at \$2,000;</p> <p>(c) Ad hoc expert group meetings: to conduct a regional expert group meeting at the conclusion of the study, as detailed in activity (h);</p>	126.0	90.0	84.0	300.0
		104.0	72.0	-	176.0
		26.0	26.0	26.0	78.0
		149.6	110.5	51.0	311.1
	<p>(d) Travel: To collect data for the transport facilitation study, which incorporates activities (a) to (g); and to participate in training seminars after the completion of the study, as detailed in activity (i);</p> <p>(e) General operating expenses: To cover miscellaneous costs related to the project (all activities);</p>	10.0	10.0	10.0	30.0

**Concept paper IV.C (continued)**

<p>ESCWA conducted a number of related activities over the past six years. These included a major study on Trade Efficiency in ESCWA Member Countries (E/ESCWA/ED/1999/6), and a Seminar on Trade Efficiency in the ESCWA Member States (Beirut, December 1998) which resulted in an action plan. In 2000, a study on the facilitation of international freight transport procedures in the region was issued in Arabic, (E/ESCWA/TRANS/2000/4 and E/ESCWA/TRANS/2000/4/Add.1-5). The six-volume study contained a detailed review of trade procedures, a comparative analysis in five selected member countries, namely, Egypt, Jordan, Lebanon, the Syrian Arab Republic and the United Arab Emirates, and identified obstacles, and formulated specific recommendations to facilitate the international transport of goods or trade in the region. ESCWA is also promoting the creation of national facilitation committees for public-private sector consultation and cooperation.</p>	<p>(f) General temporary assistance: To provide research and administrative assistance throughout the project (all activities):</p> <ul style="list-style-type: none"> <li>- Phase 1: 15 months at 2,300</li> <li>- Phase 1: 12 months at 2,300</li> <li>- Phase 1: 6 months at 2,300</li> </ul>	34.5	27.6	13.8	75.9
<p>Upon the request of the Ministers of Transport in Jordan, Lebanon and the Syrian Arab Republic, ESCWA carried out an economic feasibility study on the facilitation of the exchange of goods through their ports and across their lands in September 2003, issued in Arabic (E/ESCWA/GRID/2003/33, /34 and /35). The study revealed that despite obvious conservative assumptions, each of the three member countries is expected to enjoy significant economic benefits as a result of implementing the facilitation measures recommended. This study was the first of its kind in the region, and one of very few in-depth studies in the world to arrive at such a detailed estimate of the expected economic benefits related to implementing facilitation improvements at the subregional level.</p>	<p>(g) Training: To conduct national, subregional and regional seminars in the Arab countries, as detailed in activity (i).</p>	127.0	95.0	55.0	277.0
<p>The executive office of the Council of Arab Transportation Ministers, during the thirty-second session of the Council, held at Sharm El-Sheikh, Egypt, on 14 and 15 April 2004, expressed appreciation of the endeavours of ESCWA in this field, and requested it to carry out a similar study to cover all Arab countries. ESCWA will build on the work it has undertaken over the preceding years in the preparation of the proposed study.</p>	<p>Subtotal</p>	577.1	431.1	239.8	1,248.0

## Concept paper IV.C (continued)

<p>The study will result in the formulation of recommendations for the facilitation of transport of goods among the countries of the Arab Mashreq (Phase I), the Arab Maghreb (Phase II), and between the Arab Mashreq and Maghreb countries (Phase III).</p> <p>The national, subregional and regional seminars to be conducted at the conclusion of the transport facilitation study will present the results of the study to decision makers and experts in the region, with the aim of obtaining their views and seeking their endorsement for the implementation of the recommendations. The project will also provide capacity-building for the implementation of the recommendations.</p>	ESCWA overhead support indirect costs (13 per cent)	75.0	56.0	31.2	162.2
	<b>Total</b>	<b>652.1</b>	<b>487.1</b>	<b>271.0</b>	<b>1410.2</b>
	ESCWA contribution (in kind) for expert supervisory and support services	100.0	80.0	60.0	240.0
18. Sources of funding:					
Not yet identified:	Total				
Funding committed:	Donor A				
	Donor B				
	Donor C				
Funding received:	Donor A				
	Donor B				
	Donor C				
	Donor D				
	Total				

## V. INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION

### Concept paper V.A. Development of an Arabic Domain Name System and implementation of a regional pilot

1. <i>Project Title: Development of an Arabic Domain Name System (ADNS) and Implementation of a Regional Pilot</i>	2. <i>Summary budget (Thousands of US dollars)</i>
3. <i>Implementing Division/Team: Information and Communication Technology Division/ICT Policy Team</i>	General temporary assistance \$144.00 Expert services \$108.00
4. <i>Partner(s): League of Arab States (LAS), UNESCO Cairo Office, Top-Level Domain Name Managers in ESCWA Member Countries, and Multilingual Internet Names Consortium (MINC)</i>	Travel \$24.00 Contractual services \$120.00 General operating services \$40.00
5. <i>Duration: Two years (January 2006 - December 2076)</i>	Acquisition of equipment \$60.00 Expert group meetings \$60.00
6. <i>New or ongoing project: New</i>	Subtotal \$556.00 Overhead costs (13 per cent) \$72.28 <b>Total \$628.28</b>
7. <i>Project objective: To contribute to overcoming the language barrier of Internet use through the development of an Arabic Domain Name System (ADNS) integrated within the global Internet name resolution schemes.</i>	
8. <i>Location(s) of project: ESCWA will coordinate activities from its headquarters in Beirut, pilot implementation will be carried out in selected ESCWA member countries, and deployment will be regional in three member countries.</i>	
9. <i>Beneficiaries: Private sector companies posting and promoting their website address names using the Arabic language, and Internet Arabic language users at large.</i>	
10. <i>Relation to Strategic Framework: Programme 18, "Economic and Social Development in Western Asia", subprogramme 5, "Information and Communication Technology for Regional Integration", Expected Accomplishment (a) "Improved enabling environment for the development of the information society and knowledge-based economy in the region through relevant instruments".</i>	
11. <i>ESCWA comparative advantage: A project of this nature, involving global standardization activities and regional piloting efforts, needs reliable coordinating agencies to develop it. ESCWA has a comparative advantage, stemming from its pioneering initiatives in this field during the period 2003-2004, which included the establishment of the Arabic Domain Names Task Force (ADN-TF), the issuance of a crucial official document (Internet-Draft), the first on ADNS, which was accepted on both the global and the regional levels as the basis of common standards in the field. Hence, ESCWA is uniquely positioned to be the optimum partner for the League of Arab States in this endeavour. It should be noted that the political umbrella of the League, serving as a proxy for the Arab countries, is essential to ensure the regional adoption and ownership of the new system.</i>	
12. <i>Relation to the Millennium Development Goals: The project is in line with MDG 8, "Develop a global partnership for development", target 18, "In cooperation with the private sector, make available the benefits of new technologies, especially information and communications".</i>	

**Concept paper V.A (continued)**

13. Project's expected accomplishments (EA)	14. Project's achievement indicators (AI)	15. Project's main activities
EA1. Standards for an Arabic Domain Name System and an operational framework for the implementation of the pilot project established	AI 1.1: Number of countries endorsing the standards and the operational framework	<p>Activity 1.1: Development and publication of a series of Internet Drafts / RFCs (2-3) at the global level to obtain recognition all the way until reaching a standard. This involves technical, operational and legal aspects as well as the design of a framework for inception and operation of a regional mechanism for managing Arabic Domain Names.</p> <p>Activity 1.2: Organizing a regional expert group meeting for regional adoption of the different standards and the framework of activity 1.1.</p>
EA2. A regional pilot Arabic Domain Name System implemented in at least three member countries and studies for its full execution completed and marketed	AI 2.1: Number of countries in which pilot deployment of an ADNS is carried out in compliance with the published standards	Activity 2.1: Designing and implementing a regional pilot which will be operated for testing purposes for a period of limited duration, not exceeding six months, in at least three selected member countries (to be determined in consultation with the League of Arab States). This pilot implementation will help to fine-tune the standards developed in activity 1.1, making it possible to anticipate any difficulties that may emerge when the system becomes fully operational.
	AI 2.2: Feedback on the outcome of the studies by participants in the expert group meeting	<p>Activity 2.2: Developing a full feasibility study for the implementation of the ADNS in all Arab countries, including marketing, technical and financial feasibility. This study should estimate the economic returns of the various entities providing the new portfolio of services.</p> <p>Activity 2.3: Development of a commercialization plan for the full implementation of the ADNS, which is full-fledged and action-oriented, including a commercial formula for the fees/commissions/service charges of registries, registrars, and Internet Service Providers (ISPs).</p>



**Concept paper V.A (continued)**

		Activity 2.4 Organizing an expert group meeting to agree on the outcomes of the study and the commercialization plan of activities 2.2 and 2.3.	
	AI. 2.3: Number of enterprises showing interest in advertising their names in Arabic	Activity 2.5: Three special events are organized to launch the new model among ISPs, registrars and other stakeholders. These events are aimed at disseminating the new standards and increasing their effectiveness on the ground.	
		Activity 2.6: Press and media coverage to create consumer awareness. This involves marketing activities in the mass media, in order to show the importance of the ADNS and the ways of benefiting from the system at the enterprise and individual levels.	
		17. <i>Detailed budget (US dollars)</i>	
16. <i>Background and context:</i>		General temporary assistance for project management, support, implementation and coordination (all activities) (Part-time manager \$4,000 * 24 months + assistant \$2,000 * 24 months)	\$144,000
Wide-scale access to digital Arabic content is deprived of a large potential market, and this is due to two major factors. The first is “connectivity,” where telephone penetration levels outside major cities are lower than those observed in other countries and thus reduce the possibility of owning and operating computer equipment. The second factor that severely limits access to content is “language”. It is no secret that the ability to use a second language in the Arab region is very low.		Expert services for the development of studies, frameworks, and specific assignments (activities 1.1 and 2.1) (expert services for two work-months per activity at \$10,000 per month)	\$40,000
Granting access to information to the public at large through the overcoming of the language barrier will aid in bridging the digital divide across the multitude of factors that work against this effort. Crossing the language barrier will make information available to all levels of society, and thus, in a snowball effect, will create a demand to provide connectivity to remote or marginalized communities. One way of crossing the language barrier is through enabling website owners to advertise the address name of their sites in the local language.			
A website address name, technically known as the “Uniform Resource Locator” (URL), is typically advertised and accessed in the English language. Recently, there have been many efforts to internationalize these address names under a global movement that has been successful for Chinese, Korean and other language communities. The time has come for non-English-speaking users whose main language is Arabic to enjoy the same type of experience in the Arabic language. Hence, in this project, MINC would be a valuable partner in transmitting similar experiences for other languages.		Travel of staff to meetings and on special missions for project mobilization, team building, negotiations and preparation of special events (all activities) (8 trips x 2 staff at 1,500 per trip)	\$24,000

**Concept paper V.A (continued)**

<p>In accordance with the recommendations of the Expert Group Meeting on Digital Arabic Content, organized by ESCWA at the United Nations House, Beirut, in June 2003, an "Arabic Domain Names Task Force" (ADN-TF) was formed under the auspices of ESCWA, with the following objectives:</p> <ul style="list-style-type: none"> <li>• Raising awareness of the importance of the Arabic Domain Names System (ADNS);</li> <li>• Defining standards for ADNS through a "Request For Comments" (RFC) document;</li> <li>• Promoting the adoption of standards in a coordinated fashion;</li> <li>• Obtaining global recognition of the adopted standards;</li> <li>• Facilitating the deployment of these standards by the various stakeholders.</li> </ul> <p>The ADN-TF has published the first document defining the linguistic structure and basic resolution scheme of the proposed ADNS, namely "Guidelines for an Arabic Domain Name System." The document has been submitted to the Internet Engineering Task Force (IETF) with the purpose of obtaining global recognition before it is upgraded to become an RFC. In November 2004, the project was discussed in the World Summit on the Information Society (WSIS) regional conference in Damascus and gained the acceptance and interest of the participants.</p> <p>By the end of January 2005, the League of Arab States organized a technical workshop in Damascus under the auspices of the Syrian Telecom Establishment, and invited participants from ESCWA and other organizations and regional experts to discuss in depth the guidelines proposed by the ADN-TF and ESCWA. The outcome of the workshop was very promising for the future of harmonization of all efforts into one mainstream, and the guidelines were to be officially adopted by May 2005.</p> <p>By the end of the project, an ADNS will be developed and launched, enabling website owners to advertise their names in Arabic, thereby providing Arabic-speaking users who wish to access websites using Arabic-language URLs with the option to do so. This will create a snowball effect that will result in a new blend of services and should open doors to a totally new segment of the ICT industry.</p>	Contractual services to develop feasibility studies, agreements, business plans, and a commercialization plan (activities 2.2 and 2.3) (6 work-months for each activity at \$10,000 per month)	\$120,000
	General operating expenses for communication, supplies, printing and other miscellaneous services (all activities)	\$40,000
	Acquisition of equipment and software for project team and for piloting (activity 2.1)	\$60,000
	Organization of two expert group meetings (activities 1.2 and 2.4) (20 experts for each EGM for a total of \$30,000 per EGM)	\$60,000
	Expert services for the organization of three special events (activity 2.5) (2 experts per event at \$8,000 per expert)	\$48,000
	Expert services for the organization of media campaigns on television, in newspapers and on the Internet (activity 2.6)	\$20,000
	Subtotal	\$556,000
	Overhead costs (13 per cent)	\$72,280
	<b>Total</b>	<b>\$628,280</b>

Concept paper V.A (continued)

18. Sources of funding:	
Not yet identified: \$628,280	
Funding committed: \$0	
	Total
	Donor A
	Donor B
	Donor C
	Donor D
	Total
Funding received: \$0	
	Donor A
	Donor B
	Donor C
	Donor D

**Concept paper V.B. Establishment of information and communication technology incubators**

1. <i>Project title: Establishment of information and communication technology (ICT) incubators</i>	2. <i>Summary budget (US dollars)</i>	
3. <i>Implementing Division/Team: Information and Communication Technology (ICT) Division/ICT Applications Team</i>	General temporary assistance Expert services Travel	\$150,000 \$585,000 \$25,000
4. <i>Partner(s): Chambers of Commerce and Industry, universities, non-governmental organizations (NGOs) and the Islamic Development Bank.</i>	Contractual services General operating services Acquisition of equipment	\$200,000 \$15,000 \$915,000
5. <i>Duration: January 2006 - December 2008</i>	Training Grants and contributions	\$90,000 \$0
7. <i>Project objective: To contribute to the development of the ICT sector in Western Asia by establishing ICT incubators and networking new and existing ICT incubators.</i>	Subtotal	\$1,980,000
8. <i>Location(s) of project: Three selected ESCWA member countries.</i>	Overhead costs	\$257,400
9. <i>Beneficiaries: Young graduates and entrepreneurs, small and medium-size enterprises (SMEs), and universities.</i>	<b>Total</b>	<b>\$2,237,400</b>
10. <i>Relation to Strategic Framework: Programme 18, "Economic and social development in Western Asia", subprogramme 5, "Information and communication technology for regional integration" for 2006-2007, expected accomplishment (b), "Activated partnership for implementing ICT projects to achieve socioeconomic development, with particular emphasis on the Millennium Development Goals".</i>		
11. <i>ESCWA comparative advantage: ESCWA is well positioned to undertake this project owing to its knowledge of the region, its expertise in ICT for development issues, and its experience in the provision of technical assistance and advisory services on ICT issues.</i>		
12. <i>Relation to the Millennium Development Goals: The project will contribute to goal 8, "Develop a global partnership for development", and target 18, "In cooperation with the private sector, make available the benefits of the new technologies, especially information and communications." The establishment of ICT incubators through this project would necessitate the forging of local, regional and international partnerships with a view to developing the ICT sector and encouraging entrepreneurial activities.</i>		
13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Increased ICT-related entrepreneurial activities in selected ESCWA member countries with a view to stimulating socio-economic development	AI 1.1: Number of established pilot ICT incubators	1.1. Developing feasibility studies and strategic plans for each incubator scheme to be implemented in selected ESCWA member countries.

**Concept paper V.B (continued)**

EA 2: Enhanced linkages among ICT incubators in the region to increase the sharing of knowledge and enable the development of a hub for a network of incubators in the ESCWA countries	AI 1.2: Number of ICT companies graduating from the incubators.	1.2. Finalizing the outcomes of the feasibility studies and strategic plans and identification of potential candidates for running the incubators.
		1.3. Conducting three workshops for potential candidates on running the incubators to build their capacities with regard to SMEs and entrepreneurship development, promotion of investment, technology and innovation, and quality standards for launching ICT-incubators.
		1.4. Forging necessary partnerships with financial institutions, universities, NGOs, public organizations and private firms.
		1.5. Implementation of three incubators in selected ESCWA member countries.
		1.6. Developing and promoting innovative ideas to stimulate the growth of ICT entrepreneurship, by attracting young graduates and SMEs and helping them to turn their ambitions into successful ventures.
		1.7. Conducting quality assurance, monitoring and evaluation of the ICT incubators, in particular the number of ICT companies established.
	AI 2.1: Number of memberships in the website.	2.1. Conducting data collection on the ICT sector in selected ESCWA member countries with existing ICT incubators (estimated six countries) and classification of companies according to international standards.
AI 2.2: Number of established linkages among ICT incubators in the region.		2.2. Creating a database and a website on the ICT sector in selected member countries for knowledge-sharing.
		2.3. Convening experts in the ICT sector to discuss possibilities for creating linkages among ICT incubators in the region and to assess the database website on the ICT sector.

**Concept paper V.B (continued)**

	2.4. Establishing a number of quick-win bilateral or multilateral linkages among ICT incubators in the region as a preliminary activity before creating a regional network among ICT incubators.
16. <i>Background and context:</i>	17. <i>Detailed budget (US dollars)</i>
<p>The importance for the Arab region of ICT in the knowledge-based economy is well recognized by Governments, NGOs, business enterprises and others. The ICT sector is strategic because it has a multiplier effect and is influencing the productivity and competitiveness of other sectors. However, while the ICT sector represents more than 13 per cent of GDP in some developed countries, and despite the expected high 1.5 per cent year-on-year growth, the sector is still weak in the ESCWA region, particularly in the hardware part of it. The ICT market in the region is important and growing fast. Recent studies indicate that many ESCWA member countries—and by the same token, many other Arab countries as well—have yet to develop the ICT sector. It is crucial for the region that it does not remain on the consuming end and that it can assume its share of world ICT production. New institutional forms, such as incubators, would harness new technologies, especially ICT, to contribute to socioeconomic development.</p> <p>The project “Establishment of ICT Incubators” (EICTI) is proposed as an application of the World Summit on the Information Society (WSIS) recommendations and principles adopted in Geneva in 2003, and is included in the regional plan of action for building the information society that was prepared by ESCWA and submitted to the Second Regional Preparatory Committee Meeting of the second phase of WSIS.</p> <p>The project will work to facilitate and provide access to an environment for innovation by building the capacity of firms and entrepreneurs to respond to opportunities in the ICT market as well as addressing the need for specialized capital, knowledge and access to global markets. EICTI can be the critical intermediary in ICT as a management broker and a marketing/sales broker.</p> <p>With the above in mind, the project aims at establishing ICT incubators in three ESCWA member countries in order to develop the ICT sector and foster partnerships. Potential countries for the project are the Syrian Arab Republic and Saudi Arabia. In this respect, ESCWA has already initiated contacts with potential partners in these two countries. In the Syrian Arab Republic, a local ICT NGO has expressed interest in becoming a strategic partner in this project, and in Saudi Arabia the Chamber of Commerce and Industry of Riyadh is interested in partnering with ESCWA. During the Second Regional WSIS Conference held in Damascus in November 2004, the Islamic Development Bank showed interest in the project. Moreover, universities have usually been active partners in similar projects, and two universities, one in Lebanon and another in Jordan, are considering joining ESCWA in the establishment of the ICT incubators.</p>	<p>General temporary assistance for programme support, implementation, and management (all activities) (\$2,000 x 30 months) + (\$5,000 x 18 months)</p> <p>\$150,000</p>
	<p>Expert services to prepare the framework for the data collection activity at \$5,000 per man/month (for activity 2.1)</p> <p>\$5,000</p>
	<p>Contractual services to establish linkages among ICT incubators in the region (commissioning at \$30,000, licensing at \$80,000 and installation at \$30,000) (for activity 2.4)</p> <p>\$140,000</p>
	<p>Travel of staff to meetings and support (all activities) (10 trips at \$2,500/trip)</p> <p>\$25,000</p>

**Concept paper V.B (continued)**

<p>In addition, the project aims at networking existing ICT incubators in the ESCWA region in order to promote the exchange of information and knowledge as well as foster partnerships in the ICT sector. Some of the ESCWA members with existing ICT incubators that could be part of this network are Egypt, Jordan, Lebanon, the occupied Palestinian territories, Oman and the United Arab Emirates.</p> <p>Towards the end of the period allocated to this project, the three established incubators would have contributed to an increase in ICT-related entrepreneurial activities in three ESCWA member countries. Moreover, the linkages built between existing ICT incubators operating in Western Asia will continue to promote knowledge-sharing in this domain.</p>	Contractual services with national institutions to collect data and information on ICT sector in six member countries at \$5,000 per country (for activity 2.1)	\$30,000
	Contractual services to develop a database (at \$25,000) and website (at \$5,000) for information-sharing on the ICT sector in the region (for activity 2.2)	\$30,000
	Expert services: (a) to conduct feasibility studies and strategic planning for the three pilot incubators at \$130,000 per incubator (for activities 1.1 and 1.2) and (b) to provide quality assurance as well as monitor and evaluate the work progress of the incubators at \$50,000 per incubator (for activity 1.6 and 1.7)	\$540,000
	Acquisition of equipment and software to support the implementation of the three incubators (for activity 1.4 and 1.5)	\$735,000
	Acquisition of equipment and software to implement web site and database, including licenses for a collaboration portal server (for activity 2.2)	\$180,000
	Organization of three workshops to build capacities and foster partnerships for launching ICT incubators at US\$ 30,000 per workshop (for activity 1.2 and 1.3)	\$90,000

Concept paper V.B (continued)

	One expert group meeting to discuss possibilities for creating linkages among ICT incubators in the region and to assess the database website on ICT sector (for activity 2.3)	\$40,000
	General operating expenses for communications, supplies, printing and other miscellaneous services (for all activities)	\$15,000
	Subtotal	\$1,980,000
	Overhead costs	\$257,400
	<b>Total</b>	<b>\$2,237,400</b>
18. Sources of funding:		
Not yet identified: \$2,237,400		
Funding committed: \$0		
Funding received: \$0		
To be identified:		
Total		
Donor A		
Donor B		
Donor C		
Donor D		
Total		
Donor A		
Donor B		
Donor C		
Donor D		



Concept paper V.C. Arabized information and communication technology e-glossary

1. <i>Project title: Arabized information and communication technology (ICT) e-glossary</i>	2. <i>Summary budget (Thousands of US dollars)</i>
3. <i>Implementing Division/Team: ESCWA Information and Communication Technology (ICT) Division/ICT Policies Team</i>	General temporary assistance Expert services Travel Contractual services General operating services Acquisition of equipment Training Grants and contributions Subtotal Overhead costs (13 per cent) <b>Total</b>
4. <i>Partner(s): Arab League Educational, Cultural and Scientific Organization (ALECSO), Syrian Computer Society, and Arabic language academies.</i>	\$30.0 \$190.0 \$20.0 \$120.0 \$10.0
5. <i>Duration: 24 months (January 2006 - December 2007)</i>	6. <i>New or ongoing project: New</i>
7. <i>Project objective: Harmonize Arabic ICT terminology with a view to enhancing digital Arabic content.</i>	
8. <i>Location(s) of project: ESCWA Beirut</i>	
9. <i>Beneficiaries: Primary beneficiaries: Arab ICT communities (ICT experts, ICT professors, ICT postgraduate students and ICT institutions) and Arab language academies. Secondary beneficiaries: educational and higher education institutions in the Arab world, and the Arabic-speaking population.</i>	
10. <i>Relation to Strategic Framework: Programme 18, "Economic and social development for Western Asia", subprogramme 5, "Information and communication technology for regional integration", expected accomplishment (a), "Improved enabling environment for the development of the information society and knowledge-based economy in the region through relevant instruments".</i>	
11. <i>ESCWA comparative advantage: The ESCWA comparative advantage in leading the work on this project goes back to the fact that (a) ESCWA is the only United Nations regional commission whose member countries are all Arabic-speaking; (b) ESCWA has an ICT Division focusing on the promotion of ICT use in building the information society; (c) ESCWA publishes a considerable volume of studies in the ICT field each year using the Arabic language; and (d) ESCWA is the largest United Nations Arabic language centre in the region.</i>	
12. <i>Relation to the Millennium Development Goals: The project is in line with MDG 8, "Develop a global partnership for development", target 18, "In cooperation with the private sector, make available the benefits of new technologies, especially information and communications".</i>	
13. <i>Project's expected accomplishments (EA)</i>	15. <i>Project's main activities</i>
EA 1: Establish a Community of Practice to work on Arabizing ICT terminology	14. <i>Project's achievement indicators (AI)</i> 1.1. Number of organizations/individuals joining the Community of Practice. 1.1. Mobilizing interested organizations/individuals to share their experiences and knowledge through the Community of Practice.

**Concept paper V.C (continued)**

		1.2. Putting in place a Web-based environment to facilitate communication and interaction between members of the Community of Practice, and ensuring that it is configured according to their needs.	
EA 2: Produce a functional Arabized e-glossary	2.1: Number of terms included in the e-glossary.  2.2: Number of organizations/individuals using the e-glossary.	2.1. Reviewing the literature on terminological work in the ICT field and collecting ICT terminologies from different available dictionaries.	
		2.2. Creating a database for the different ICT terminologies collected in activity 2.1.	
		2.3. Organizing an expert group meeting to define the scope and plan of work during the project.	
		2.4. Defining a set of ICT terminology by the Community of Practice through Internet discussion.	
		2.5. Organizing an expert group meeting to review and adopt the set of ICT terminology.	
		2.6. Producing the e-glossary on Internet and CD-ROM.	
		2.7. Organizing an expert group meeting to set up a mechanism for updating the e-glossary.	
16. <i>Background and context:</i>	17. <i>Detailed budget (US dollars)</i>		
<p>The rapid evolution of ICT implies the continuous generation of new and specialized terminology, and the Internet and the media contribute to the quick dissemination of ICT innovations. This process requires a prompt, effective, and sustainable system for the translation of new ICT terms into the Arabic language. In addition, building the Information Society requires a clear and understandable terminology shared by all citizens.</p> <p>The translation of ICT terms into Arabic suffers from two main problems: (a) the lack of a specialized central institution in the Arab world that controls the Arabization of technological terms; and (b) the existence of different players dispersed over a wide geographical area. As a result, efforts to translate and publish English ICT terms into Arabic have been characterized by a lack of harmonization and coordination between the different publishers and the different countries.</p>	General temporary assistance for project follow-up and implementation (\$3,000 x 10 months) (all activities)		\$30,000
	Expert services to review the literature on ICT terminology (\$5,000 x 3 months), define a set of ICT terminology (\$5,000 x 12 months), and prepare input for the expert group meeting on reviewing and adopting the set of ICT terminology (\$5,000 x 3 months) (activities 2.1, 2.4 and 2.5)		\$90,000

**Concept paper V.C (continued)**

<p>The above issues are problematic to the educational environment, especially when the Arabic words used transform the precise concepts into fuzzy ones, thereby hindering the correct understanding and assimilation of the original meaning of the word. For instance, the word “mobile” has at least four different translations into Arabic, three of which are used in the same country when one of them actually reflects the concept of the mobile phone.</p> <p>This project aims to remedy the above issues and contribute to the development of the digital Arabic content. Throughout its execution, ESCWA will act as a catalyst and will ensure the implementation of all the activities in a timely manner. ESCWA will build on the work of ALECSO, the Syrian Computer Society, and the Arabic language academies, which have already produced different Arabic ICT glossaries. ESCWA will update, enrich and harmonize this body of work to produce a set of ICT terminolgy. This will be carried out by mobilizing specialized organizations and professionals in the field of Arabization in the form of a Community of Practice using a web-based network to facilitate communication and interaction among the members of the Community.</p> <p>By the end of the project, an Arabic e-glossary for ICT terminology will be available and accessible to all member countries. In addition, a sustainable operational mechanism for the periodic update of the e-glossary will be set. This will enable member countries to use standard Arabic terminology for all ICT terms.</p>	Travel of staff to coordinate and meet with other institutions working on the project (\$2,500 x 8 trips) (all activities)	\$20,000
	Expert Group Meeting (\$40,000 + \$30,000 + \$30,000) (activities 2.3, 2.5, 2.7)	\$100,000
	Contractual services for building a web-based environment (\$5,000 * 4 months), a database of terms (\$5,000 * 4 months) and producing an e-glossary on the Internet (\$5,000 * 12 months) and CD-ROM (\$5,000 * 4 months) (activities 1.2, 2.2, and 2.6)	\$120,000
	General operating expenses (all activities)	\$10,000
	Subtotal	\$370,000
Overhead costs (13 per cent)	\$48,100	
<b>Total</b>	<b>\$418,100</b>	
<b>18. Sources of funding:</b>		
Not yet identified: \$418,100	To be identified:	Total
Funding committed: \$0	Donor A	
	Donor B	
	Donor C	
	Donor D	
	Total	
Funding received: \$0	Donor A	
	Donor B	
	Donor C	
	Donor D	

**Concept paper V.D. Capacity-building for information society measurement**

1. <i>Project title: Capacity-building for information society measurement</i>		2. <i>Summary budget (Thousands of US dollars)</i>
3. <i>Implementing Division/Team: ESCWA Information and Communication Technology (ICT) Division/ICT Applications Team</i>		General temporary assistance Expert services Travel
4. <i>Partner(s): National Statistics Offices (NSOs) in ESCWA member countries, Global Partnership for ICT Measurement</i>		Contractual services General operating services Acquisition of equipment
5. <i>Duration: Two years (January 2006 - December 2007)</i>		Training Grants and contributions
7. <i>Project objective: Providing NSOs in the ESCWA region with the capability to measure the growth and pervasiveness of the Information Society in each of the member countries.</i>		Subtotal Overhead costs <b>Total</b>
8. <i>Location(s) of project: ESCWA will manage the project from its headquarters in Beirut, with advisory services in up to four selected member countries.</i>		\$32,000 \$105,000 \$20,000 \$20,000 \$15,000 \$0 \$90,000 \$0 \$282,000 \$36,660 <b>\$318,660</b>
9. <i>Beneficiaries: National Statistical Offices, and ICT statistics units in ESCWA member countries.</i>		
10. <i>Relation to Strategic Framework: The strategic framework for programme 18, "Economic and Social Development in Western Asia", subprogramme 5 on "Information and Communication Technology for Regional Integration", expected accomplishment (a), calling for the "improved enabling environment for the development of the information society and knowledge-based economy in the region through relevant instruments".</i>		
11. <i>ESCWA comparative advantage: (a) ESCWA is a partner in the Global Partnership for ICT Measurement; (b) ESCWA is involved in the World Summit on the Information Society (WSIS) and in building the Information Society in the region; (c) ESCWA has expertise in socioeconomic development in the region; (d) ESCWA possesses a statistics unit.</i>		
12. <i>Relation to the Millennium Development Goals: This project is in line with MDG 8, "Develop a global partnership for development" and target 18, "In cooperation with the private sector, make available the benefits of new technologies, especially information and communications".</i>		
13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Enhancement of the capacities of national statistical offices to adopt and pursue ICT indicators.	AI 1.1: Establishment of core set of ICT indicators.	Activity 1.1: Expert Group Meeting to reach a set of viable, regional ICT indicators among stakeholders.

**Concept paper V.D (continued)**

	AI 1.2: Number of countries with improved capacity to pursue ICT indicators	<p>Activity 1.2: Development of training manual based on the recommendations of the Expert Group Meeting to serve as the textbook for the capacity-building workshop.</p> <p>Activity 1.3: 3 Regional training workshops for National Statistical Office personnel, focusing on improving capacity to adopt the core set of indicators determined in the previous Expert Group Meeting.</p> <p>Activity 1.4: Modification of materials developed for face-to-face course to an online distance-learning system.</p> <p>Activity 1.5: Follow-up advisory services to assist countries that have adopted the core set of indicators to implement the new statistical techniques.</p> <p>Activity 1.6: Based on the knowledge gained in the assessment process and capacity-building exercise, a “best practices” guide on implementation of information society indicators will be developed for dissemination among practitioners in developing countries.</p>
16. <i>Background and context:</i>	It has been asserted that indicators are an established way to identify weaknesses and strengths in the development of an Information Society (IS) in a particular region or sector. They have been adopted across the world as the standard means to compare, across time and across regions, progress towards an IS. Indicators provide an informative, timely, and constructive approach to the formulation of policies that adhere to the common goal of building an IS. Many international organizations, including the Organization for Economic Co-operation and Development (OECD) and the International Telecommunication Union (ITU) have started to develop global core indicators for monitoring progress towards the IS. They have established means and methods to collect and collate such data.	17. <i>Detailed budget (US dollars)</i>
		<p>1 Expert Group Meeting to determine the specific set of core ICT indicators for implementation by NSOs in the region at \$40,000 (for activity 1.1)</p> <p>\$40,000</p>

**Concept paper V.D (continued)**

<p>These particular kinds of data have not been systematically collected by all National Statistical Offices (NSOs) in the ESCWA region. Furthermore, these data have not been compiled by a single organization in a coherent manner. There is a lack of knowledge as to how these data should be collected, and there is no infrastructure to carry out such a task.</p>	<p>Expert services to prepare the course materials for the instructors and training manuals for the students (\$5,000 x 3 months) (for activity 1.2)</p>	<p>\$15,000</p>
<p>Within the ESCWA region, many activities are taking place that would benefit from ICT-based indicators. ESCWA's proposal for a Regional Plan of Action for Building the Information Society is built upon the need for consistent and accurate data at the feedback stages, which is provided for by the indicators. As described in the proposed Programme Annex of the Regional Plan of Action, indicators, as the means to "measure the IS", are useful in all areas, but specifically in developing feedback mechanisms for policies and strategies (track 1), access to information and knowledge (track 3), building an enabling environment (track 6), and promoting international and regional cooperation.</p>	<p>Three training workshops (3-4 days) for National Statistical Offices at the regional level at \$30,000 each (for activity 1.3)</p>	<p>\$90,000</p>
<p>Within other regions, work has begun on the development of ICT-based indicators. The Partnership on Measuring ICT for Development, between the ITU, OECD, UNCTAD, the UNESCO Institute for Statistics, the World Bank, the United Nations ICT Task Force, and the five United Nations regional commissions, provides a framework for ESCWA work in this area.</p>	<p>Travel for staff to visit selected local National Statistical Offices (8 x \$2,500) (for all activities)</p>	<p>\$20,000</p>
<p>In summary, the major objective of this project is to enhance the capacity of member States to collect and collate data relating to ICT-based indicators. By the end of the process, the national Statistical Offices will be able to create, disseminate and maintain industry-standard statistical indicators in the field of ICT. This will facilitate the tracking of growth within the region and provide the information necessary to guide development efforts.</p>	<p>Contractual services for the adaptation of training materials for online delivery modality and integration of feedback received during training sessions on course content. (4 man-months at 5,000 per month) (for activity 1.4)</p>	<p>\$20,000</p>
	<p>Expert services (including travel) to facilitate the assistance of selected countries in the adoption of the core set of indicators (8 man months at \$5,000 per month for up to 4 member countries) (for activity 1.5)</p>	<p>\$40,000</p>

**Concept paper V.D (continued)**

	Expert services: Preparation of a guidebook on information society indicators for developing countries, comprising best practices, model questionnaires and guidelines on methodologies and data collection measures for developing countries (\$5,000 x 2 months) (for activity 1.6)	\$10,000
	General operating expenses for communications, supplies, printing and other miscellaneous services (all activities)	\$15,000
	General temporary assistance for programme support for project implementation (\$2,000 x 16 months) (all activities)	\$32,000
	Subtotal	\$282,000
	Overhead costs	\$36,660
<b>Total</b>		<b>\$318,660</b>

**18. Sources of funding:**

Not yet identified: \$318,660  
Funding committed: \$0

To be identified:  
Total

Donor A  
Donor B  
Donor C  
Donor D

Funding received: \$0

Total

Donor A  
Donor B  
Donor C  
Donor D

**Concept paper V.E. Recommended regional directives for a legal and regulatory framework to promote the information society**

1. <i>Project title: Recommended Regional Directives for a Legal and Regulatory Framework to Promote the Information Society</i>		2. <i>Summary budget (Thousands of US dollars)</i>
3. <i>Implementing Division/Team:</i> ESCWA Information and Communication Technology (ICT) Division / ICT Policies Team.		General temporary assistance Expert services Expert Group Meetings Contractual services Travel Training Subtotal Overhead costs (13 per cent) <b>Total</b>
4. <i>Partner(s):</i> Ministries of Communication and Information Technology, Ministries of Justice, lawyers syndicates, and national and regional ICT societies.		\$30.0 \$45.0 \$40.0 \$60.0 \$22.5 \$84.0 \$281.5 \$36,595 <b>\$318,095</b>
5. <i>Duration:</i> 24 months: January 2006 - December 2007	6. <i>New or ongoing project:</i> New	
7. <i>Project objective:</i> To strengthen the capacity of member countries in developing the information society and building a strong and sustainable ICT sector through the development of an appropriate legal and regulatory framework.		
8. <i>Location(s) of project:</i> Management will be conducted at ESCWA headquarters in Beirut.		
9. <i>Beneficiaries:</i> Primary beneficiaries: Enterprises in the ESCWA member countries that are active in the ICT sector and in various ICT applications such as e-commerce, e-government and e-learning; Secondary beneficiaries: Public and private institutions as well as the general public through enhanced online services and regional transactions.		
10. <i>Relation to Strategic Framework:</i> The project will contribute to the achievement of expected accomplishment (a) of subprogramme 5 (Information and communication technology for regional integration) of Programme 18 (Economic and social development in Western Asia), on "Improved enabling environment for the development of the information society and knowledge-based economy in the region through relevant instruments".		
11. <i>ESCWA comparative advantage:</i> ESCWA has expertise in legal aspects of trade and globalization as well as information and communication technology, which are essential to develop regional directives for enabling the information society.		
12. <i>Relation to the Millennium Development Goals:</i> The project is in line with MDG 8, "Develop a global partnership for development", target 18, "In cooperation with the private sector, make available the benefits of new technologies, especially information and communications".		
13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement indicators (AI)</i>	15. <i>Project's main activities</i>
EA1: Raising awareness of policy and decision makers on modern legislation related to building the information society	AI 1.1: Number of institutions in ESCWA member countries receiving training on adapting laws and regulations to the needs of the information society.	Activity 1.1: Carry out a comparative study of recent initiatives related to modernizing the legal and regulatory system in selected regions and countries in the world, including the ESCWA region.



Concept paper V.E (continued)

EA2: Providing a basis for harmonization of legal and regulatory frameworks related to the information society in the ESCWA member countries, based on model directives		Activity 1.2: Organize a workshop on the legal and regulatory requirements for a sustainable information society, emphasizing regional and sub-regional contexts, to be attended by policy and decision makers in key governmental institutions, particularly from member countries with limited initiatives on this issue.
		Activity 1.3: Produce a report that will: (a) identify major areas of concern to the ESCWA member countries; (b) highlight laws and regulations that need to be reviewed to develop the ICT sector; and (c) propose guidelines and directives for enhancing the legal and regulatory framework.
	AI 2.1: Number of member countries reviewing their national laws and regulations to harmonize and adapt them to the needs of the information society	Activity 2.1: Organize an expert group meeting involving governmental and non-governmental organizations as well as the private sector to review proposed directives, and agree on the structure and content of a manual to be produced for practical dissemination and application of these directives.
		Activity 2.2: Produce a practical manual on recommended laws and regulations for member countries including model texts that could be adopted.
	AI 2.2: Number of member countries expressing interest in applying the directives	Activity 2.3: Organize two subregional workshops to provide hands-on training to policy and decision makers on reviewing national laws and regulations and harmonizing them at the regional level.
		Activity 2.4: Provide advisory services to ESCWA member States, as well as other Arab countries at their request, on drafting legislation and regulations in harmony with model directives.
		Activity 2.5: Promote and assist in the establishment of a virtual network of governmental, private sector and NGO institutions concerned with ICT sector promotion.

**Concept paper V.E (continued)**

16. <i>Background and context:</i>	17. <i>Detailed budget (US dollars)</i>
<p>It is generally accepted that high technology sectors do not flourish if they are left to market forces only. These sectors need a proactive and favorable environment in which to grow. One basic component of this environment is the legal and regulatory framework governing it. Active efforts from governments, private sector and NGOs are essential for the establishment of this framework. In the ESCWA region and the Arab world in general, a region-wide initiative in this direction is much needed. All developed and some developing countries have already modernized their legal and regulatory framework. In particular the e-Europe initiative provides directives for such a framework to ensure regional integration.</p> <p>The development of regional directives that allow the harmonization of legislation and regulations related to ICT establishes the ground for an enabling environment by facilitating and accelerating the use of ICT applications. This in turn will lead to the growth of the ICT sector through: (a) fostering the generation of small and medium-size enterprises (SMEs) in the region; and (b) minimizing problems relating to ICT market segmentation. Such developments will contribute to the solution of serious problems in the economies of the region, such as the brain drain, capital drain, unemployment, and low productivity, competitiveness and economic diversity.</p> <p>After the experience of the European Union and other regions and countries have been reviewed and analysed, a set of directives will be proposed, covering the most important domains needed for the creation of an enabling environment for the ICT sector in the ESCWA region. These domains include telecom regulation, e-commerce legislation, e-signature adoption, e-government, e-publishing, security and privacy on the Internet.</p> <p>ESCWA will take the lead in the implementation of this project and will execute the various project activities in close coordination with government organizations (Ministries of Communication and Information Technology and Ministries of Justice) and specialized partners such as national and regional ICT societies and lawyer syndicates.</p> <p>By the end of the project, a practical manual of norms, laws, rules and regulations, including recommended directives to build the information society, will be disseminated to all member countries. This manual will constitute a practical step in applying such directives, and will serve as a model for a promising enabling environment at the national and regional levels in the ESCWA region.</p>	<p>General temporary assistance to support all activities (one part-time assistant at \$1,250 x 24 work-months) (all activities) \$30,000</p> <p>Expert services to prepare studies and reports (three consultants at \$5,000 each x 3 work-months) (activities 1.1, 1.3 and 2.2) \$45,000</p> <p>Expert group meeting for 20 experts for 4 days (\$1,000 per expert + honoraria at 20,000) (activity 2.1) \$40,000</p> <p>One regional workshop attended by 30 trainees for 6 days (\$1,200 per trainee), and two subregional workshops for 20 trainees for 6 days each (\$1,200 per trainee) (activities 1.2 and 2.3) \$84,000</p> <p>Travel for a supervisor and an assistant to two workshops plus five regional advisory missions (9 individuals at \$2,500) (all activities) \$22,500</p>

Concept paper V.E (continued)

	Contractual services for training activities and software development for the network portal (4 contractors at \$5,000 x 3 work-months), (activities 1.2, 2.3 and 2.5)	\$60,000
	Subtotal	\$281,500
	Overhead costs	\$36,595
	<b>Total</b>	<b>\$318,095</b>
<b>18. Sources of funding:</b>		
Not yet identified: \$318,095		
Funding committed: \$0		
<div> <div>To be identified:</div> <div> <div>Total</div> <div>Donor A</div> <div>Donor B</div> <div>Donor C</div> <div>Donor D</div> </div> </div>		
<div> <div>Funding received: \$0</div> <div> <div>Total</div> <div>Donor A</div> <div>Donor B</div> <div>Donor C</div> <div>Donor D</div> </div> </div>		

## Concept paper V.F. ESCWA Technology Centre

1. <i>Project title:</i> ESCWA Technology Centre		2. <i>Summary budget</i> (Thousands of US dollars)	
3. <i>Implementing Division/Team:</i> ESCWA Information and Communication Technology Division			
4. <i>Partner(s):</i> Arab Fund for Economic and Social Development (AFESD), Abdul-Latif Jamil Group, Islamic Development Bank (IDB), R and D institutions, universities, and Chambers of Commerce, Industry and Agriculture.			
5. <i>Duration:</i> January 2006 - December 2007 (two years for start-up, and continuous afterwards)	6. <i>New or ongoing project:</i> New		
7. <i>Project objective:</i> To promote the use of modern technologies with a view to becoming competitive in the knowledge-based global economy.			
8. <i>Location(s) of project:</i> In the initial phase, the project will operate out of Beirut. The implementation of the project activities will take place in the ESCWA member countries.			
9. <i>Beneficiaries:</i> Small and medium-size enterprises in ESCWA member countries and technology transfer intermediaries.			
10. <i>Relation to Strategic Framework:</i> The project will be implemented by subprogramme 5, "Information and communication technology for regional integration", under expected accomplishment (b), "Activated partnership for implementing ICT projects to achieve socioeconomic development, with particular emphasis on the Millennium Development Goals". This project will be implemented on a cooperative basis with other subprogrammes, in particular subprogramme 1, "Integrated policies for the management of regional resources for sustainable development", under expected accomplishment (b), "Improved performance and competitiveness of SMEs by networking and clustering and harnessing technology and innovation".			
11. <i>ESCWA comparative advantage:</i> Technology transfer, adaptation, development and application are realized effectively and efficiently when treated on the regional level. ESCWA will be able to build on its expertise and experience gained through previous activities in this field at both the national and regional levels.			
12. <i>Relation to the Millennium Development Goals:</i> The project will contribute to MDG 8, "Develop a global partnership for development," target 18, "In cooperation with the private sector, make available the benefits of new technologies, especially information and communications".			
13. <i>Project's expected accomplishments (EA)</i>		15. <i>Project's main activities</i>	
EA 1: Plan of action and work programme for the Centre developed		Activity 1.1: Conduct needs assessment and evaluation.	

General temporary assistance	\$288.00
Expert services	\$380.00
Travel	\$100.00
Contractual services	\$150.00
General operating services	\$15.00
Training	\$0.00
Grants and contributions	\$0.00
Acquisition of equipment	\$20.00
Subtotal	\$953.00
Overhead costs (13 per cent)	\$123.89
<b>Total</b>	<b>\$1,076.89</b>

**Concept paper V.F (continued)**

EA 2: Awareness and capabilities of ESCWA member countries in the field of science and technology enhanced	AI 2.1: Number of member countries requesting assistance in the field of technology	Activity 1.2: Conduct a feasibility study and implementation plan for the establishment of the ESCWA Technology Centre.	Activity 1.2: Conduct a feasibility study and implementation plan for the establishment of the ESCWA Technology Centre.
		Activity 1.3: Formulate an action plan for establishing the Centre.	Activity 1.3: Formulate an action plan for establishing the Centre.
		Activity 1.4: Formulate the Centre's work programme in close cooperation with member governments and institutions.	Activity 1.4: Formulate the Centre's work programme in close cooperation with member governments and institutions.
		Activity 1.5: Conduct an expert group meeting to review and finalize the Centre's work programme and action plan.	Activity 1.5: Conduct an expert group meeting to review and finalize the Centre's work programme and action plan.
		Activity 1.6: Prepare and disseminate brochures on the Centre.	Activity 1.6: Prepare and disseminate brochures on the Centre.
		AI 2.2: Number of partners participating in the established e-network	Activity 2.1: Design and implement a regional programme for awareness-raising with regard to the impact of technology on economic growth.
Activity 2.2: Provide technical advisory services in the various technological fields such as technology parks, technology incubators, transfer of technology, networking, and research and development.	Activity 2.2: Provide technical advisory services in the various technological fields such as technology parks, technology incubators, transfer of technology, networking, and research and development.		
16. Background and context:	AI 2.3: Establish a regional e-network focused on science and technology to facilitate knowledge management and enhance the Centre's activities.	Activity 2.3: Establish a regional e-network focused on science and technology to facilitate knowledge management and enhance the Centre's activities.	
		17. Detailed budget (US dollars)	
		General temporary assistance for project implementation (all activities) (a manager at \$10,000 x 24 months and a research assistant at \$2,000 x 24 months)	\$288,000

### Concept paper V.F (continued)

<p>For this purpose, ESCWA wants to establish a Technology Centre. The present concept paper covers the initial steps of a long-term process. The purpose of the Centre will be to increase the demand for technology for accelerated socioeconomic development. It will promote the acquisition and utilization of modern technologies with a view to achieving sustainable development objectives at the national and regional levels. Modern technologies will be targeted with a view to increasing productivity and adherence to international quality standards, thereby increasing the member countries' competitiveness in the knowledge-based global economy.</p> <p>The design of the Centre will resemble that of the Asian and Pacific Centre for Transfer of Technology (APCTT), a regional institution of the Economic and Social Commission for Asia and the Pacific (ESCAP), with the objective of facilitating technology transfer in the Asia-Pacific region, with four focus areas: technology information; technology transfer; techno-entrepreneurship development; and innovation management (see the APCTT website available at <a href="http://www.apctt.org">http://www.apctt.org</a>).</p> <p>Securing partnerships constitutes one of the main tasks of the Centre. The Centre's activities will be undertaken in partnership with universities and research and development institutions in the region. These partnerships will not be confined to institutions in the member countries but will also be sought with institutions in developed countries. This will enable the formation of a membership in the Centre to which institutions could subscribe, thus providing further funding to ensure sustainability.</p> <p>The Centre will place considerable emphasis on its online presence. By the end of the project, an e-network will be established to promote the Centre's activities and to facilitate knowledge management. Moreover, a plan of action for establishing the Centre and the Centre's work programme will be in place, and advisory services to the member countries on the issues of technology acquisition and adaptation, technology parks and incubators, and on assisting them in identifying their technology needs, will have been provided.</p>	Contractual services to conduct the needs assessment (activity 1.1)	\$50,000
	Contractual services to conduct the feasibility study (activity 1.2)	\$100,000
	Expert services for planning the establishment of the centre (activities 1.3 and 1.4) (2 experts at \$10,000 each x 4 months)	\$80,000
	Travel of staff (all activities) (50 missions at \$2,000 per mission)	\$100,000
	Expert group meeting to review and finalize the action and work plans for the Centre (activity 1.5)	\$40,000
	Expert services to prepare a brochure (activity 1.6)	\$10,000
	General operating expenses for communications, supplies, printing and other miscellaneous services (all activities)	\$15,000
	Expert services to design a regional programme on awareness-raising (activity 2.1) (\$6,000 x 3 months)	\$18,000

**Concept paper V.F (continued)**

	Expert services to provide advice on technology issues (activity 2.2) (\$8,000 x 24 months)	\$192,000
	Expert services to develop the network (activity 2.3) (\$8,000 x 5 months)	\$40,000
	Acquisition of equipment to support the implementation of the e-network (activity 2.3)	\$20,000
	Subtotal	\$953,000
	Overhead costs (13 per cent)	\$123,890
	<b>Total</b>	<b>\$1,076,890</b>
18. <i>Sources of funding:</i>		
Abdel-Latif Jamil Group, AFESD, IDB.		
Other sources will be explored, including international donors and the Centre's membership comprised of institutions, firms and organizations.		

## VI. STATISTICS COORDINATION UNIT

### Concept paper VI.A. Strengthening the development of environment statistics and accounts in the ESCWA region and North Africa

1. <i>Project title:</i> Strengthening the Development of Environment Statistics and Accounts in the ESCWA Region and North Africa	2. <i>Summary budget</i> (Thousands of US dollars)
3. <i>Implementing Division/Team:</i> Statistics Team/Sectoral Statistics	
4. <i>Partner(s):</i> United Nations Statistics Division (UNSD), United Nations Environment Programme (UNEP), World Bank, Food and Agriculture Organization of the United Nations (FAO), PlanBleu, Council of Arab Ministers Responsible for the Environment (CAMRE), International Centre for Agricultural Research in the Dry Areas (ICARDA), Arab Centre for the Studies of Arid Zones and Dry Lands (ACSAD), Arab Planning Institute (API), Centre for Environment and Development for the Arab Region and Europe (CEDARE), Abu Dhabi Global Environmental Data Initiative (AGEDI).	General temporary assistance \$108,000 Expert and contractual services \$64,000 Travel \$15,000 General operating expenses \$16,000 Training \$210,000 Overhead cost (13 per cent) \$53,690 <b>Total \$466,690</b>
5. <i>Duration:</i> January 2006 - December 2008	
6. <i>New or ongoing project:</i> New	
7. <i>Project objective:</i> To improve the skills of national officials in collecting, analysing and utilizing environment statistics and accounts.	
8. <i>Location(s) of project:</i> ESCWA member countries Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syrian Arab Republic, United Arab Emirates and Yemen, as well as and the following North African Arab countries: Algeria, Libyan Arab Jamahiriya, Morocco, Tunisia.	
9. <i>Beneficiaries:</i> The key beneficiaries will be ESCWA member countries, in particular national statistics offices, government departments related to the environment, national and regional institutions and experts working on environment, and decision makers designing and implementing policies to monitor the environment and its sustainable development.	
10. <i>Relation to Strategic Framework:</i> Will contribute to the expected implementation of subprogramme 6, "Comparable statistics for improved planning and decision-making" of programme 18, "Economic and Social Development in Western Asia".	
11. <i>ESCWA comparative advantage:</i> ESCWA has a comparative advantage because of its multidisciplinary approach and its involvement with transboundary issues, particularly in the field of the environment, water, energy, industry, technology, national accounts and economic analysis. ESCWA addresses complex and integrated environmental issues such as shared water resources and pollution. In order to implement cross-border environment programmes, projects and activities, the Commission can contribute to the harmonization of the methodological frameworks and encourage knowledge-sharing among the participating countries.	



**Concept paper VI.A (continued)**

12. <i>Relation to the Millennium Development Goals:</i> Statistics is a cross-cutting tool with which to measure and monitor the MDGs. Reliable, comparable and timely statistics on the environment are essential for monitoring MDG 7, “Ensure environmental sustainability”.		
13. <i>Project’s expected accomplishments (EA)</i>	14. <i>Project’s achievement indicators (AI)</i>	15. <i>Project’s main activities</i>
		Activity 1.1: Conduct research on the situation of environment statistics and environment accounts in the 17 countries.
		Activity 1.2: Publish a regional report on the results of the research on the environment statistics and environment accounts.
		Activity 1.3: Conduct an Expert Group Meeting to discuss the environment statistics and accounts assessment report and provide recommendations on the outline of a training manual and an application software.
		Activity 1.4: Produce and distribute a training manual on environment statistics and environment accounts.
		Activity 1.5: Produce and distribute an application software on environment statistics and environment accounts.
		Activity 1.6: Conduct three subregional training sessions on data collection for officials in the national statistics offices and the ministries of environment, using a training manual and application software.
EA 2: Environment data collected in the selected countries for producing national environment reports and further implementation discussed	AI 2.1: Number of environment reports	Activity 2.1: Assist in collecting environment data and accounts from six countries using the application software.
		Activity 2.2: Assist in producing national environment reports in the six countries.
	AI 2.2: Number of further requests by the participating countries	Activity 2.3: Organize a regional meeting to review the progress of the project and to discuss further implementation in other countries.

**Concept paper VLA (continued)**

<p>16. <i>Background and context:</i></p> <p>Statistics and indicators are critical tools for countries in policy-making and for socioeconomic planning. They are needed to assess the current situation, to set objectives for the future, and to measure progress and development. The Economic and Social Council, in its resolutions 1999/55 and 2000/29, stressed the importance of relevant, accurate, and timely statistics and indicators for evaluating the implementation of the outcome of the recent international conferences. In addition, to formulate effective sustainable development policies, it is crucial to integrate economic issues with environmental considerations. To date, however, none of the ESCWA member countries has integrated its environment accounts with its National Accounts, despite the economic implications of major environmental problems in the region, such as water scarcity, land degradation and fossil-fuel energy production and consumption.</p> <p>The United Nations Department of Economic and Social Affairs and ESCWA have jointly executed a common project on strengthening statistical capacity in the region. This project included a training workshop on environment statistics in which the UNSD/UNEP-ROWA questionnaire on the environment (version 2004 with four sections on water, land, air and waste) was submitted to participants. A list of core environment indicators was developed by UNEP/ROWA in 2003 on the following themes: water, energy, health and environment, agriculture-land, and biodiversity, coastal and marine. However, with regard to environmental statistics, enormous problems are still faced in collection, coverage, reliability, use of international standards, dissemination and exchange. In its sixth session, in October 2004, the ESCWA Statistical Committee requested support to improve environment statistics. At that session, the Committee recommended (in the final report of the session) that water surveys should be conducted and that water accounts should be prepared in the region.</p> <p>The present proposed project will complement the above undertakings by (a) providing a detailed baseline assessment for the region, which will be used for future regional and country assessments; and by (b) implementing the methodological framework for the following components: (i) the environment statistics questionnaire developed by the United Nations Statistics Division on water, land, waste and air; (ii) the core list of indicators developed by UNEP-ROWA on water, energy, health and environment, agriculture-land, biodiversity, coastal and marine; and (iii) the environment accounts as part of the National Accounts as developed by the United Nations Statistics Division. The project would also complement the activities of UNEP/ROWA in developing indicators for the environment and CEDARE efforts in developing a regional database on the environment in the Middle East and North Africa (MENA) region.</p>	<p>17. <i>Detailed budget (US dollars)</i></p>	<p>Contractual services to assess existing national and regional data and information and to prepare a baseline information (for activity 1.1) (\$6,000 x 3 months)</p> <p>\$18,000</p>
	<p>Contractual services to produce a CD on the assessment report (for activity 1.2)</p> <p>\$10,000</p>	<p>Organization of one expert group meeting (for activity 1.3)</p> <p>\$30,000</p>

**Concept paper VI.A (continued)**

<p>The proposed project is in line with MDG 7, “Ensure environmental sustainability”, target 9, “Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources” and the Plan of Implementation of the World Summit on Sustainable Development (promoting and managing the natural resource base of economic and social development). ESCWA will implement this project on a collaborative basis, in ongoing partnership with the United Nations Statistics Division, UNEP and FAO, to conduct a baseline assessment of the status, problems and constraints, needs and requirements in environment statistics, indicators and accounts in the region and to promote the active sharing of knowledge on environment statistics and accounts among all concerned stakeholders of the region. This will also serve as a way of putting into practice the recommendations that emanated from the training workshop on environment statistics organized in 2004.</p> <p>As noted above, data collection and training activities will be implemented in close coordination with the international and regional agencies active in the environment statistics field, such as Plan Bleu-MedStat from the European Commission, CAMRE, ICARDA, ACSAD, API, Kuwait, CEDARE and AGEDI.</p> <p>At the end of the project, the capacity of member countries to integrate environmental accounts into their National Accounts in accordance with United Nations methodologies will be enhanced. By then, the member countries will have the necessary capacity to produce environment statistics, assess their environmental status and identify corrective measures to improve environmental conditions.</p>	<p>Contractual services to prepare the training manual (for activity 1.5) (\$6,000 x 3 months)</p>	<p>\$18,000</p>
	<p>Contractual services to develop and distribute the application software (for activity 1.6) (\$6,000 x 3 months)</p>	<p>\$18,000</p>
	<p>Organization of three subregional training sessions for activities 1.6 (30 participants each at \$45,000 per meeting)</p>	<p>\$135,000</p>
	<p>Organization of a regional training session to review project progress and to discuss further implementation in other countries (for activity 2.3)</p>	<p>\$45,000</p>
	<p>General temporary assistance for programme support for project implementation (all activities) (\$6,000 x 18 months)</p>	<p>\$108,000</p>
	<p>Travel of staff to meetings (all activities) (two people, three subregional workshops at \$2,500/trip)</p>	<p>\$15,000</p>

Concept paper VLA (continued)

		General operating expenses for communications, supplies, printing and other miscellaneous services (all activities)	\$16,000
		Subtotal	\$413,000
		Overhead cost (13 per cent)	\$53,690
		<b>Total</b>	<b>\$466,690</b>
<b>18. Sources of funding:</b>			
Not yet identified: \$466,690			
Funding committed: \$0			
		To be identified:	Total
		Donor A	
		Donor B	
		Donor C	
		Donor D	
		Donor A	
		Donor B	
		Donor C	
		Donor D	
Funding received: \$0		Total	

## Concept paper VI.B. Development of disability statistics in the ESCWA region

1. <i>Project title:</i> Development of Disability Statistics in the ESCWA Region	2. <i>Summary budget</i> (Thousands of US dollars)	
3. <i>Implementing Division/Team:</i> ESCWA Statistics Coordination Unit/Social Statistics Indicators		
4. <i>Partner(s):</i> World Health Organization, United Nations Statistics Division and World Bank.		
5. <i>Duration:</i> 36 months from inception (tentatively January 2005 - December 2007)	6. <i>New or ongoing project:</i> New	
7. <i>Project objective:</i> To strengthen the statistical capacity of member countries to produce and disseminate data on disability in order to develop appropriate disability-related policies and programmes.		
8. <i>Location(s) of project:</i> ESCWA region.		
9. <i>Beneficiaries:</i> ESCWA member countries interested in including disability questions in their next population and housing censuses, or planning to conduct disability surveys in the future will participate in the project. The target groups are: (a) the statisticians in national statistical offices; (b) Ministries of Health involved in the collection of disability data; and (c) users from civil society involved in the implementation of disability programmes.		
10. <i>Relation to Strategic Framework:</i> Will contribute to the expected implementation of subprogramme 6, "Comparable statistics for improved planning and decision making" of programme 18, "Economic and Social Development in Western Asia".		
11. <i>ESCWA comparative advantage:</i> ESCWA has the comparative advantage, as a regional commission, of a broad knowledge of the statistical capacities and needs of the countries in the region. It has close contacts with the concerned parties at the national levels that are required for tailoring the project to meet national needs and to facilitate cooperation and coordinate at the national level.		
12. <i>Relation to the Millennium Development Goals:</i> Statistics are a cross-cutting tool to measure achievements towards the MDGs. Reliable, comparable and timely statistics are essential for policy formulation, planning, monitoring and evaluation of all programmes and projects.		

## Concept paper VI.B (continued)

13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievement Indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Increased awareness of disability-related concepts and the promotion of the International Classification of Functioning, Disability and Health (ICF) framework among different stakeholders	Number of countries with increased knowledge of international standards for disability data collection.	Activity 1.1: Training of statisticians and users of disability data on the use of international standards and principles in the collection of disability information.
		Activity 1.2: Training on the application of the ICF as a unifying framework for the classification of disabled persons.
EA 2: Increased skills of member countries to develop disability questions in censuses and surveys	Number of countries that formulated disability questions.	Activity 2.1: Formulation of a plan of action for national work to improve disability collection mechanisms.
		Activity 2.2: Training of national experts to formulate disability-related questions to be addressed in censuses and surveys.
	Number of reports on lessons learned and experiences in testing disability questions.	Activity 2.3: Testing of disability-related questions in censuses and surveys in volunteering countries (tentatively, countries selected to conduct the pilot testing are the Syrian Arab Republic, Oman, Egypt and Qatar).
		Activity 2.4: Presentation of countries' experiences and lessons learned from pilot tests to revise questions and approaches of data collection.
EA 3: Enhanced skills of member countries to disseminate disability concepts, thus producing reliable statistics	Number of countries with improved capacity to develop data dissemination practices.	Activity 3.1: Training of national experts to develop dissemination practices for disability data and publications plans.
		Activity 3.2: Establishing a website to organize, store and disseminate disability data and share information on project activities.

**Concept paper VI.B (continued)**

16. <i>Background and context:</i>	17. <i>Detailed budget (US dollars)</i>
<p>According to the United Nations, about 10 per cent of the world's population are affected by some type of disability, with social, economic and/or educational consequences. In the ESCWA region, the prevalence rates vary between 2 and 4 per cent. The majority of the world's poor (approximately 1.2 billion) reside in the developing regions characterized by high rates of disability. Data on disability suggest that disabled persons are disproportionately poor and are less likely to attend school or have a job. As such, they impose additional burdens and costs on their families. The problem is compounded by gender inequality, with disabled women being at a greater disadvantage than disabled men.</p> <p>Poverty and disability are closely linked. While disability is seen as a contributing factor in triggering poverty, poverty affects the individual's capabilities and his/her participation in the society, and thus it plays a major role in escalating disability. Better data are needed in order to better understand the linkages between disability and poverty.</p> <p>Data on disability are minimal, and the available figures are often incomparable and lack accuracy owing to conceptual and measurement issues. Currently, the data on disability in the region are collected on the basis of an impairment approach, which only takes into account severely disabled persons. In addition, the methodologies of data collection, including how questions are addressed and how they are interpreted by respondents, tend to affect the identification of persons with disability.</p> <p>Disability is defined as the outcome of the interaction of people's impairments with their surrounding environment. It is a complex phenomenon that can be conceptualized in many ways at the level of the body, the person or society. Without any reliable estimation of the number of disabled and the types of disabilities, formulating effective national plans and policies on disability will not be possible.</p> <p>Work needs to be done to develop standard measurement instruments that can be used at the national level. The ICF framework provides standardized definitions and concepts for the description of disability. The framework uses a definition of disability based on limitations on activity and restrictions on participation. It introduces a multidimensional approach to human disablement and views disability as the interaction between health conditions and other factors such as age, sex, education, and physical environmental factors. As such, the status of a person's health is a result of both body functions and the surrounding environment, which may have positive or negative consequences for a person's ability to perform basic activities and participate in society.</p> <p>At the end of the project, participating countries will be trained in using international standards for collecting disability data. They will formulate a plan for improving disability data in their countries, and they will be taught how to design questions to collect disability statistics.</p>	<p>General temporary assistance for programme support for project implementation (all activities) (\$2,500 x 36 months)</p> <p>Expert services to act as resource persons in the training activities (activity 1.1-1.4; 1.6)</p> <p>Travel of staff to meetings and backstopping (all activities)</p> <p>Contractual services to develop the components of the website (activity 1.7)</p> <p>Contractual services with national organizations to collect data and information and conduct capacity building at national level (activity 1.5)</p> <p>General operating expenses for communications, supplies, printing and other miscellaneous services (all activities)</p>

Concept paper VI.B (continued)

	Acquisition of equipment and software to support the activities (for all activities)	\$15,000
	Organization of three regional meetings (30 participants each at \$55,000 per meeting)	\$165,000
	Contractual services to prepare training kits (activity 1.1-1.4; 1.6)	\$35,000
	Programme support cost (13 per cent)	\$55,770
	<b>Total</b>	<b>\$484,770</b>
18. Sources of funding:		
Not yet identified: \$484,770		
Funding committed: \$0		
Funding received: \$0		
To be identified:		
Total		
Donor A		
Donor B		
Donor C		
Donor D		
Total		
Donor A		
Donor B		
Donor C		
Donor D		



## VII. ESCWA CENTRE FOR WOMEN

### Concept paper VII. Capacity-building of women's national machinery for promoting gender equality in selected ESCWA member countries

1. <i>Project title: Capacity-Building of Women's National Machinery for Promoting Gender Equality in Selected ESCWA Member Countries</i>	2. <i>Summary budget (US dollars)</i>	
3. <i>Implementing Team or Division: ESCWA Centre for Women</i>	<div>General temporary assistance</div> <div>Expert services</div> <div>Project Officer</div> <div>Equipment (web page)</div> <div>Travel</div> <div>Training</div> <div>Subtotal</div> <div>Overhead costs (13 per cent)</div> <div>Total</div> <div>\$96,000</div> <div>\$144,000</div> <div>\$2,000</div> <div>\$165,000</div> <div>\$407,000</div> <div>\$52,910</div> <div>\$459.91</div>	
4. <i>Partner entities (fund or in-kind contribution):</i> Division for the Advancement of Women/United Nations Department of Economic and Social Affairs (DAW/DESA); the Economic Commission for Africa (ECA) will provide the methodology used in the Development Account project for African countries.		
5. <i>Duration:</i> July 2005 - July 2007		
6. <i>New or ongoing project:</i> New		
7. <i>Project objective:</i> To introduce gender perspective to women's national machinery with a view to strengthening their capacity to empower women and to reduce gender imbalance.		
8. <i>To which expected accomplishment(s) of the subprogramme does the project objective relate?</i> Relates to expected accomplishment (a), Strengthened capacity of national mechanisms for the empowerment of women to address gender imbalances and mainstream a gender perspective (subprogramme 7, Advancement and Empowerment of Women).		
9. <i>ESCWA comparative advantage to implement the project:</i> The ESCWA Centre for Women is the regional coordinator for women and gender issues. Technical assistance was provided to build the institutional and human resources capacity of national machinery for women in gender mainstreaming and in report-writing, including global conferences and the United Nations Committee on the Elimination of Discrimination against Women (CEDAW). In addition to regional workshops, several workshops were convened in collaboration with national machinery in the Syrian Arab Republic and Lebanon in 2003 and 2004.		
10. <i>Relation to the Millennium Development Goals:</i> The project relates to MDG 3, "Promote gender equality and empower women".		
11. <i>Location(s) of project:</i> ESCWA headquarters in Beirut, and the capitals of four selected ESCWA member countries (in addition to Yemen, three other countries to be identified).		
12. <i>Beneficiaries:</i> (Primary) staff of the women's national machinery.		
13. <i>Project's expected accomplishments (EA)</i>	14. <i>Project's achievements Indicators (AI)</i>	15. <i>Project's main activities</i>
EA 1: Situation of women's national machinery analysed and priorities identified	AI 1.1: Number of situation analysis reports prepared	Activity 1.1: Conduct situation analysis and prepare national reports, with focus on gender in selected ESCWA member countries.

**Concept paper VII (continued)**

	AI 1.2: Number of priorities identified based on the reports.	Activity 1.2: Organize subregional/intercountry meeting to discuss the situation analysis reports and identify priorities for national plans of action.
EA 2: Operational	AI 2.1: Number of good practices, lessons learned shared.	Activity 2.1: Compile good practices, including from Egypt and Jordan, and share with participating and other countries.
	AI 2.2: Gender network created, including resource corner and number of active members).	Activity 2.2: Invite two resource persons from Egypt and Jordan to share their experiences (knowledge- sharing workshop).
		Activity 2.3: Set up web pages to provide information on women's national machinery, linked to both the established ESCWA website and the governments' websites.
EA 3: Staff of women's national machinery trained in gender issues and gender mainstreaming		Activity 2.4: Coordinate and support e-mail network on gender among the four countries in the project, as well as Egypt and Jordan.
		Activity 3.1: Raise awareness and train the staff of the national machinery for women in gender mainstreaming.
		Activity 3.2: Organize a training workshop in the four project countries on gender awareness, gender-sensitive national planning and gender budgeting audits for the staff of the national machinery.
		Activity 3.3: Organize a training workshop in the four project countries on leadership, negotiation skills, lobbying and fund-raising for the senior staff of the national machinery for women.
		Activity 3.4: Organize a regional meeting with the four project countries to discuss the inclusion of the gender perspective into the national strategies, or the formulation of new national strategies.

**Concept paper VII (continued)**

<p>16. <i>Background and context:</i></p> <p>The Beijing Platform for Action called upon Governments to transform national machinery into central policy coordinating units to support gender mainstreaming in government policies and programmes.</p> <p>National machinery is the institutional mechanism set up for the advancement of women.</p> <p>Mainstreaming a gender perspective into programmes and policies is not feasible without achieving gender balance in decision-making at all levels in order to reflect accurately the composition of society. The active participation of women in all walks of life is a prerequisite to transparent and accountable government for achieving gender equality and thereby implementing the Millennium Development Goals. While established national machinery for women varies in terms of mandate, location, composition and resources, the problems faced are similar. These include marginalization and exclusion from the decision-making process; limited access to information for monitoring progress achieved in the situation of women; and, above all, limited human and financial resources. The machinery needs to establish inter-ministerial linkages as well as linkages with civil society, women's NGOs and the international community. It is in this context that the Beijing Platform for Action and the Arab Plan of Action called upon national Governments to establish effective national machineries for women at the highest levels of decision-making, to be empowered with the capacity to influence national policies of import to women, and to be endowed with sufficient financial and human resources in terms of budget and professional capacity.</p> <p>Given the cross-cutting nature of gender mainstreaming, a large number of Arab countries urgently need support to establish and/or strengthen existing national machineries for women and to promote women's participation at all levels of decision-making. Such support would be in terms of capacity-building, particularly for women in the public service at national and local levels.</p> <p>The project has been adapted from a similar project for African countries that was developed within the framework of the DAW/DESA strategic plan, focusing on capacity-building at the national level. This project for the Arab countries will ensure effective integration and involvement of national machineries in policy-making, thus contributing to long-term sustainability. It will also promote the creation and operationalization of interregional forums as a mechanism for regular information exchange and experience-sharing. Moreover, the project will strengthen the capacity of ESCWA and regional intergovernmental and non-governmental organizations (such as the League of Arab States and CAWTAR) for implementation of specific project components.</p>	<p>17. <i>Detailed budget (US dollars)</i></p>	<p>Situation analysis reports</p>	<p>Consultant fees: 4 countries x 6 months x \$4,000</p>	<p>\$96,000</p>
			<p>One meeting in Lebanon (3 days) Travel and subsistence: 10 people x \$2,500</p>	<p>\$25,000</p>
			<p>Four web page settings 4 x \$500</p>	<p>\$2,000</p>
			<p>One guest speaker workshop (3 days)</p>	<p>\$30,000</p>

**Concept paper VII (continued)**

<p>The project will be jointly executed and monitored by ESCWA and the Division for the Advancement of Women (DAW) in close collaboration with ECA, to help strengthening national machineries for women. A Task Force will be set up to (a) monitor implementation against a work schedule; (b) allocate funds per activity; (c) ensure overall technical support and oversight; and (d) fulfil reporting requirements of donors and funding agencies.</p>				Eight training workshops (1 week) \$10,000 x 8	\$80,000
				One regional meeting (3 days)	\$30,000
				One Project Officer \$6,000 x 24 months	\$144,000
				<b>Subtotal</b>	<b>\$407,000</b>
				Overhead costs (13 per cent)	\$52,910
				<b>Total</b>	<b>\$459,910</b>
<b>18. Sources of funding:</b>					
Not yet identified: \$459,910		To be identified:		<b>Total</b>	
Funding committed: \$0		Donor A			
		Donor B			
		Donor C			
		Donor D			
Funding received: \$0		Donor A		<b>Total</b>	
		Donor B			
		Donor C			
		Donor D			

## **PART TWO**

### **PROJECT CONCEPT PAPERS BY THE IRAQ TASK FORCE**



## VIII. GOVERNANCE AND CIVIL SOCIETY

### CONCEPT PAPER VIII.A

#### UMBRELLA TRAINING PROJECT CAPACITY-BUILDING FOR IRAQI PUBLIC INSTITUTIONS

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	9 – Governance and Civil Society
<b>Programme/project location:</b>	Baghdad, Amman, Beirut, or other secondary locations as necessary
<b>Government agencies:</b>	Ministry of Planning and Development Cooperation
<b>Total budget:</b>	US\$ 2,104,990
<b>Duration:</b>	18 months
<b>Programme/project manager:</b>	Mr. Christian DeClercq <i>Telephone:</i> 00961-1-978818 <i>E-mail:</i> <a href="mailto:declercqc@un.org">declercqc@un.org</a>

#### A. CONTEXT AND CHALLENGES

With the transition of Iraq to an Interim Government, the massive work of rehabilitating and reconstructing the country should now be commencing. However, past experience in post-conflict situations and ongoing events have shown that this work faces formidable challenges and obstacles on many fronts. The lessons of transition learned from other countries emphasize the importance of the institutional, administrative and policy framework in ensuring the sustainability of the rehabilitation and reform process.

The present public administration in Iraq is facing severe difficulties in providing public services to its citizens along commonly accepted notions of good governance such as effectiveness, transparency and accountability. The public sector is rife with corruption, inefficiency and outdated methodologies, partly inherited from the previous regime, and partly due to the deprivations and isolation of the past two decades.

Civil servants in Iraq, particularly senior level policy personnel and key operational decision makers, are lagging behind their international counterparts in acquiring and adopting modern approaches to management and public administration skills in their departments. They often lack exposure to international practices concerning sustainable development and related paradigms such as human rights, environment, and gender, and are unaware of international development agendas such as the Millennium Development Goals (MDGs). Public institutions in Iraq also lack the necessary tools and proficiency to adapt within a framework of modern, service-oriented concepts of governance and the use of technology as an essential aid in efficient management and effective service delivery.

The United Nations strategy for Iraq is based, in part, on the premise that the United Nations is to help to update skills and build the capacity of Iraqi institutions in the widest possible sense, to respond to the needs of all its people. Among the objectives of the United Nations Assistance Mission to Iraq (UNAMI) is the restoration of the public administration's capacity to begin operating more efficiently and transparently, and in accordance with modern methodologies.

Over the long term, the challenge is to establish a democratic system with an efficient, transparent and accountable public administration, based on the principles and rule of law, human rights and good governance, whereby an enabling environment is created for the Iraqi people and institutions to interact in a vibrant, participatory and transparent manner.

## B. PROPOSED INTERVENTION

The goal of this project is to support the Iraqi public sector's reformation based on principles of good governance, by assisting in capacity-building of key civil servants. These are then better able to transform their public institutions and work towards the establishment of a modern, transparent, accountable and effective public administration. This institutional and human capacity-building is a key element for Iraq's reconstruction and rehabilitation efforts to achieve any degree of sustainability and success.

The proposed outputs and activities will address problems the present public administration in Iraq faces in providing public services to its citizens along commonly accepted notions of good governance. This will be done by providing institutional capacity-building, as well as training for civil servants to introduce best practices in modern public administration to selected Iraqi public institutions.

The National Centre for Planning and Management Development at the Iraqi Ministry of Planning and Development Cooperation is the project's national counterpart, and will review and validate the training needs of public institutions. Accordingly, a Capacity-Building Plan for the requesting ministry will be developed, and appropriate activities initiated. Different modalities to achieve the objectives will be used.

### 1. *Development objective*

To support civil servants' use of updated management skills and enhanced capacities within a modernized public administration for the provision of more efficient, cost-effective and transparent governance.

### 2. *Immediate objectives*

**Objective 1:** Training senior civil servants in modern management skills: senior civil servants use modern management techniques and skills to provide competent, efficient and ethical public services. The civil servants from both the policy and operation levels are exposed to sustainable development paradigms such as environment, gender, and human rights, as well as international development agendas such as the MDGs.

**Objective 2:** Building senior civil servants' substantive capacities in the administration of key public institutions: civil servants in key ministries build their capacities to manage and administer modern, efficient and effective public institutions.

### 3. *Outputs*

- 1.1 Scoping study of training needs of requesting ministries/public institutions.
- 1.2 Human capacity-building plan of action for the next 1-3 years.
- 1.3 Eight management training workshops.
- 1.4 Two training-of-trainers workshops.
- 1.5 120 senior civil servants and 20 expert trainers successfully trained in modern management tools and skills, who will have been exposed to sustainable development paradigms such as gender, human rights, and environment, as well as international development agendas such as the MDGs.
- 2.1 Scoping study of institutional development needs for four requesting ministries/public institutions.
- 2.2 Institutional capacity-building action plan for the next 1-3 years for four requesting public institutions.
- 2.3 Four institutional capacity-building workshops.
- 2.4 Three study tours conducted.



- 2.5 60 civil servants successfully trained, and 30 key decision makers who will have actively participated in study tours, enhancing their institutional capacity-building skills.
- 2.6 Key ministries adopting/considering streamlined management and performance systems.
- 2.7 Key ministries sharing knowledge through network of other regional or international agencies, centres of excellence and public/private institutions.

#### 4. *Activities*

- 1.1 Carry out an scoping study of current training needs among senior civil servants.
- 1.2 Develop a training plan for the next 1-3 years.
- 1.3 Develop and conduct 8 management training workshops, for 120 senior civil servants, in modern management skills, with exposure to sustainable development issues including paradigms such as environment, gender and human rights, and agendas such as the MDGs.
- 2.1 Conduct strategic reviews of four requesting key public institutions' functions, processes and/or organizational needs.
- 2.2 Develop an institutional capacity-building plan of action for the next 1-3 years for four key public institutions.
- 2.3 Design and provide four capacity-building workshops on institutional framework development/technical/ regulatory issues for 60 senior civil servants.
- 2.4 Conduct three study tours for 30 senior civil servants and key decision makers.
- 2.5 Develop a network of other regional or international agencies, centres of excellence and public/private institutions for exchanges, cross-visits, fellowships and other linkages.

#### C. BENEFICIARIES

The main direct beneficiaries of the project will be those civil servants in Iraq's ministries and public institutions who will enhance their skills and competencies as a result of the capacity-building workshop and training activities. Iraq's key ministries and public institutions will also benefit directly through the institutional capacity-building efforts of the project, which will help personnel in key ministries in the design, implementation and management of modern systems in public service administration. The final beneficiaries, however, will be the people of Iraq, who stand to benefit greatly from improved governance as a result of a more efficient, accountable and transparent public administration.

Other stakeholders include the National Centre for Planning and Management Development and the Ministry of Planning and Development Cooperation, which will assist in the coordination of project service delivery, as well as the ministries and other public institutions that request capacity-building assistance.

United Nations agencies and donors will also benefit from this project, as it provides support for their local counterparts, improving their efficiency, effectiveness, and absorptive capacity in relation to their development projects. For example, the activities envisaged for the Iraqi Ministries of Justice; Human Rights; Women's Affairs; Displacement and Migration; and Civil Society will help their respective staffs to be prepared to participate in the specialized training in human rights planned as part of the Human Rights Programme of the Cluster.

In addition, other United Nations organizations will be engaged in providing substantive input on specific and sectoral issues in the development of project activities, as well as Bayt al-Hikma and involved local experts.

Stakeholders will be contacted during the scoping exercises at the beginning of the project, prior to the finalization of the programme of capacity-building activities, to incorporate their requests, needs and suggestions.

#### D. POTENTIAL IMPLEMENTATION PARTNERS

1. United Nations Development Programme, Iraq.
2. Iraqi Ministry of Planning and Development Cooperation.
3. United Nations Online Network in Public Administration and Finance (UNPAN).
4. Specialized United Nations entities including the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Development Fund for Women (UNIFEM), the United Nations Industrial Development Organization (UNIDO), the International Labour Organization (ILO), the United Nations Human Settlements Programme (UN-HABITAT), the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Environment Programme (UNEP).
5. World Trade Organization (WTO), International Telecommunication Union (ITU), International Organization for Migration (IOM).

## CONCEPT PAPER VIII.B

### INSTITUTIONAL AND CAPACITY-BUILDING FOR THE EMPOWERMENT OF IRAQI WOMEN

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	9 – Governance and Civil Society
<b>Programme/project location:</b>	Iraq and Beirut
<b>Total budget:</b>	US\$ 998,203
<b>Duration:</b>	One year
<b>Programme/project manager:</b>	Ms. Fatima Sbaity-Kassem, Director, ESCWA Centre for Women <i>Telephone:</i> 00961-1-981301 <i>E-mail:</i> <a href="mailto:sbaity-kassem@un.org">sbaity-kassem@un.org</a>

#### A. CONTEXT AND CHALLENGES

Pursuant to the recommendations of the Fourth World Conference on Women, held in Beijing in 1995, the National Committee for the Advancement of Iraqi Women was established in order to monitor the status of Iraqi women and follow up on the implementation of national laws and international conventions calling for gender equality. However, after March 2003, this national machinery for women became defunct in the wake of the ongoing political situation. In June 2004, following the establishment of an Iraqi Interim Government, Ms. Narmin Othman was appointed Minister of State Responsible for Women's Affairs. Ms. Othman was appointed as Minister without a full-fledged ministry and with limited human and financial resources to carry out the daunting tasks of empowering Iraqi women in the new Iraq and ensuring their full participation at all levels and in all walks of life, including securing their rights and achieving gender equality.

Serious efforts were exerted by United Nations entities such as the United Nations Development Fund for Women (UNIFEM), the United Nations Development Programme (UNDP) and ESCWA in order to ensure that women would eventually occupy 25 per cent of parliamentary seats in the elections in January 2005. These efforts were also aimed at reintegrating Iraqi women into the social and political fabric of the society. However, in order to maintain the active participation of women and to ensure that their rights are upheld, it is essential for a continuous process of engagement to take place, pre- and post-elections. Only a full-fledged and strong Ministry of Women's Affairs will be able to ensure that the target is met, by working effectively and efficiently towards the advancement of Iraqi women and gender equality.

#### B. IMMEDIATE OBJECTIVES

Given the above, the ESCWA Centre for Women (ECW) project is aimed at assisting the Iraqi Minister of Women's Affairs in building a full-fledged Ministry and in equipping it with adequate skills to carry out its tasks and functions, including formulating, executing, lobbying for, and monitoring the implementation of projects and strategies aimed at empowering Iraqi women.

The ESCWA Centre for Women has the comparative advantage of being the regional coordinator for women and gender issues. The Centre is equipped to compile and disseminate information and to help to facilitate the exchange of best practices among the countries in the region.

Technical assistance was provided to build the institutional and human capacity of the national machineries for women in gender mainstreaming and in report-writing, including global conferences and the United Nations Committee on the Elimination of Discrimination against Women (CEDAW).

Several workshops were convened in collaboration with national machineries in Egypt, the Syrian Arab Republic, Bahrain, Lebanon, Jordan and the occupied Palestinian territory during 2003 and 2004.

ECW is a member of the Gender Task Force on Iraq. In July and December 2004, in collaboration with the Woodrow Wilson International Center for Scholars in Washington D.C., ECW organized two training-of-trainers workshops to prepare Iraqi women for the elections in January 2005. Both workshops, with the theme "Building a New Iraq: Women's Role in the Political Process", were held at ESCWA headquarters in Beirut. The first workshop trained 25 Iraqi women, including Ms. Layla Abdelatif, Iraqi Minister of Labour and Social Development, over a course of three days. Another four-day workshop trained 20 Iraqi women, including the Minister of Women's Affairs, Ms. Narmin Othman. The workshops covered topics on democracy and leadership on the eve of the elections, conflict resolution, lobbying and negotiating skills, and how to run as candidates or manage election campaigns.

The Woodrow Wilson International Center for Scholars, the official and living memorial to President Woodrow Wilson, is a nonpartisan institution for advanced studies which promotes applied research and policy dialogue in public affairs.

In both the above workshops, women ministers, government officials and non-governmental organizations (NGOs) highlighted the need to establish and strengthen the existing national machinery for women in Iraq.

Based on discussions with Ms. Othman, the following priorities were identified and listed as follows:

1. Financial and human resources are needed to enable the Ministry to discharge its main functions to create a critical mass of women and empower them to participate fully in building the new Iraq.
2. Extensive and focused training is needed to ensure that the women elected to Parliament in January 2005 are capable and equipped to contribute effectively and take an active part in drafting and design of a gender-sensitive new constitution for Iraq.
3. The capacity to follow-up on implementation of national laws and legislation must be strengthened to ensure gender equality and congruence with international conventions such as the Convention on the Elimination of All Forms of Discrimination against Women.
4. Gender-disaggregated databases must be built, to be used as a tool to assess the overall situation of Iraqi women.
5. Gender-awareness media campaigns must be launched, journals and periodicals on the situation of women must be published by the Ministry, and media kits and specific brochures must be issued in simple language on the laws and legislation that have an impact on women's lives.

### C. OUTPUTS

To this end, the one-year project for the institutional building of the Ministry of Women's Affairs includes the following main activities:

1. Formulating a work programme for the Ministry that includes an organizational chart and job descriptions, and conducting advisory services on the formulation of a national plan of action for the advancement of Iraqi women.
2. Building databases by compiling an inventory on Iraqi women who participated in the electoral process (those who ran, voted, managed or monitored campaigns) in order to conduct a post-election analysis, compiling a country profile on the situation of Iraqi women, including facts, figures laws and legislation with an impact on women, and also compiling sex-disaggregated data in order to assess the economic and social situation of Iraqi women.

3. Conducting training workshops in the following areas to eradicate political economic, social and legal illiteracy:

(a) Workshops on gender mainstreaming to ensure that a gender perspective is incorporated into all national laws, legislation and policies;

(b) Workshops on preparing periodic reports for international instruments (such as the Convention on the Elimination of Discrimination Against Women).

**To enhance political participation**

- Workshops on formulating and launching media campaigns to highlight and lobby for women's rights;
- Workshops on networking with national, regional and international NGOs, Iraqi ministries, political parties and other regional machineries and international organizations;
- Workshops on conflict resolution, leadership and management skills;
- Workshops on running for elections and the democratic process;
- Workshops on building alliances and changing mentality.

**To enhance economic participation**

- Workshops on formulating and implementing projects for the social, economic and political empowerment of women, including the reduction of poverty;
- Capacity-building workshops for Iraqi women aimed at empowering them economically, socially and politically, including business training such as starting private businesses using micro-credits; and gender audit-budgeting.

**To eradicate social illiteracy**

- Workshops on the eradication of social illiteracy.

**To eradicate legal illiteracy**

- Holding workshops on women and "The New Iraqi Constitution" with legal experts from the region (while the interim Constitution includes a clause ensuring women's rights and equality, it is not guaranteed that the new Constitution will do the same. The near passing of resolution 137 earlier this year, which proposed that Iraq's famously progressive family laws be amended to comply with shariah, indicates that the formulation of future laws must be monitored carefully);
- Publishing information kits and pamphlets about family law (including marriage, divorce, custody and inheritance) in simple language in order to eradicate legal illiteracy in the urban and rural areas.

4. Launching a website for the Iraqi Ministry of Women's Affairs that will feature all relevant international and national laws and legislature, gender disaggregated statistics on Iraq, and descriptions and evaluations of the projects undertaken by the Ministry to facilitate the dissemination of information and networking capabilities.

ECW works to ensure that gender issues are integrated into national laws and legislation, that a national database of gender-disaggregated statistics is compiled and made available, and that programmes

aimed at empowering women at the economic, political and social levels are planned and implemented. These programmes must be monitored and administered by national machinery, namely the Ministry of Women's Affairs.

#### D. MANAGEMENT ARRANGEMENTS

In terms of location, the ESCWA Centre for Women believes that it would be most convenient, and safest, to conduct the above workshops in Beirut. Advisory services can be provided in Iraq. ECW will undertake all advisory, consultative and training services; however, the goal is for the Iraqi Ministry of Women's Affairs to be empowered to continue its work independently. Thus the Ministry will undertake all activities in the future, including launching the media campaign, conducting training workshops, carrying out studies, updating the website, implementing projects and reviewing laws and legislation, as well as networking with all gender-related units in the other Iraqi Ministries.

The workshops will be held in Beirut on a quarterly basis throughout the year. This will require that the participants travel to Beirut on four separate occasions throughout the year. Workshops with a political theme will be co-organized with the Woodrow Wilson International Center for Scholars, like those held during 2004. Trainers from each of the workshops will complete evaluations on the workshops. Trainees will also be asked to fill out questionnaires at the end of each workshop. ECW will submit evaluative reports to the funding providers, detailing the progress of the Ministry's establishment and implementation of the stated objectives periodically throughout the year.

Iraqi women are bearing the brunt of the current crisis and need to be guaranteed a governmental agency that will serve to protect their rights and provide them with legal, economic, social and cultural support. A Ministry of Women's Affairs will assist Iraq in reaching the Millennium Development Goals, particularly number 3, which promotes gender equality and the empowering of women. In addition, if Iraq can establish a working Ministry of Women's Affairs, it will have the opportunity to regain its position as a leading advocate for the advancement of women's rights, and can serve as a role model for the region.

## CONCEPT PAPER VIII.C

### LEGAL DATABASE ON IRAQI LEGISLATION AND REGULATIONS

<b>Participating United Nations organization:</b>	ESCWA, United Nations Development Programme (UNDP), Office of the United Nations High Commissioner for Human Rights (OHCHR)
<b>Cluster:</b>	9 – Governance and Civil Society
<b>Programme/project location:</b>	Throughout Iraq, Amman and Beirut
<b>Government Agencies:</b>	Iraqi Judiciary Council Ministry of Justice Ministry of Planning and Development Cooperation (MOPDC)
<b>Total budget:</b>	US\$ 1,720,516
<b>Duration:</b>	18 months
<b>Programme/project manager:</b>	Mr. Walid Hilal Telephone: 00961-1-978406 E-mail: <a href="mailto:hilalw@un.org">hilalw@un.org</a>

#### A. CONTEXT AND CHALLENGES

During the era of Saddam Hussein, severe restrictions and sanctions imposed on the Iraqi regime seriously weakened the judiciary, which has a crucial role to play in upholding the rule of law and in implementing the legal framework necessary for economic reconstruction and growth, promoting social stability, security, and upholding the legal rights of Iraqi citizens.

In order to promote the rule of law (transforming law and order institutions, promoting police, judicial and penal reform within legal frameworks) and advance the political transition that should be a widely inclusive political process, it is imperative that decision makers have access to legal information so that forward-looking draft resolutions and laws are passed to reflect the legitimate aspirations of the Iraqi people.

In Iraq, over the years, copies of decrees, laws and by-laws were scattered as they were not stored properly; for example, certain volumes of the Official Gazette are incomplete. Given the needs of Iraqi citizens, who are trying to assume control of their own legal, judicial and institutional reform process (the judicial system in particular), legal practitioners and policy makers need to be better informed about existing laws and should have easy access to them. It is therefore essential for government officials to acquire adequate information about legal texts, and how they relate to one another, and to elaborate proposals for restructuring the legal system in line with internationally established standards.

#### *Millennium Development Goals*

The project is directly related to MDG 8 on developing a global partnership for development, which among other things calls for “a commitment to good governance, development and poverty reduction”.

The database, which will include indexed, easily accessible laws, will accelerate decision-making and the enactment of more modern laws that are comprehensive and tailored towards enhancing the capacities of Iraqi policy makers to become active stakeholders in the reform process. It will thus help to ensure a commitment to good governance and sound social policies, with the ultimate aim of promoting development and reducing poverty.

## B. PROPOSED INTERVENTION

In order to ensure the implementation of the various components of the project, an Iraqi centre, affiliated with the Judiciary Council, located in Amman, Jordan, will be established and will serve as the central control unit for the implementation of the project. The implementation of the project itself is to be carried out in two complementary phases, each one with an estimated duration of 18 months.

### 1. *Immediate objectives*

- (a) To provide tools that allow for the identification of gaps in the legal corpus;
- (b) To enhance the capacities of the decision support system, especially the relevant unit in the line ministry and national institutions in establishing new laws and reforming existing ones;
- (c) To create a more efficient and responsible legislative system to be controlled and managed by the stakeholders in Iraq.

### 2. *Justification for the project*

The creation of a sound, modern legal database will strengthen the capacities of Iraqi legal practitioners and policy makers to meet the future challenges and demands of their citizens with the primary aim of modernizing the judicial system.

### 3. *Activities*

- (a) Training for the indexing of the legal texts:
  - (i) Training in the updating, use of indexing tools, and classification of legal texts;
  - (ii) Training in the retrieval of information and use of the database.
- (b) Awareness-raising among the judiciary and other stakeholders with regard to the database as an important pillar of the National Integrity System (NIS).

## C. BENEFICIARIES

The user-friendly legal database will provide the following with an easy-to-use platform of information on all laws and legal documents related to Iraq: the judiciary, policy makers at the executive and legislative levels, lawyers, academics and students, and all other stakeholders in the National Integrity System, including the Auditor General, ombudsmen, parliamentarians, civil society organizations, legal advocacy associations, the media, the private sector and civil servants.

With the adoption of a participatory approach involving all stakeholders, especially civil society and Iraqi decision makers, who will be able to assume control of their own national judicial reform process, the database will contribute to the rule of law and to sustainable development, as well as civic and human rights, with the ultimate aim of bettering the lives of Iraqi citizens.

## D. POTENTIAL IMPLEMENTATION PARTNERS

1. UNDP Programme on Governance in the Arab Region (POGAR).
2. Iraqi Judiciary Council.
3. Iraqi Ministry of Justice.
4. Iraqi Ministry of Planning.
5. Office of the United Nations High Commissioner for Human Rights.



## CONCEPT PAPER VIII.D

### CAPACITY-BUILDING PROGRAMME ON INSTITUTIONAL REFORMS AND GOVERNANCE

<b>Participating United Nations organization:</b>	ESCWA
<b>Partner:</b>	Institute of Social Studies (The Hague, Netherlands)
<b>Cluster:</b>	9 – Governance and Civil Society
<b>Programme/project location:</b>	Amman and Baghdad
<b>Government Agencies:</b>	Iraqi Ministry of Planning and Development Cooperation
<b>Total budget:</b>	US\$ 911,595
<b>Duration:</b>	Two years
<b>Programme/project manager:</b>	Mr. Walid Hilal, Team Leader Human Development Policies Team Social Development Division <i>Telephone:</i> 00961-1-978406 <i>E-mail:</i> <a href="mailto:hilalw@un.org">hilalw@un.org</a>

#### A. CONTEXT AND CHALLENGES

The countries in the ESCWA region are ready to take control of the reform process and implement it at their own pace. The Iraqi people in particular have crossed the threshold from scepticism about institutional reforms to a genuine yearning for implementing self-managed reforms that take into consideration the specificity of the country's social, economic and political development as well as culture.

Given the years under Saddam Hussein, when policy makers, researchers, academics and civil society were cut off from outside world, with their opportunity to improve their skills blocked, the Iraqi partners in the reform process are in dire need of projects that will bring them up to date on recent developments in public and economic policy reform, democracy and good governance.

The Institute of Social Studies (ISS) has many years of experience in this domain, with tested course programmes that will be translated into Arabic to ensure that all development partners receive the training and skills to strengthen their capabilities so that they can formulate, explain, advocate and implement institutional reforms and programmes to contribute to the improvement of the quality of governance.

With the training of researchers and academics, including university professors who can conduct their own training at their respective universities, as well as policy makers and a great number of qualified senior staff in the Ministry of Planning and Development Cooperation, the training programme will bring to Iraq a reservoir of expertise in training-of-trainers.

#### *Millennium Development Goals*

All development goals will be fulfilled in the long term, as the policy makers will be better trained to formulate laws that will enhance development in Iraq. In particular Goal 8, *target 12*, Includes a commitment to good governance, development and poverty reduction.

#### B. OBJECTIVE OF THE PROJECT

The main objective is to enhance the capacities of Iraqi stakeholders, especially those who can influence the policy-making process, to design well-informed integrated social policies.

### C. KEY DEVELOPMENT OBJECTIVES OF THE PROJECT

1. Assist development partners in Iraq with a stake in the reform process in developing and improving their capacities and capabilities for socially, economically and politically sustained interventions that should ideally contribute to improvement of the quality of life.
2. Create a pool of expertise and a knowledge base that could be used for the implementation of institutional reforms and governance programmes and developing methodologies for monitoring and evaluating performance at the national level.
3. Enhance the knowledge base and skills development in the broad subjects of institutional reform, governance and public policy management with a view to equipping stakeholders with knowledge-based policy insights into the reform process and creating a platform for comparative research and region-wide policy dialogue.
4. Develop and transmit integrated methodologies on the relation between governance processes, institutions, policy development, implementation, monitoring and evaluation.
5. As a primary goal, enhance the capacities of the Iraqi Ministry of Planning and Development Cooperation and of universities through the provision of courses providing continuing education and the enhancement of research methods for all stakeholders in the process, including academics, researchers, government employees and policy makers.
6. Strengthen and enable existing institutions to debate, articulate and identify strategic priorities for the newly established ministries and other government institutions.

### D. IMMEDIATE OBJECTIVES

1. Enhance the reform process through tailor-made courses on institutional reform and governance.
2. Provide knowledge-based policy insights into the reform process, its premises and how to respond to its potential drawback (exclusion).

### E. JUSTIFICATION FOR THIS TYPE OF TRAINING

The current situation of governance institutions in Iraq begs for a concerted effort to bridge the deficit exhibited in the presence of weak governance institutions and unskilled human resources, both of which contribute to slow growth and ineffective delivery of the social services necessary for improving the quality of life. Past and emerging national, regional and global challenges have created a sense of urgency to undertake institutional reforms and adopt the ethos of "good governance" in order to rectify the situation and provide the necessary skilled workforce to address institutional reforms.

In the aftermath of several wars and a decade of embargo and isolation, Iraq is facing the challenges of reconstruction. The role of ESCWA as a partner in promoting social and economic development comes at a time when the country is in dire need of all the support that can be provided. The situation requires the implementation of a number of development objectives including: the promotion of the rule of law (transforming law and order institutions and promoting police, judicial and penal reform); and moderation in advancing the political transition, which should be a widely inclusive political process and should include clear rehabilitation measures to reflect the legitimate aspirations of the Iraqi people.

At such a critical time, as Iraq rebuilds, human resources are the most important asset that the country possesses. The United Nations sanctions in effect for so many years impaired the skills of well-educated human resources in Iraq, who were disconnected from the outside world and had no means to upgrade their skills. Iraqis should become fully involved in the reconstruction of Iraq, at the levels of planning and implementation of the reconstruction plans. Reform should not be limited to the administrative and

governmental structures in Iraq but should encompass Iraqi society at the grass-roots level, in cooperation with representatives of civil society and non-governmental organizations (NGOs). The long-term sustainability of institutional reforms can only be secured only when Iraq owns the reform process and implements it in consultation with major national stakeholders and responsive international partners, rather than succumbing to external pressures and interference.

Without strong human resources capable of taking charge of the reform process, development in any kind of form would be futile. The State owes it to the Iraqi people to improve efficiency, effectiveness of service delivery, ensure government legitimacy and secure peoples' participation in fields ranging from promoting better governance to democratization, public sector reforms and accountability in public finance management.

#### F. PROPOSED INTERVENTION: CAPACITY-BUILDING DEVELOPMENT IN GOVERNANCE AND INSTITUTIONAL REFORM

The candidates will convene in Amman to participate in the training courses and then go back to Iraq to train beneficiaries in government ministries and universities. With the Iraqi Ministry of Planning and Development Cooperation as a partner, many of the Ministry staff can be trained at ministries or at academic institutions across the country. The programmes can be adapted to reach more beneficiaries who have not achieved the relevant academic level.

It is important to note that this project is being drawn up at a time when the security situation is still unstable in Iraq. If the situation permits, it would be more practical to undertake the training of trainers in Iraq, preferably on premises provided by the Government (the Ministry premises would be ideal).

#### G. PROJECT DURATION

Two years (initially, pending further funding for another year or two more training modules).

#### H. CRITERIA FOR COURSES

1. Participants in the courses should have an MA (Master of Arts degree) or MBA (Master of Business Administration) or, in exceptional cases, a BA (Bachelor of Arts) and relevant experience.
2. Relevant field training should be carried out in order to ensure that skills are tailor-made to institutional needs.
3. Gender sensitivity should be ensured, with a number of women trainees in each course.

#### I. KEY ACTIVITIES

The main activity consists of four training courses adapted to the Iraqi situation from existing courses provided at ISS:

##### 1. *Governance, democratization and public policy*

The course aims to equip participants with the skills to assess and apply methods to measure governance, design systems and models for effective participatory governance and implement practical strategies to promote good governance.

##### 2. *Effective social policies for human development*

The course aims to enhance the abilities of practitioners and students from developing countries and transition economies to design, implement and manage social programmes.

### *3. Policy analysis skills for transition economies*

The course aims to provide quantitative and qualitative policy analysis skills in support of the development of macro- and micro- policy interventions that are fundamental in the process of structural transformation.

### *4. Global governance and development*

The course is designed to achieve a more thorough understanding of the limitations of the State vis-à-vis the new global context of development, articulating the social, economic and political consequences of globalization for a multilayered, multi-stakeholder governance regime.

#### J. DIRECT BENEFICIARIES

1. Staff of the Ministry of Planning and Development Cooperation.
2. Staff of selected Ministries.
3. Academics from universities in Iraq.
4. Research and education institutions.
5. Representatives of NGOs, community-based and policy makers in Iraq.

#### K. INDIRECT BENEFICIARIES

1. Trainers who have completed their training in Amman will return to Baghdad and become trainers of a larger number of beneficiaries from the private sector, researchers from universities across the country and representatives of governmental and non-governmental organizations.
2. Since the training programmes will provide policy makers with a better understanding of good governance and public and social policy experiences, they can better implement social policies, and the citizens of Iraq will be the indirect and most important beneficiaries.

#### L. COURSES AND NUMBER OF TRAINEES

The total number of trainees in sector-specific reforms and governance is 120 (divided into groups of 60 trainees per annum in two cycles, made up of 30 students per cycle) for a period of two years.

#### M. POTENTIAL IMPLEMENTATION PARTNERS

1. Ministry of Planning and Development Cooperation.
2. Universities and research institutions.
3. Ministry of Education.

## CONCEPT PAPER VIII.E

### DEVELOPMENT OF NATIONAL GENDER STATISTICS IN IRAQ

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	9 – Governance and Civil Society
<b>Programme/project location:</b>	Iraq
<b>Government Agencies:</b>	Iraqi Ministry of Planning and Development Cooperation and the Central Organization for Statistics and Information Technology
<b>Total budget:</b>	US\$ 861,776
<b>Duration:</b>	30 months
<b>Programme/project manager:</b>	Mr. Ahmed Hussein <i>Telephone:</i> 00961-3-422013 <i>E-mail:</i> <a href="mailto:hussein@un.org">hussein@un.org</a>

#### A. CONTEXT AND CHALLENGES

##### 1. *Background*

Since 1997 the project on Development of National Gender Statistics Programmes in the Arab Countries has been under way in 12 Arab countries. Owing to the precarious situation in Iraq during the past decade, ESCWA was unable to initiate the project there. However, the current reconstruction context calls for the launching of the project, as it would assist in making available the data needed for promoting an equal partnership between Iraqi women and men. The project would also assist Iraq in meeting international data needs as underscored by the goals of the Beijing Platform for Action of the Fourth World Conference on Women, the proceedings of the Beijing + 5 Conference and the Millennium Declaration.

Strategic Objective H.3 of the Platform for Action emphasizes the role of international organizations, such as the United Nations, in the production of gender-based data, the improvement of concepts and methods of data collection, strengthening of vital statistical systems and incorporation of gender analysis into publications and research work. Article 77 (a) of the Beijing + 5 Outcome Document underscores the role of governments in assisting national statistical departments to collect, compile and disseminate gender statistics accessible to the public and policy makers for gender-based analysis, monitoring and impact assessment. It also calls on governments to develop new statistics and indicators, especially where data is lacking. Article 80 of the Outcome Document reaffirms the need to “develop and use frameworks, guidelines, and other practical tools and indicators to accelerate gender mainstreaming, including gender-based research, analytical tools and methodologies, training, case-studies, statistics and information”.

Preparing gender statistics is required to track progress in achieving the Millennium Declaration Goals, all of which require gender statistics. More specifically, Millennium Development Goal (MDG) 3 of the Millennium Declaration emphasizes the need to eliminate gender disparities in educational levels, literacy rates, wage employment and political participation as a means to sustainable development.

##### 2. *UNDP and ESCWA expertise and comparative advantage*

Both the United Nations Development Programme (UNDP) and ESCWA have substantial experience in the field of gender statistics. Prior to the war in April 2003, UNDP was undertaking work on compiling national gender statistics in Iraq. UNDP and ESCWA have undertaken projects to develop national gender statistics in a number of Arab countries under the umbrella of the Development of National Gender Statistics Programmes in the Arab Countries. Under the project, UNDP served as the funding agency while ESCWA

served as the executing party, assisting countries in assessing their national statistical systems and identifying priority areas and data gaps, as well as setting strategies for developing national statistics to meet national and international data needs. Participants in the project that have received technical and institutional capacity-building assistance include: Algeria, Bahrain, Egypt, Jordan, Lebanon, Morocco, Oman, Qatar, Palestine, the Syrian Arab Republic, Tunisia and Yemen. ESCWA has provided technical assistance for the evaluation of gender statistics in seven of the above-mentioned countries, in addition to assisting six of the countries to set national strategies for developing gender statistics. ESCWA has also assisted eight of the countries to prepare, print and disseminate national publications on the status of women and men. The project was not launched in Iraq owing to the prevailing circumstances at the time.

On the regional level, ESCWA organized four regional workshops (Tunis, June 1997; Amman, November 1999; Tunis, June 2001; and Beirut, June 2003), bringing together users and producers of statistics from ministries, governmental bodies, women's non-governmental organizations (NGOs), academia, research centres, and gender experts from all over the Arab region. These workshops were convened with the following goals:

- (a) Train core members of the national working groups to identify critical gender issues, as well as required statistics and indicators;
- (b) Discuss methods of improving national gender statistics to address gaps and deficiencies;
- (c) Integrate emerging gender issues, adopt/adapt new measurement methods such as time-use surveys, and discuss web-based data dissemination;
- (d) Mainstream gender in all stages of the statistical process and in policy-making.

## B. PROJECT INTERVENTION

The project will adopt a participatory approach that is inclusive of users and producers of statistics from various national statistical departments, the Central Organization for Statistics and Information Technology, the Iraqi Ministry of Women's Affairs, the Iraqi Ministry of Labour and Social Affairs, other concerned ministries and governmental bodies, as well as gender experts from NGOs, academia, and research centres. The process will be based on a dialogue between users and producers, and will be geared to ensuring equal representation of women and men.

### 1. *Development goal and key immediate objectives*

The project is aimed at strengthening national capacities in the production, use, and dissemination of gender statistics. Data are needed to reflect the impact of almost 20 years of war and sanctions on the living conditions of Iraqis. Gender statistics revealing the status of women and men across a variety of fields (including health, education, economic activity, public life and political participation) are required to engender the development and reconstruction process in Iraq. Such statistics would serve as a basis for formulating and monitoring policies aimed at achieving gender equality, women's empowerment and strengthening democratic principles in Iraq.

Thus, the project's main goal is to assist in the development of statistics and indicators needed for results-based policy formulation of gender mainstreaming in post-war Iraq and the strengthening of democratic principles.

### 2. *Immediate objectives*

- (a) Raise awareness of the importance of gender statistics in policy formulation and programme monitoring among the various users and producers of statistics;
- (b) Improve national capacities to produce, analyse and disseminate quality gender statistics.

### 3. *Outputs and key activities*

The project will be implemented through a number of activities that include: the establishment of a full-fledged gender statistics unit with the Central Organization for Statistics and Information Technology; training workshops for users and producers of statistics from various governmental bodies, including the Ministry of Women's Affairs and the Ministry of Labour and Social Affairs; a study tour outside of Iraq for national statistical cadres; assessment of data availability and quality; development of a national gender statistics database and website; a gender barometer survey; and the preparation of a publication and other materials reflecting the status of Iraqi women and men in a number of key areas, to be disseminated to a variety of end-users.

#### (a) *Activities*

- (i) Workshops (2) and Meetings (9);
- (ii) Establishment of a Gender Statistics Unit within the Central Organization for Statistics and Information Technology;
- (iii) Assessment of data availability;
- (iv) Data compilation and analysis;
- (v) Gender barometer survey;
- (vi) Development of a national gender statistics website and database;
- (vii) Training workshops (2) by ESCWA/consultants (25 participants each):
  - a. Engendering labour market statistics and their use for labour market analysis;
  - b. Engendering disability statistics;
- (viii) Study tour for 5 national statistical cadres outside of Iraq (10 days);
- (ix) Preparation of a statistical publication and other materials on the status of women and men in Iraq.

#### (b) *Outputs*

- (i) List of critical gender issues and set of core related indicators;
- (ii) Report on the assessment of data availability;
- (iii) Statistical publication and other materials on status of women and men in Iraq (including wall charts, flyers, handbooks and photo galleries);
- (iv) Gender statistics website and database;
- (v) Strategic framework for enhancing national statistical capacities, developing gender statistics and mainstreaming gender in all statistical work;
- (vi) Report on the results and analysis of the gender barometer survey;
- (vii) Reports of the meetings and workshops.

### C. BENEFICIARIES AND MAIN BENEFITS OF THE PROJECT

The main beneficiaries are:

- (a) Producers of statistics (national statistical departments);
- (b) Users of statistics (including governmental and non-governmental bodies, research centres, academia and aid donors);

- (c) The general public (the people of Iraq);
- (d) The media.

It is expected that national statistical departments and the Central Organization for Statistics and Information Technology in Iraq will have improved their capacities to produce, analyse, and disseminate quality gender statistics that meet national and international data needs, in addition to having developed a framework for mainstreaming gender in all statistical work. Five national statistical cadres will attend a 10-day study tour outside Iraq. Two workshops will be held, in which 25 Iraqi nationals (various users and producers of statistics) will be trained in engendering statistics in specialized areas, namely, the labour market and disability. ESCWA will train four Iraqis in conducting a gender barometer survey. The project creates employment opportunities funded by UNDP only for its duration through the recruitment of the following:

- (a) Staff for the newly created Gender Statistics Unit within the Central Organization for Statistics and Information Technology;
- (b) Local consultants for assisting in preparing to undertake project activities and in preparing outputs.

It is also expected that, as a result of the project's outputs, decision makers and policy makers from governmental departments and NGOs, as well as financial aid donors on the national and international levels, will have the necessary tools with which to formulate, monitor and evaluate policies, as well as allocate funds based on the current status and needs of Iraqi women and men. Statistics and indicators compiled during the project will be stored in a database that will be available to users via the website of the Gender Statistics Unit. The development of a gender statistics database and website will be undertaken as activities under the project. The project will also provide the Ministry of Women's Affairs with three computers and a network printer.

#### D. POTENTIAL IMPLEMENTATION PARTNERS

1. United Nations Development Programme.
2. Iraqi Ministry of Planning and Development Cooperation.
3. Central Organization for Statistics and Information Technology.



**CONCEPT PAPER VIII.F**  
**ESTABLISHMENT OF LOCAL URBAN OBSERVATORY**  
**IN THE MAYORALTY OF BAGHDAD**

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	9 – Governance and Civil Society
<b>Programme/project location:</b>	Baghdad
<b>Government Agencies:</b>	Mayoralty of Baghdad Ministry of Planning and Development Cooperation
<b>Total budget:</b>	US\$ 500,000
<b>Duration:</b>	18 months
<b>Programme/project manager:</b>	Mr. Riadh Tappuni <i>Telephone:</i> 00961-1-978400 <i>E-mail:</i> <a href="mailto:tappuni@un.org">tappuni@un.org</a>

**A. CONTEXT AND CHALLENGES**

Over the past 60 years, Baghdad has grown from a city of approximately half a million inhabitants to more than 5 million today. This growth trend is expected to continue for several reasons. The population growth rate of Iraq is expected to be around 2.7 per cent over the next decade. Baghdad is also expected to continue to lure Iraqis from the rural areas as well as other urban centres, given its status as the economic and political centre of Iraq. Current and future policies favouring decentralization of power, decision-making, and resource spending are not expected to undermine Baghdad's attractiveness to Iraqis.

Over the past 15 years, construction of new housing in Iraq has been significantly below the demand, the average construction in the 1990s being below 500,000 m<sup>2</sup> of built area compared with more than 1.5 million in 1989 and 2001. A backlog of at least 1.4 million housing units has been estimated for Iraq.<sup>1</sup> At the same time, infrastructural maintenance, upgrading, and expansion have been largely neglected. As a result, construction activities for housing, coupled with the maintenance, upgrading and expansion of existing infrastructure in the city of Baghdad, will be significant over the coming years.

The city of Baghdad and its inhabitants have long suffered from the lack of modern urban planning prevalent in advanced countries. While Baghdad benefited from better planning and resource allocation in comparison with other Iraqi urban centres, the planning processes have been of an up-down and non-participatory nature. Known as master plans, these were mainly spatial zoning plans with little incorporation of the social and economic aspects of the inhabitants. Several urban master plans were prepared for Baghdad, the latest going back to the 1980s.

The Baghdad Mayoralty is equipped with both physical and human resources that are better than those of many developing countries. However, the past two decades have prevented the Mayoralty from developing and remaining in touch with international best standards in urban planning. Most significantly, the Mayoralty has found it difficult to retain its best staff and, in the absence of active communication channels with the outside world, it was not possible to upgrade the skills of staff through exchange of expertise or formal training. The role of city planners was limited to spatial planning as they were prevented from engaging different stakeholders in more holistic urban plans. This prevented the Mayoralty from experimenting with, developing and introducing participative approaches for urban planning, the cornerstone for modern urban planning. As identified in the United Nations/World Bank Joint Needs Assessment, Iraqi

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<sup>1</sup> The population of Baghdad makes up more than 20 per cent of the country's total population.

city planning skills exist, but they lack quality, exposure and orientation. Concurrently, the physical resources available to the Mayoralty are also in need of a major overhaul.

At the same time, the financing of the Mayoralty activities was largely subsidized by the central Government and, in the absence of inclusive approaches, urban planning and implementation of projects relied on informal communication with the population instead of using formal processes and channels to ensure the participative input of the inhabitants of Baghdad. Not surprisingly, important issues in modern urban planning such as environment and gender were seldom touched upon.

It is important to note that since March 2003, residents have formed some grass-roots organizations to articulate their needs. These new organizations may need to be supported in order for them to be integrated into the urban planning process.

### *Millennium Development Goals*

The establishment of an urban observatory in the Mayoralty of Baghdad would address the issues related to Millennium Development Goal (MDG) 7 on ensuring environmental sustainability, specifically targets 9 and 11 thereof. The project outputs will directly contribute to integrating the principles of sustainable development into country policies and programmes and to reversing the loss of environmental resources (target 9 of MDG 7). The project outputs will also contribute to the achievement of a significant improvement in the life of slum dwellers (target 11 of MDG 7).

The project will also link urban planning processes in Iraq with the Habitat Agenda and the related debates on best practices in urban planning.

## **B. PROPOSED INTERVENTION**

The project envisages the setting up of a platform or network of resources that would develop into an urban observatory in the Mayoralty of Baghdad. This platform will allow the Mayoralty to gather information on selected urban indicators, and incorporate the results of analysis of the indicators into the planning cycle and the projects to be implemented by the Mayoralty. The project will also set up a participative platform for the different stakeholders (the Mayoralty and its staff, non-governmental organizations [NGOs], academic research centres, and, of course, the population of Baghdad). This will help to ensure that the planning and implementation of projects at the Mayoralty is based on a participative foundation, a bottom-up approach that has proved itself, on an international scale, to be the best approach to urban planning.

### *1. Immediate objectives*

- (a) To improve the ability to gather information and statistics, and to develop and apply urban indicators;
- (b) To improve the ability to synthesize and analyse information and statistics for urban indicators;
- (c) To improve planning and development of urban policies and projects by incorporating information obtained from analysis of urban indicators;
- (d) To make information and statistics—urban indicators—public in order to foster civic engagement and participatory and inclusive decision-making.

## 2. Activities

- (a) Equipping the Baghdad Mayoralty
  - (i) Information technology (IT) hardware and software, such as Geographic Information Systems (GIS) software;
  - (ii) Publications and resources on urban planning, including manuals, case-studies and best practices.
- (b) Consultancy
  - (i) Designing and reforming planning processes of the Mayoralty to incorporate analysis of urban indicators;
  - (ii) Support the Mayoralty in collecting information and statistics necessary for the urban indicators;
  - (iii) Support the Mayoralty in analysing and interpreting data and urban indicators;
  - (iv) Support the Mayoralty in implementing reform of the processes of urban planning and project implementation to incorporate the analysis of urban indicators.
- (c) Training workshops on the following:
  - (i) Selecting and designing urban indicators based on participatory approaches;
  - (ii) Collection of information and statistics for urban indicators, such as surveys;
  - (iii) Processing and analysis of data and urban indicators;
  - (iv) Approaches to and benefits of incorporating analysed urban indicators into the process of urban planning and project implementation;
  - (v) Participative and inclusive approaches for urban planning.
- (d) Expert group meetings
  - (i) Selection of first set of urban indicators;
  - (ii) Evaluating analysis of urban indicators;
  - (iii) Evaluation of urban plans.
- (e) Website
  - (i) Publishing data and statistics collected and analysed to be accessible to the different stakeholders;
  - (ii) Publishing urban plans and allowing feedback.

## C. BENEFICIARIES

### 1. Direct beneficiaries

- (a) Baghdad Mayoralty staff;
- (b) Syndicates of engineers;
- (c) University research institutions;
- (d) NGOs, community-based organizations, and policy makers;
- (e) Baghdad population.

## *2. Indirect beneficiaries*

The Baghdad Mayoralty has the unique position of having an integrated structure wherein its authority covers several resources, including water, sewage, and public spaces. Other Iraqi urban centres do not have control of these sectors, which are in the hands of the different central Government ministries. Although the Iraqi Government is in the process of introducing decentralized decision-making, which will result in the transfer of resources and authorities to the urban communities, this will require several legal and administrative changes, which can take some time to take effect. The Baghdad Mayoralty does not have to wait for most of these reforms, and hence it can benefit immediately from the availability of urban indicators for its urban planning. The Baghdad Mayoralty also has experience in contracting out services to the private sector, and it has the potential of developing significant public-private partnerships. As the decentralization efforts continue, other cities and towns can benefit from Baghdad's experience, whether in the collection and analysis of urban indicators, or in using the information in their urban planning processes and approach.

### D. POTENTIAL IMPLEMENTATION PARTNERS

1. Baghdad Mayoralty.
2. United Nations Human Settlements Programme (UN-HABITAT).
3. UNDP Iraq.
4. Ministry of Planning and Development Cooperation.
5. Ministry of Municipalities and Public Works.
6. Ministry of Construction and Housing.
7. Universities and research institutions.

## IX. POVERTY REDUCTION AND HUMAN DEVELOPMENT

### CONCEPT PAPER IX.A

#### SMART COMMUNITY PROJECT IN IRAQ

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	10 – Poverty Reduction and Human Development
<b>Programme/project location:</b>	Iraq
<b>Government Agencies:</b>	Ministry of Municipalities and Public Works
<b>Total budget:</b>	US\$ 3,753,811
<b>Duration:</b>	18 months
<b>Programme/project manager:</b>	Mr. Omar Bizri <i>Telephone:</i> 00961-1-978506 <i>E-mail:</i> <a href="mailto:bizri@un.org">bizri@un.org</a>

#### A. CONTEXT AND CHALLENGES

Iraq's impoverished rural communities have suffered immense hardship due to the breakdown of public services and diminished direct support by the central Government. The more recent conflict and prevailing disorder have had a destructive effect on infrastructure and utilities, with the supply of water, power and agricultural support services often interrupted or drastically diminished. As a result, unemployment and poverty prevail in many regions around the country.

Nonetheless, focused collaboration to recover the viability of Iraq's impoverished rural communities, and revitalize enterprise and job creation, may be facilitated through an integrated range of modern technology inputs. A number of initiatives targeting Iraq's reconstruction are currently being undertaken by the United Nations and other organizations worldwide.

The Smart Community Project (SCP) is intended to alleviate the harsh conditions under which a large proportion of Iraq's rural population live and work following a long period of limited or no public investment, inadequate local development policies and associated enterprise and employment creation activities.

#### B. PROPOSED INTERVENTION

The Smart Community Project in Iraq will target the acquisition and dissemination of integrated modern technology inputs, with adequate regard for local socio-economic and environmental conditions. Its main objective is to build local and national capacity for creating employment and relieving poverty in Iraq on the basis of modern technology inputs.

In particular, the Smart Community Project will pilot the delivery of integrated technology inputs to selected, marginalized and impoverished communities, thereby ensuring:

- (a) Capacity-building for employment/enterprise generation and poverty reduction;
- (b) Identification and validation of best practices;
- (c) Wide dissemination of such practices to other needy locations.

Only well-tested modern technologies that are known to be compatible with socio-economic conditions, that are capable of supporting a wide range of measures to promote and improve the status of employment and enterprises, and that are reliant on available natural resources, will be targeted. As such, the project will provide the community with an intelligent tool for adapting new technology inputs to generate employment and reduce poverty.

Targeted technologies include information and communications technologies (ICTs), which will be used to provide support for established and future vocational training programmes, enterprise networking and market access, as well as the introduction of selected e-services. Modern utility technologies, including water and waste treatment, with which the facilities in the project are to be equipped, would enhance their environmental compatibility, thus ensuring effective and sustainable rural development. Furthermore, selected new materials technologies based, as much as possible, on available raw materials and traditional techniques will be promoted through this project with a view to ensuring greater compatibility of construction materials with climatic conditions, micro-enterprise creation and economics of scale.

Sustainability will be a prime consideration throughout the design, planning and implementation phases. Partnerships with central Government authorities and local authorities, including municipal authorities, non-governmental organizations (NGOs) active at the community level, and farmers' cooperatives, as well as sister United Nations organizations, will be designed with an eye to ensuring sustainability. Thus, emphasis is placed upon entrepreneurial aspects and considerations pertaining to the profitability of the agro-processing facilities and other technological inputs in the project. Sustainability will be further emphasized in arrangements designed for handover of the facilities at the conclusion of the project. These arrangements will be designed to highlight community ownership as well as entrepreneurial and profitability considerations, while at the same time retaining the public service aspects of selected project components, particularly where training, access to modern technologies and enterprise/employment creation are concerned.

Still within the scope of sustaining outcomes, but with particular reference to enterprise creation and improvement, links will be established with micro-enterprise promotion and support schemes, local universities and technical institutions. Expertise present in university departments and technical colleges will be tapped for troubleshooting and technical assistance, as well as specific testing and development work with regard to testing of materials and evaluating the quality of products and raw materials. Such partnerships will be particularly crucial in the later dissemination of modern technologies and best practices.

Once commissioning and evaluation activities are completed and steady operational conditions are established, SCP facilities will be handed over to an established partnership including local community actors.

### *1. Immediate objectives*

(a) Establishing three functioning pilot smart community facilities in three selected impoverished rural locations in Iraq;

(b) Piloting modern technology-based inputs in:

- (i) Agro-food-processing services;
- (ii) Water treatment and desalination;
- (iii) Waste treatment;
- (iv) New materials for construction.

(c) Providing hardware, software and know-how for implementing the following in the selected areas in a manner suited to the natural resource endowments, surrounding conditions and community needs:

- (i) Selected vocational training, educational and public health applications and preparation for the introduction and gradual community involvement in feasible e-government and e-commerce activities;
- (ii) Enterprise support services.

(d) Formulation of modalities for extending experience gained in design, planning and implementation to other locations, thereby ensuring wider benefits and providing means for further testing and adapting of modern technology inputs.

## *2. Outputs*

(a) Survey, detailed design, implementation plans, and substantive and technical material to identify needs, means and implementation measures finalized for the establishment of specific components of pilot smart community facilities in three locations within rural Iraq. Within this output, contributions will be made to the establishment of profitable sustainable micro-enterprises (cottage activities) in the food-processing sector and related segments, including packaging, marketing and distribution;

(b) Pilot Smart Community facility, established (in Altun Kopri), commissioned, and validated with associated operational and performance parameters identified;

(c) Two additional smart community facilities set up, commissioned, and validated, as well as associated operational and performance parameters identified;

(d) A technology dissemination programme (TDP) designed and launched.

## *3. Activities*

1.1. Select a pilot project site in conjunction with appropriate ministries, partner agencies within the United Nations and NGO implementing partners, based on the distribution of vulnerable groups in both urban and rural areas and their proximity to raw materials and access to markets.

1.2. Conduct a survey and needs assessment study for each locality.

1.3. Produce a detailed design and planning document.

1.4. Produce, for each locality, a detailed engineering study, business plan, as well as a feasibility study including the following components:

- Identification of technically feasible food-processing cottage activities and processes as well as raw materials supplies and consumer markets;
- Cost/benefit analysis of each identified activity and process to determine its economic viability.

1.5. Conduct an expert panel meeting to discuss progress, review results achieved, examine implementation modalities, and produce outline plans for future activities.

2.1. Establish and maintain partnerships with other United Nations agencies.

2.2. Establish a functioning pilot smart community facility in Altun Kopri.

2.3. Undertake international procurement of tools, equipment and materials that cannot be made or purchased locally.

2.4. Distribute equipment, tools and materials.

2.5. Assist in setting up or rehabilitating production operation.

2.6. Train trainers in the use of pilot facilities and associated equipment as well as other technological skills.

- 2.7. Conduct appropriate technical (production and quality control) and management training of Iraqi trainers, using United Nations Industrial Development Organization (UNIDO) and International Labour Organization (ILO) training programmes respectively.
- 2.8. Provide hardware and technical know-how for enterprise and employment creation schemes together with associated performance-enhancing measures.
- 2.9. Evaluate actions undertaken, providing an adequate basis for commissioning, operation and handover to the local authority/host, as well as extract lessons for the design and detailed planning of subsequent projects for smart community facilities, in particular monitoring equipment usage, processing procedures, quality control and hygienic awareness.
- 2.10. Hand over operation of SCP facility to local authority/host.
- 3.1. Set up, commission and validate two additional smart community facilities in two impoverished rural locations in Iraq.
- 3.2. Undertake international procurement of tools, equipment and materials that cannot be made or purchased locally.
- 3.3. Distribute equipment, tools and materials.
- 3.4. Assist in setting up or rehabilitating production operation.
- 3.5. Train trainers for the additional SCP facilities in the use of processing, services and utilities.
- 3.6. Conduct appropriate technical (production and quality control) and management training of Iraqi trainers using UNIDO and ILO training programmes respectively.
- 3.7. Provide hardware and technical know-how for enterprise and employment creation schemes together with associated performance-enhancing measures.
- 3.8. Evaluate performance in order to produce operational and performance parameters.
- 3.9. Hand over operation of both SCP facilities to local authority/hosts.
- 4.1. Undertake consultations for the establishment of other smart community projects in other localities within Iraq.
- 4.2. Design and launch the TDP in further localities.
- 4.3. Expand project components to cover further areas of operation, including, for example, plant tissue culture, new building materials testing, e-services, and vocational training, with due regard for the design of legal, financial, and administrative modalities.
- 4.4. Prepare designs for, and fabricate locally, appropriate tools and equipment to support the project activities.
- 4.5. Organize two training workshops for decision makers and prospective local/central authorities, NGOs and enterprises to disseminate experiences gained and lessons learned and identify optimal technology/management diffusion modalities.
- 4.6. Prepare and disseminate material (including manuals and reports) documenting technology know-how, enterprise management, best practices, and marketing strategy used in realizing the SCP in Iraq.



### C. BENEFICIARIES

Impoverished communities in Iraq are specifically targeted by the project, with emphasis placed on disadvantaged populations. However, the entire community will benefit from the range of services, schemes and activities implemented within the SCP.

By providing access to modern technologies, associated know-how, and a range of technology-based services, the project will facilitate community members' access to gainful employment and enterprise creation. Employees/workers, entrepreneurs, civil society institutions and local authorities in the selected locations will all be able to benefit from contact with, and access to, modern technologies and a range of model practices.

Thus the whole community in the selected localities will indirectly benefit from the project. Indirect beneficiaries can include individuals involved in raw material delivery, packaging, and other services relating to the auxiliary facilities as well as those benefiting from the wholesale and retail selling of finished products. Individuals who will directly benefit from the SCP include the trainers and trainees, as well as youth, dairy farmers and their families.

Through the provision of improved technologies and the above-mentioned services, both men and women in the community will benefit. However, several components of the project will target youth and women in particular. Thus, women producing farm or artisanal products, for example, would be direct beneficiaries of educational, vocational and promotional services. They would also be the main beneficiaries of agro-food-processing facilities as trainees or employees in these facilities.

### D. POTENTIAL IMPLEMENTATION PARTNERS

1. Ministry of Municipalities and Public Works.
2. Ministry of Industry and Minerals.
3. Ministry of Science and Technology.
4. Ministry of Agriculture.
5. The local municipalities at the selected locations:
  - (a) Altun Kopri in Kirkuk governorate in the north of Iraq;
  - (b) Sayid Dikhil in Dhi Qar governorate in the south of Iraq;
  - (c) Badra in Wasit governorate in the middle of Iraq.
6. Sister organizations within the United Nations:
  - (a) United Nations Human Settlements Programme (UN-HABITAT);
  - (b) International Labour Organization;
  - (c) United Nations Industrial Development Organization.
7. The local community including NGOs, private enterprises, cooperatives and universities.

## CONCEPT PAPER IX.B

### IRAQI BUSINESS INCUBATORS FOR CREATION OF SMALL ENTERPRISES, IN SECTORS OF BASIC NEEDS, AND FOR JOB GENERATION

<b>Participating United Nations organization:</b>	ESCWA, UNIDO and UNDP
<b>Cluster:</b>	10 – Poverty Reduction and Human Development
<b>Programme/project location:</b>	Baghdad, Basra, Mosul, Kirkuk, Najaf and Koufa
<b>Total budget:</b>	US\$ 16,248,485
<b>Duration:</b>	Two years
<b>Programme/project manager:</b>	Mr. Mohamad Mrayati <i>Telephone:</i> 00961-1-978538 <i>E-mail:</i> <a href="mailto:mrayati@un.org">mrayati@un.org</a>

#### Introduction

There are more than 4,000 business incubators in the world, according to the American National Business Incubator Association (NBIA).<sup>1</sup> Business incubators are a proven mechanism to create small and medium-size enterprises (SMEs) and jobs according to the Enterprise Directorate General of the European Commission.<sup>2</sup> Business incubators raise the rate of success of start-ups from around 40 to 85 per cent. They have a well-established best practice.<sup>3</sup> They are also a successful tool to promote entrepreneurship, and private-public partnership. According to the Chinese experience, a business incubator is an efficient and successful modality for reusing the buildings of public-sector closed factories. The number of all types of incubators in China is more than 500, the second highest after the United States of America.<sup>4</sup> Last but not least, a business incubator is a supervised and controlled method of using funds for human development and poverty alleviation. In the Arab region, Tunisia has 21 incubators, with 11 of them were created this year.<sup>5</sup>

#### A. PROJECT DESCRIPTION

The project involves the supervised creation of SMEs as rapidly as possible, using an internationally proven best practice, which is Business Incubation. Several incubators in six Iraqi cities will make the first step. Each incubator will host 50 companies. The chosen fields of work of these companies are those with priority as relates to the current situation, namely health, agro-industry, water, maintenance services, environment, information and communications technologies (ICT), training and human development companies.

This mechanism is a quick, proven, controlled and efficient way to help to address the following urgent problems: reinvigoration of the private sector, promoting entrepreneurship, creating jobs for university graduates and the unemployed scientists in the ministries of higher education and science and technology (S and T), and at the same time, offering much needed products and services in the current situation.

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<sup>1</sup> Available at: <http://www.nbia.org>, <http://www.ukbi.uk>.

<sup>2</sup> "Benchmarking of Business Incubators", European Commission, Enterprise Directorate General, February 2002.

<sup>3</sup> Andrew Duff, "Best Practice in Business Incubator Management," AUSTEP, Strategic Partnering PTY LTD., Western Australia.

<sup>4</sup> "Incubators in China and the Development of Private Sector," Feng Ling Ma, Global Forum on Business Incubation, New Delhi, 2004.

<sup>5</sup> "البحث العلمي والتجديد التكنولوجي في تونس" الجمهورية التونسية، وزارة التعليم العالي والبحث العلمي والتكنولوجي، تموز/يوليو ٢٠٠٤.

## B. DEVELOPMENT GOAL AND KEY IMMEDIATE OBJECTIVES

The goal is to develop Iraqi human resources in priority fields by acquiring practical entrepreneurship skills; and to build capacity in quickly established SMEs and job creation in these fields.

Immediate objectives are: private sector reinvigoration in needed priority sectors imposed by the current situation and the sustainable, and efficient creation of SMEs in these sectors; immediate and sustainable job creation, particularly for university graduates and unemployed scientists; capacity-building in public-private partnerships (private sector, universities, ministries and the international private sector) using a proven best practice, Business Incubation; and, finally, training Iraqi human resources in entrepreneurship skills, business planning and modern company management.

## C. PROJECT OUTPUTS AND KEY ACTIVITIES

The outputs of the project will consist of the following:

1. The incubation of 1,500 companies: 500 in the first year 2005, and the same number for the two following years. Subsequently, sustained creation of up to 750 companies each year in priority fields.
2. The creation of 9,000 jobs during the start-up period of the project: 3,000 jobs will be generated in each of the three phases of the project. Subsequently, there will be a sustained generation of 4,500 new jobs each year. These jobs are regenerative and the number is to increase substantially.
3. The creation of a sustainable revolving fund for SME generation.
4. The provision of products and services in sectors much needed for the rebuilding process, including: health, agro-industries, water management, environment, maintenance, training, and ICT.
5. The establishment of a nationally owned public-private sector partnership (PPP) network for sustainable SME generation.

The major activities are: establishing the Iraqi Project Management Unit, training (out of Iraq) the staff needed to manage the incubators, elaborating the management and legislative code for the incubators, organizing in Beirut two start-up meetings for the parties concerned, contracting out with companies the work of getting needed buildings ready, reusing the buildings of some closed public-sector factories, equipping and furnishing the buildings, establishing partnerships by contracting, choosing and training tenants, starting the incubation process, monitoring and reporting and, finally, the exit of tenants.

## D. PROJECT APPROACH

### 1. *Problems to be addressed*

Business incubators are much easier to implement and to make successful than technology incubators. The business incubator is a well-established mechanism to help, supervise and control financially the creation process of SMEs. Ten incubators in six Iraqi cities will form the first step. Two similar steps will follow. Each incubator will host 50 companies. The chosen fields of work of these companies are those most important in the current situation, namely basic needs.

In Iraq, the latent entrepreneurial skills, trained workforce, large base of educated workers, and scientists out of work, could contribute towards the revitalization of the private sector and job creation. The push towards basic needs products and services requires active measures to solve the following major systemic problems:

- (a) Poor technical extension services, managerial, marketing and professional support for small businesses;

- (b) Difficulty in obtaining loans for private industry;
- (c) Weak links between universities and the private industrial sector;
- (d) No industrial estates or rentable work spaces, and exorbitant costs to build or take possession of vacant premises;
- (e) Delays in securing permits and licences;
- (f) Absence of information on existing facilities and firms, on trade opportunities, and marketing;
- (g) Insufficient quality management and standards;
- (h) Shortages of electricity, Internet, telephone and other infrastructure.

In order to help small businesses cope with the above constraints, innovative forms of support are needed. In this context, the Business Incubator will provide affordable space, shared office facilities, counselling and training, together with access to technical services and finance. These facilities and focused help will be given to 50 selected start-up businesses for period of short duration (one to two years), within the incubator building as well as to other entrepreneurs outside the incubator. The appropriate mix of support services and rentable space will be defined based on the premise that business should respond to basic needs in the current situation of post-conflict conditions.

Experience worldwide confirms that such nurturing greatly reduces the costs and time needed to establish a business, increases its chances of success and creates a large number of SMEs and jobs, if a network of business incubators is created gradually.

## *2. Purposes*

The Ministry of Industry and Minerals will implement the business incubator project. The general purposes of this incubator project are:

- (a) To nurture entrepreneurial, small, basic-needs-related businesses to start and grow rapidly;
- (b) To provide access to counselling on management, marketing, legal, technical, accounting and trade information to client-entrepreneurs in the incubator (together with affordable work space) and to others working on their own premises;
- (c) To provide partial equity capital to the incubated SMEs through a Revolving Fund;
- (d) To help to develop new needed services and products;
- (e) To create self-employment and stimulate economic growth.

The *specific purposes* of the incubator are:

- (a) To create employment, in particular for graduates of universities and technical schools, and out-of-work scientists;
- (b) To create small enterprises with a high rate of success;
- (c) To reuse effectively the building of public-sector closed factories, following the Chinese model in creating incubators by the Ministry of Industry and Minerals;

(d) To introduce innovative needed goods and services, particularly in the pharmaceutical, medical, agricultural, water, quality management and environment fields;

(e) To link small businesses to medium-sized and large companies, especially those implementing the projects of the 11 clusters through subcontracting and other arrangements;

(f) To serve as the bridge between the Iraqi education system and the productive sector (private and mixed public-private partnerships).

Overall, and in the medium and long term, the business incubator, when properly established and managed, will help in progressively influencing national policies, regulations and mentalities towards a more competitive system in which government agencies, private entrepreneurs and universities, researchers, professional consultants and related communities work as partners.

The business incubator programme consists of the creation of 30 incubators over three years, which would represent an initial step in an overall framework of institutions that will provide the technical infrastructure for private enterprise development.

#### E. PROJECT IMPLEMENTATION

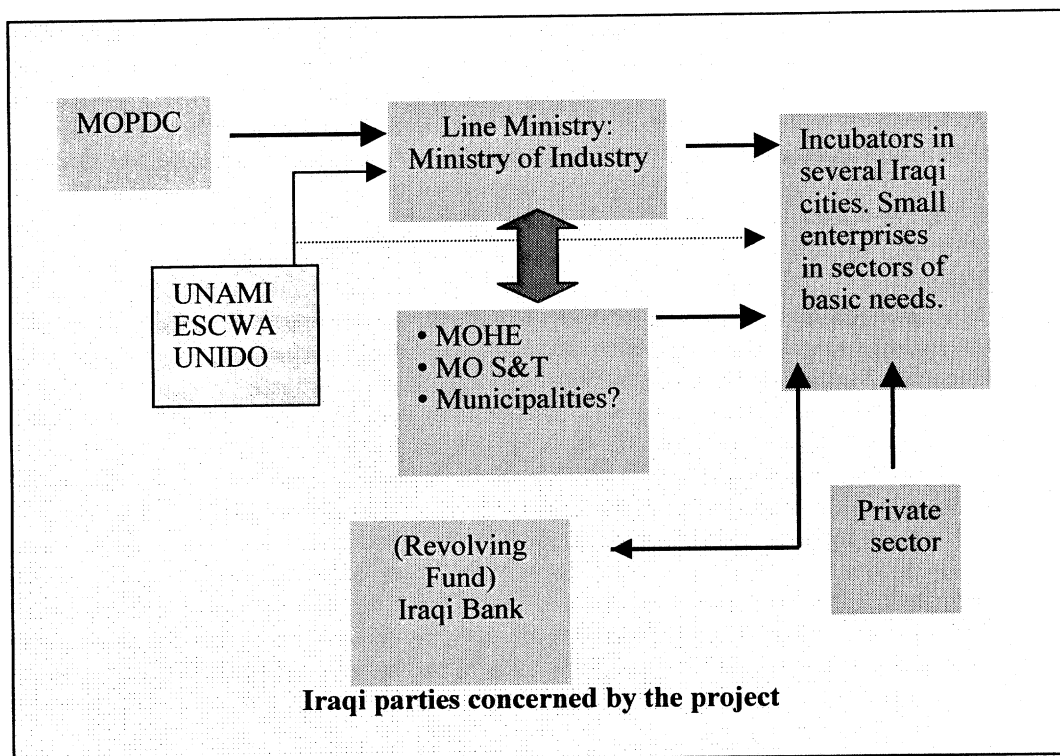
The planning and implementation of the Business Incubator project (the 30 incubators) would cover a period of up to three years.

The project will be implemented over three overlapping phases. Phase 1 will cover project preparation, the establishment of the organizational structure of the project, and the launching of the first 10 business incubators. Phase 2 will cover continual support of the first 10 incubators and the start-up of the second 10 incubators. Monitoring and national/international linkages will be consolidated. It will be necessary to establish new technical services and facilities to enable government, university and industrial expertise to be better utilized for the support of incubator businesses. Phase 3 will consist of support, monitoring and evaluation of the 30 incubators, including gradual transition to self-support and sustainability.

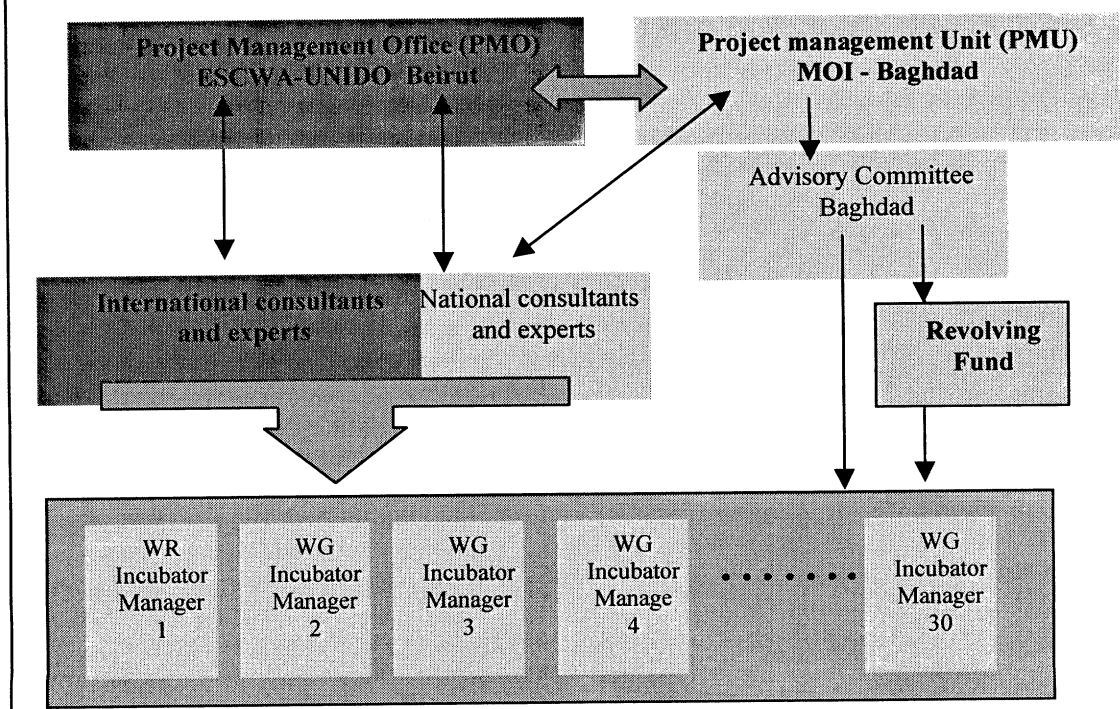
A Revolving Fund will be established for the network of incubators to provide working capital on a short-term credit basis to its members. The project will create this Revolving Fund in cooperation between ESCWA and UNIDO. The Iraqi Government and banks are expected to participate in this Revolving Fund at a later stage. The incubators could also take equity in tenant companies in order to augment future income and self-sustainability.

#### F. PROJECT BUDGET

The project budget is summarized in the table below. Details of each item are given in tables of the project document. ESCWA and UNIDO (the International Labour Organization will also be invited) will cooperate to execute the project. The budget is composed of two parts, a normal itemized budget and a Revolving Fund.



### Organizational Structure



**THE PROJECT BUDGET**

Category	Item	1 <sup>st</sup> Year	2 <sup>nd</sup> Year	Total cost
1. Personnel (over 3 years)	See tables 5 and 3*	1 084 500	2 076 000	3 160 500
2. Contracts	See table 6*	1 400 000	2 800 000	4 200 000
3. Training	See table 5*	245 000	245 000	490 000
4. Transport	-----			-----
5. Supplies and commodities	See table 6*	400 000	800 000	1 200 000
6. Equipment	See table 7*	635 000	1 270 000	1 905 000
7. Travel	See table 5*	180 000	180 000	360 000
8. Miscellaneous		60,000	60 000	120 000
<i>Subtotal</i>		4 004 500	7 431 000	11 435 500
9. Revolving Fund and its management <sup>a/</sup>		1 250 000	2 500 000	3 750 000
<i>Grand subtotal</i>		5 254 500	9 931 000	15 185 500
10. Agency Management Support 7 per cent:				
ESCWA		275 861	521 378	797 239
UNIDO		91 954	173 793	265 746
		367 815	695 171	1 062 985
<b>Total</b>		<b>5 622 315</b>	<b>10 626 171</b>	<b>16 248 485</b>

\* See project document for table details.

<sup>a/</sup> Government development funds and banks are expected to participate gradually in this Revolving Fund.

## CONCEPT PAPER IX.C

### REHABILITATION OF HUMAN RESOURCES (WORKERS, RESEARCHERS AND TRAINERS) IN LOCAL COMMUNITY DEVELOPMENT - PHASE II

<b>Participating United Nations organization:</b>	ESCWA and the International Labour Organization (ILO)
<b>Cluster:</b>	10 – Poverty Reduction and Human Development
<b>Programme/project location:</b>	Baghdad, Amman and Beirut
<b>Government Agencies:</b>	Ministry of Labour and Social Affairs
<b>Total budget:</b>	US\$ 453,000
<b>Duration:</b>	Three years
<b>Programme/project manager:</b>	Mr. Walid Hilal <i>Telephone:</i> 00961-1-978406 <i>E-mail:</i> <a href="mailto:hilalw@un.org">hilalw@un.org</a>

#### A. CONTEXT AND CHALLENGES

Local community development projects have been carried out regularly throughout the Arab region for several years. The evaluation of some of these projects highlighted some critical issues in the formulation, implementation and outcomes that seem to appear recurrently. There were knowledge gaps among different community groups, problems with regard to the methods for assessing diverse community needs, the approach to popular participation, the sustainability of intervention and results, and capacity-building. In addition, there were problems with poor technical capacity, integration and institutional coordination and the influence on project priorities of external organizations and agents.

The issue of competent project management, which is the key to the project's success, has consistently been cited as a priority issue. It should be noted that local community development (LCD) projects require a multidisciplinary approach to carry out a variety of activities and achieve interlocking objectives that are compatible with community development across all sectors of the targeted community. Unfortunately, field studies have indicated that there is a great shortage in the number of personnel who are trained to intervene in the management of community development projects, and only limited experience is available in terms of the development approach and its organizational and technical mechanisms.

This project is aimed at increasing the impact of community development approaches by providing comprehensive training and capacity-building programmes to meet the basic needs of the parties involved in community development.

#### *Millennium Development Goals*

The project is directly related to Millennium Development Goal (MDG) 1, "Eradicate extreme poverty", and MDG 3, "Promote gender equality and empower women".

#### B. PROPOSED INTERVENTION

ESCWA assumed responsibility for the preparation of the comprehensive training programmes, as well as the technical and organizational responsibility for the workshops. ESCWA, in cooperation with the Iraqi Ministry of Labour and Social Affairs, international and regional organizations and non-governmental organizations (NGOs), will select the participants for the workshops and the locations for field visits.



### *1. Immediate objectives*

- (a) Disseminating knowledge about local community development approaches;
- (b) Building the capacities necessary for those involved in the development process, especially governments, civil society institutions, and local community development workers, in order to enhance their participation in development activities;
- (c) Providing expertise in the participatory development research approach to local community development.

### *2. Justification for the project*

There is a widespread belief that the adoption of a community development approach can provide a comprehensive solution to the problems of a community, and ensure the realization of the aspirations of its people for better living conditions.

### *3. Activities*

- (a) Survey government and civil society institutions dealing with local community development;
- (b) Organize training workshops on “Rehabilitation of Workers in Local Community Development”;
- (c) Organize training workshop on “Rehabilitation of Researchers in Local Community Development”;
- (d) Organize training workshop on “Rehabilitation of Trainers in Local Community Development”;
- (e) Publish an evaluation report for each of the workshops organized;
- (f) Establish a database on human resources who participated in the workshops;
- (g) Establish a regional online network/database of qualified workers, trainers and researchers who participated in the training workshops in order to follow up and exchange expertise in the field of local community development.

### **C. BENEFICIARIES**

This project seeks to be of direct benefit to three different groups:

1. Government personnel in local administrations and ministries, as well as academic and research institutions concerned with local community development.
2. Non-governmental organizations involved in this form of development through their programmes, United Nations agencies, and other Arab organizations involved in community development.
3. Community leaders and field workers involved in the implementation of the community development approach.

### **D. POTENTIAL IMPLEMENTATION PARTNERS**

1. Iraqi Ministry of Labour and Social Affairs.
2. International Labour Organization.
3. Regional Centre on Rural Reform and Rural Development for the Near East (CARDNE).

## CONCEPT PAPER IX.D

PROJECT ON POLICIES AND STRATEGIES  
FOR EMPLOYMENT GENERATION

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	10 – Poverty Reduction and Human Development
<b>Programme/project location:</b>	Baghdad and Beirut
<b>Government Agencies:</b>	Ministry of Planning and Development Cooperation
<b>Total budget:</b>	US\$ 960,000
<b>Duration:</b>	One year
<b>Programme/project manager:</b>	Mr. Fadhil A. Mahdi <i>Telephone:</i> 00961-1-978453 <i>E-mail:</i> <a href="mailto:mahdi@un.org">mahdi@un.org</a>

## A. CONTEXT AND THE CHALLENGES

It is evident that widespread poverty is prevalent in Iraq. A World Food Programme survey in 2003, covering 16 out of 18 governorates, classified 11 per cent of Iraqi households as extremely poor, living on a monthly expenditure of US\$ 35 and less, and 43 per cent as poor, living on a monthly expenditure of US\$ 35.1-US\$ 90. Regional disparities exacerbate the worsening conditions. In Ninevah, 26 per cent of households were classified as extremely poor and 49 per cent as poor; and in Dhi Qar 21 per cent were classified as extremely poor and 49 per cent as poor.

There is general agreement that widespread and pervasive unemployment is one of the major causes of poverty in Iraq. The country suffers from low participation and high unemployment rates.

TABLE. UNEMPLOYMENT AND EMPLOYMENT IN IRAQ IN 2004 EXCLUDING  
THE KURDISH AUTONOMOUS REGION (KAR)  
(Percentage)

	Total	Urban	Rural
<b>Labour force participation rate</b>			
Total	48.5	44.6	55.5
Male	77.4	76	79.7
Female	17.9	11.9	28.9
<b>Unemployment rate</b>			
Total	26.8	27.7	25.7
Male	29.4	28.3	31.2
Female	15	22.4	3.1
<b>Employed in working age population</b>			
Total	35.1	33.1	41.2
Male	54.6	54.5	54.8
Female	15.2	9.2	28.0

*Source:* National Centre for Statistics and Information Technology, Report on the Preliminary Results of the Employment and Unemployment Survey, first half of 2004, Iraqi Ministry of Planning and Development Cooperation, Baghdad, January 2004, pp. 5-6.

The 2004 survey on unemployment in Iraq revealed that 26.8 per cent of the economically active population for 15 governorates, excluding the Kurdish Autonomous Region, are unemployed, with the rate of unemployment being 27.7 per cent in urban areas and 25.7 per cent in rural areas. The male unemployment rate is strikingly higher than the unemployment female rate: 29.4 per cent for the former and 15 per cent for the latter. However, the seemingly low unemployment rate for females is basically due to their low participation rate. While the difference in males' unemployment rates in urban and rural areas is modest, the females' unemployment rate in rural areas is 7.2 times greater than the females' unemployment rates in urban areas.

What is also striking is the regional inequality in unemployment rates. Figures reflect wide variations by governorate. At the aggregate level, the ratio of the maximum value of this indicator to its minimum is 4.5, ranging from 46.9 per cent in Dhi Qar to 10.5 per cent in Basra. For male unemployment rates, the range is 4.3, varying between 48.9 per cent in Dhi Qar and 11.4 per cent in Basra. For females, the unemployment rate has a maximum value of 27.1 per cent in Dhi Qar and a minimum value of 2.4 per cent in Wasit, yielding a range of 11.3.

The survey's findings on participation rates render the problem more complex. The 2004 survey figures on the low participation rate of working age population in the labour force are alarming. The survey revealed that only 48.5 per cent of the population aged 15+ can be classified as economically active, that is, as labour force. The difference between the sexes in participation rates is also alarming, being 17.9 per cent for females and 77.4 per cent for males. Gender difference in urban areas is significantly larger than in rural areas. The male participation rate is 6.4-fold the female rate in urban areas and 2.8-fold that in rural areas. While the difference in male participation rates between urban and rural areas is rather narrow, females in rural areas come out as more active than those in urban areas, with a participation rate 2.4 times that of their urban sisters.

Given the above, addressing unemployment is a pressing issue in Iraq. As one leading economist pointed out "job creation should be a high priority for the government to avoid a vicious circle of high population growth leading to a large and growing labour force, increasing unemployment and poverty. In turn, poverty, unemployment and the deterioration in social conditions can foster violence and prove fertile ground for dissension and insurgency".<sup>1</sup>

Reducing poverty and generating decent work opportunities is a momentous and multifaceted task, which requires concerted action in many spheres and on many fronts. However, a sound set of strategies and policies is a necessary jumping board to attain this goal effectively, equitably and with minimum avoidable economic and social costs.

There are plans for the technical cooperation programme between the Iraqi Ministry of Planning and Development Cooperation and ESCWA to address the unemployment problem in Iraq through the endorsement and implementation of a project on "Policies and Strategies for Employment Generation".

### *Millennium Development Goals*

The goal of this project, "Reduction of Unemployment", is closely linked to Millennium Development Goal (MDG) 1, which is to "Eradicate extreme poverty and hunger". The creation of remunerative and rewarding job opportunities is a major channel for realizing this MDG.

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<sup>1</sup> Nasser Saidi, "Labour & Employment in Reconstruction and Development: Iraq in Transition, Liberalization and Reform", International Employment Conference: Jobs for the Future of Iraq, Amman, Jordan, December 2004, p. 4.

## B. PROPOSED INTERVENTION

### 1. *Overview*

The project addresses the unemployment problem in Iraq through strengthening institutional capacities in the design of policies and strategies that are pro-poor, that induce economic growth, and that are gender-sensitive and regionally balanced. To achieve this, the project will undertake two sets of activities. The first set is concerned with the conduct of in-depth analytical reviews and studies of key policy areas that have a direct impact on the unemployment problem in Iraq. The second set covers the conducting of two types of workshops: (a) discussion workshops, where the findings of these studies are discussed and fine-tuned; and (b) training workshops to enhance the capacities of professionals in employment-generation policies and strategies, and wage and labour statistics as well as state-of-the-art national accounts methodologies.

### 2. *Immediate objectives*

It is expected that the successful implementation of the project will lead to the following:

(a) Introduction of appropriate and effective pro-poor strategies and policies for employment generation that are gender-sensitive and regionally balanced;

(b) Enhancement of capacities of relevant government institutions in the formulation and design of strategies and policies for employment generation that are pro-poor, that induce economic growth and are gender-friendly and regionally balanced.

### 3. *Project details*

#### *Project outputs*

The project will have the following as direct outputs:

1. Strengthened institutional capacities to design economic policies that: (a) ensure an increase in employment rates, especially in governorates and locations that suffer disproportionately from high levels of unemployment; and (b) simultaneously promote higher participation of females in economic activity.
2. Enhanced capacity of credit institutions involved in development finance, such as the Industrial Bank, the Agricultural Bank and the Real Estate Bank, to ensure their active role in providing the finances needed for a rapid expansion and modernization of the private sector.
3. Introduction of strategies and policies aimed at expanding self-employment, micro entrepreneurship, and small and medium-size enterprises (SMEs) through: (a) the establishment of appropriate and enabling frameworks and institutions for the promotion of self-employment, and the creation of micro-enterprises and SMEs; and (b) the establishment of appropriate and expedient credit facilities.

### 4. *Project activities*

Each of the above outputs will involve the conducting of in-depth reviews and analytical studies and the holding of discussion and training workshops.

The project consists of three subprojects, each corresponding to a single output:

Objective of subproject 1: Strengthening institutional capacities to design economic policies that (a) ensure an increase in employment rates especially in governorates and locations that suffer disproportionately from high levels of unemployment, and (b) simultaneously promote a higher participation of females in economic activity.

To achieve the first objective, the project will undertake two sets of activities:

1. The conducting of a thorough review/evaluation of the impact on unemployment of macroeconomic policies. In this exercise, ESCWA will cooperate closely with the Central Bank of Iraq and the Ministries of Planning and Development Cooperation, Finance, Labour and Social Affairs, and Trade. The review/study will focus on the following policies:

(a) Investment policy. The study assesses the impact on employment, and its sectoral and geographic distribution, of investment policies for both the public and the private sectors. It involves reviewing laws, rules and procedures, regulatory mechanisms, and institutions that influence the level of investment and its sectoral and geographic distribution. Other important factors that shape the opportunities and incentives for investment will also be analysed, such as security conditions, infrastructure and finance;

(b) Trade policies. The study will evaluate the impact on employment opportunities of various trade policies followed in Iraq since 1999. Implications of both the tariff and quota system, as well as recent trade liberalization policy on sustainable employment opportunities will be critically evaluated. Policies for export promotion will also be reviewed, and viable ways and means to promote exports will be explored;

(c) Public finance policy. The study will evaluate the impact on employment opportunities of aggregate public expenditure and of means of financing it. The effect of the structure of this expenditure on the expansion of human capital and the employability and security of the poor will also be analysed.

2. Conducting of three workshops: (a) The first is a discussion workshop to review the conclusions and recommendations of the above study. Participants in this workshop include senior economists and professionals of the Central Bank and the Ministries of Planning and Development Cooperation, Finance, Labour and Social Affairs, and Trade, as well as senior economists and professional from other relevant economic institutions; (b) The second workshop is planned with the goal of training junior economists and professionals from the same institutions on the study's themes; (c) The third workshop trains statisticians and other relevant staff from the Central Organization for Statistics and Information Technology, the Ministry of Planning and Development Cooperation and the Ministry of Labour and Social Affairs on wage and employment statistics, as well as the United Nations System of National Accounts of 1993.

Objective of subproject 2: Enhancing the capacity of credit institutions involved in development finance, such as the Industrial Bank, the Agricultural Bank and the Real Estate Bank, to ensure that they play an active role in providing the finances needed for a rapid expansion and modernization of the private sector.

To achieve the second objective, the subproject will undertake the following two activities:

1. The conducting of an in-depth analytical evaluation of the Development Banking System of Iraq. This analytical study is expected to identify the key factors that limited its role as a vibrant player in the development and modernization of the private sector. The study is also expected to formulate a clear set of recommendations outlining the reforms required to enhance the effectiveness, relevance and scope of its operations, including:

(a) Assessment of the additional capital required to ensure a substantial expansion of its involvement in financing private investment in labour-intensive activities, especially within agriculture, industry and housing;

(b) Highlighting measures to modernize these banks and their work procedures, including identification of needed expertise and the respective skills;

(c) Exploring ways and means that the rest of the banking system, that is, commercial banks, can get more involved in development finance.

This study will also analyse the effects of the credit policy of development banks on employment and its sectoral and geographic distribution. Special focus will be directed to the following components of credit policy:

- (a) The availability and accessibility of credit;
- (b) The term structures of credit/loans and interest rates and their effect on the propensity to invest.

2. The conducting of two workshops: (a) The first is a discussion workshop to review the conclusions and recommendations of the above study. Participants in this workshop include senior economists and professionals of the Central Bank, the Banking System and the Ministries of Planning and Development Cooperation, Finance, Labour and Social Affairs, and Trade, as well as senior economists and professionals from other relevant economic institutions; (b) The second workshop will provide training on the study's themes for junior economists and professionals from the same institutions.

Objective of subproject 3: Promoting the introduction of strategies and policies that aim at expanding self-employment, micro entrepreneurship, and SME development through the (a) establishment of appropriate and enabling organizational frameworks and institutions for the promotion of self-employment, microenterprises and SMEs; and (b) the establishment of appropriate and expedient credit facilities.

To achieve this objective, the subproject is aimed at supporting the following two activities:

1. An in-depth study of ways and means to expand employment opportunities through self-employment, micro-enterprises and SME development. The study will focus on the following dimensions of the process:

(a) Regulatory and institutional frameworks needed. This covers laws, rules and procedures, and regulatory mechanisms and institutions;

(b) New and innovative modalities for providing credit;

(c) The structure of training programmes on operating a business for micro and SME entrepreneurs.

The study is also expected:

(a) To formulate detailed rules and procedures and a mechanism for the operation of the recommended credit facilities;

(b) To provide an expedient estimate of the capital needed for the recommended credit outlet;

(c) To suggest ways and means to mobilize the required finances.

2. The conducting of two workshops: (a) The first is a discussion workshop to discuss the conclusions and recommendations of the above study. Participants in this workshop are senior economists and professionals of the Central Bank, the Banking System and the Ministries of Planning and Development Cooperation, Finance, Labour and Social Affairs, and Trade, as well as senior economists and professionals from other relevant economic institutions. (b) The second workshop will provide training on the study's themes for junior economists and professionals from the same institutions.

### C. BENEFICIARIES

#### 1. *Direct beneficiaries*

The capacity of the following Iraqi institutions and their professionals in the design and implementation of policies and strategies for employment generation will be strengthened:

- (a) Ministry of Planning and Development Cooperation;
- (b) Ministry of Labour and Social Affairs;
- (c) Ministry of Trade;
- (d) Ministry of Finance;
- (e) The Central Bank of Iraq;
- (f) Development and commercial banks;
- (g) The Central Organization for Statistics and Information Technology.

## *2. Indirect beneficiaries*

The unemployed in Iraq stand ultimately to benefit from this project. Well-designed employment-friendly policies, when properly and adequately implemented, will certainly contribute positively and significantly to a decline in the unemployment rate and poverty.

### D. IMPLEMENTATION PARTNER

The Iraqi Ministry of Planning and Development Cooperation is the implementing partner of ESCWA.

### E. IMPLEMENTATION MODALITY

International/regional consultants, supported by national consultants, will carry out the studies. For the conducting of the first study, an international/regional consultant will coordinate and synthesize the work of three teams of national consultants, each of which covers one of the areas on which the study is expected to focus. For each of the remaining two studies, an international/regional consultant is expected to cooperate with a team of national consultants to carry it out.

The international and national consultants are expected to communicate through e-mail and conference calls. National teams might have to come to Beirut at one stage of the studies for closer discussions and interaction with the international/regional consultants and professionals of the ESCWA Economic Analysis Division.

## **X. INFRASTRUCTURE AND HOUSING**

### **CONCEPT PAPER X**

#### **POLICIES AND STRATEGIES FOR THE DEVELOPMENT OF THE CONSTRUCTION SECTOR**

<b>Participating United Nations organization:</b>	ESCWA
<b>Cluster:</b>	4 – Infrastructure and Housing
<b>Programme/project location:</b>	Throughout Iraq
<b>Government Agencies:</b>	Ministry of Housing and Construction
<b>Total budget:</b>	US\$ 3,802,983
<b>Duration:</b>	18 months
<b>Programme/project manager:</b>	Mr. Riadh Tappuni <i>Telephone:</i> 00961-1-978400 <i>E-mail:</i> <a href="mailto:tappuni@un.org">tappuni@un.org</a>

#### **A. CONTEXT AND CHALLENGES**

Current reconstruction needs in Iraq accentuate the importance of the construction sector, a sector with a wide-ranging impact on other sectors of the economy. Given the current political environment and the prevailing national development circumstances, the importing of materials and machinery for construction activity may surge to unprecedented scales. Imports can include not just materials and machinery but expertise and human resources, professional, managerial and supervisory, as well as craft skills, in addition to unskilled labour. The over-dependence on imports may impede the domestic construction sector in fulfilling its potential role in the development of the country, and could impose additional strains on the Iraqi economy with consequences for economic and socio-political stability in the country at large.

The size of the problem can be assessed in relation to the needs, as noted in the 2003 report of the United Nations/World Bank Joint Needs Assessment Mission to Iraq: maintenance or reconstruction of about 80 million square metres of existing roads in Baghdad; construction of about 20 million square metres of new major and secondary roads with sidewalks; paving or resurfacing of about 17,000 km of roads outside Baghdad, varying between 7 and 15 metres in width.

The centrally managed and run economy of Iraq over the past few decades resulted in the formulation and growth of State-owned enterprises that, to a large extent, monopolized the main activities of the construction sector, ranging from planning and design, to contracting and implementation, to manufacturing of materials. These enterprises should be assessed with a view to ascertaining how to best utilize them in the new economic environment. Options for restructuring, liquidation and privatization should also be studied.

With the United Nations sanctions and the severe restrictions on travel, the skills of the well-educated and experienced human resource base of Iraq became outdated and deficient. Local experts need to be informed about and trained in modern tools of planning and management of local development projects.

From an economics viewpoint, the construction sector has the potential for quick growth, as it is labour-intensive and dependent on unskilled and semi-skilled workers. The prospects for the sector's development also relate to the availability of skilled labour as well as management and supervisory skills. Although no assessment of the situation has yet been made, Iraq, like most other developing countries, is believed to suffer from a shortage of local skilled labour, and apprenticeships and vocational training schemes could be inadequate in both quantitative and qualitative terms. The growth of the local contracting sector is in danger of being stunted through a lack of capability to compete in a non-protective environment,



and local contractors may only be allowed to operate on small projects and subcontracts, and not assume their share of the contracting market when pitted against the foreign-based companies with long experience in free market economies. This problem would be aggravated in the maintenance works that are usually labour-intensive and have longer-term consequences for the economy.

The private sector needs to be encouraged to establish, expand, modernize and develop enterprises in the construction sector, including privatizing certain construction sector public companies and reorganizing some of them into mixed sector public/private shareholding companies. The prevalence of central planning as a main development instrument, as well as the highly centralized decision-making system, limited public participation and the role of local communities have distorted the market dynamics. Plans and studies that were conducted in the 1980s and 1990s do not respond to the current socioeconomic conditions of Iraq. Underlying the construction activities is the process of urban planning. Except for Baghdad and some large cities where a relatively dynamic and multidimensional master planning guided by international experts was conducted, the urban planning tools consisted mostly of land use zoning that controlled settlement. The plans were prepared by the Physical Planning Department of the Ministry of Local Government, and municipalities accordingly issued permits for buildings construction and other functions. An ambitious set of building and planning regulations was prepared for the capital by the Baghdad Mayoralty by international consultants after the 1980s physical development boom in Baghdad, but was never put into effect.

The development of a viable, home-based construction sector will require capacity-building and training of human resources in modern techniques and tools. New information and communication technology, such as electronic networks that facilitate the availability and easy flow of information between all parties concerned with construction activities, would be an essential facilitator for a strong sector. This would have an impact on quality and efficient performance, as well as the fiscal capacity of the sector.

To appreciate the high priority that should be given to this project, it is of vital importance to keep in mind that the projected investment in Iraq during the years 2004-2007 is estimated to be about US\$ 55 billion. This comes at the time when the construction sector had been semi-dormant for a long time, owing to two decades of devastating wars, gross mismanagement, technological stagnation and debilitating sanctions. Value added generated in this sector was only US\$ 143 million in 2002, about a quarter of its total in 1989. As a result of the expected investment programme, average value added is expected to reach a staggering US\$ 2.5 billion annually during 2004-2007 (in 2002 prices), about 18 times that of 2002. If the investment programme is implemented, a huge construction boom will be under way, and is expected to last until 2009. Immediate action is needed to avoid, as far as possible, the expected severe bottlenecks in the quantity and quality of goods and services provided by the local construction sector. Otherwise, the cost of the reconstruction will skyrocket and the whole process will slow down drastically. It is worth noting that a 5-10 per cent improvement in the cost-effectiveness of the construction sector could result in cost savings of US\$ 100 million to US\$ 200 million per year.

#### *Millennium Development Goals*

The project elements comply with the Millennium Development Goals by working towards sustainability in the reconstruction process. Since this sector involves a significant section of the labour force, it will make a significant improvement in the lives of many low-income Iraqis.

#### **B. PROPOSED INTERVENTION**

The main goal of this project is to enhance the active involvement of the domestic construction sector in the reconstruction, development and maintenance of Iraq's physical make-up. The studies, meetings and capacity-building activities will address short, medium and long-term issues. Practical recommendations concerning positive changes in policies, regulations and procedures governing the construction sector will result. The recommendations will put forward immediate measures to enhance the participation of the domestic construction sectors in the reconstruction process, as well as the adoption of a medium and long-term action plan for implementation by the Ministry of Housing and Construction.

### 1. *Immediate objectives*

- (a) To review the state of the domestic construction sector of Iraq;
- (b) To identify the main constraints and obstacles preventing this sector from assuming a more effective role in Iraq's reconstruction and development programmes;
- (c) To propose practical measures to relevant Iraqi shareholders to increase immediately the share of the domestic construction sector in the reconstruction process and adopt medium and long-term recommendations for policy changes that could improve the capacity of the local construction sector;
- (d) To identify means to increase the quantity and improve the quality of locally produced materials and services urgently needed for the reconstruction of Iraq;
- (e) To contribute to the knowledge base and develop plans of action to overcome prevailing constraints;
- (f) To train Iraqis, during the implementation of the project, in various technical and managerial aspects of the construction sector such as: modern procurement procedures, contracting procedures, building regulations and construction standards, quality assurance, and methodologies and trends in modern building research.

### 2. *Activities*

- (a) Practical short-term measures to enhance immediately the contribution of the domestic construction sector to the reconstruction process;
- (b) Action plan for medium and long-term development of the sector;
- (c) Eleven detailed studies on different subsectors;
- (d) Extensive local interviews and field data collection, with the participation of a large number of students, field research assistants and data processors, all local;
- (e) Seven expert group meetings;
- (f) Five workshops;
- (g) Two conferences;
- (h) Skills upgrading and capacity-building for key officials.

The above will cover the key elements of the construction sector as defined below:

- (i) Construction enterprises: Level of development (classification: infant, medium-range, advanced), volume and complexity of operation, ownership (State, private), organization;
- (ii) Human resources: Entrepreneurs, managers, engineers, technicians (such as equipment operators), employment, human resource development institutions including vocational training, potential supply of local workforce in the light of the local human resource size and development status, remuneration scales and structures;
- (iii) Equipment: Locally produced, imported, maintenance culture and availability of spare parts;

- (iv) Building materials: Local and imported, shortages, availability of alternatives, prices;
- (v) Construction technology: Imported, locally available, indigenous;
- (vi) Construction finance and insurance schemes: Availability and effectiveness;
- (vii) Legal frameworks, Institutional frameworks and the construction knowledge base;
- (viii) Logistics in the construction sector such as procurement procedures, transport, and material handling.

### C. BENEFICIARIES

The main and broad beneficiaries of the project are the Iraqi economy and population. The immediate and medium-term beneficiaries are:

1. The partner, the Ministry of Housing and Construction, as well as other Iraqi public institutions that include the Ministry of Industry and Minerals, the Ministry of Planning and Development Cooperation, the Ministry of Municipalities and Public Works, and the Mayorality of Baghdad.
2. Housing and construction institutions.
3. Building materials manufacturing and supply institutions.
4. Iraqis directly involved in the construction process.
5. Quality control and building research centres.

### D. POTENTIAL IMPLEMENTATION PARTNERS

1. United Nations Industrial Development Organization (UNIDO).
2. United Nations Human Settlements Programme (UN-HABITAT).
3. International Labour Organization (ILO).
4. United Nations Development Programme (UNDP) Iraq.
5. Iraqi Ministry of Planning and Development Cooperation.
6. Iraqi Ministry of Municipalities and Public Works.
7. Iraqi Ministry of Industry and Minerals.
8. Ministry of Trade.
9. Mayorality of Baghdad.
10. Universities and research institutions.

