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**Economic and Social Commission for Western Asia (ESCWA)**

Technical Committee  
Fifth meeting  
Beirut, 6-7 April 2011

Item 3 (b) of the provisional agenda

**THE INTERGOVERNMENTAL MECHANISM OF ESCWA  
AND ITS SUBSIDIARY BODIES**

**KEY OPTIONS FOR THE INTERGOVERNMENTAL MECHANISM OF ESCWA  
AND ITS SUBSIDIARY BODIES FOR CONSIDERATION BY ESCWA  
AT ITS TWENTY-SEVENTH SESSION**

## **Introduction**

1. The secretariat of the Economic and Social Commission for Western Asia (ESCWA) has reviewed the report of the consultant on the Evaluation of the Intergovernmental Mechanism (IGM) of ESCWA. In acknowledging and accepting the majority of the findings of the report, ESCWA has taken into account the operating environment and rules of procedure of the Commission in distilling feasible recommendations for the consideration of the Commission session. The review of ESCWA and options proposed herein are supported by evidence, both qualitative and quantitative, gathered by the consultant through the exercise, which is available within the annexes of the full evaluation report (E/ESCWA/2011/C.5/CRP.1). This document should be considered to constitute the response of the management of ESCWA to the conclusions and findings of the evaluation.

2. This document will first introduce summaries of the recommendations as included in the report from the consultant. It will then present recommendations for action drawn up by the secretariat from selected sections of the report of the consultant based on feasibility and relevance to the intended consultancy and supported by evidence provided. Finally, the views of the secretariat on contested items from the report of the consultant and the response of the secretariat to these items will be presented.

## **OBJECTIVE OF THE EVALUATION**

3. The evaluation was carried out pursuant to resolution 291 (XXV) on the *Frequency of the sessions of the Commission and its subsidiary bodies*, which requested the secretariat of ESCWA to “carry out an in-depth evaluation of the intergovernmental structure of ESCWA in the light of both programme priority, as identified by member countries, and ongoing United Nations reforms”; and decided “to review the outcome of the in-depth evaluation at the twenty-sixth session” of the Commission.

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
1	<p><b>Further Strengthening of the Current Intergovernmental Structure</b></p> <p>A positive aspect is that a structure is in place and mechanisms exist to review plans and monitor implementation. Member countries must be committed to achieving the overall mandate of ESCWA as a regional Commission and knowledge sharing between them and the secretariat <b>needs to be strengthened.</b></p>	No specific suggestions made.	<p>The report suggests that the IGM structure is in place in addition to a process of ongoing review for planning and monitoring of implementation.</p> <p>Member countries may consider requesting an additional task force to propose ways to strengthen information-sharing processes between the secretariat and the intergovernmental bodies.</p>	None if requested of the secretariat. Should an external exercise be proposed, a budget of US\$6,000 per month will be required.
2	<p><b>Lack of Political and Security Stability in the ESCWA Region</b></p> <p>The economic and social impact of decades of instability has significantly impaired the ability of ESCWA to address the needs of the region. The risk of disruption to programmes should be mitigated by ESCWA decentralizing its presence in one location.</p>	<i>The establishment of programme activity centres in different member countries is recommended to mitigate the negative impact of instability.</i>	<p>While the secretariat agrees that instability affects continuity and implementation, the findings <b>do not provide qualitative or quantitative evidence</b> to enhance the IGM structure.</p> <p>If not approached in a strategic manner, this recommendation could equally lead to fragmentation of the work programme, as the consultant also contrarily proposes, in Recommendation 4, that the small size of the membership of ESCWA does not justify subregional presence.</p> <p>Given the strategic role of the Commission session and the Technical Committee in particular, the secretariat recommends that these two IGMs be factored into the <b>Business Continuity Plan</b> of ESCWA. Furthermore, when developed, these events will also be highlighted in the <b>Enterprise Risk Management</b> strategy of ESCWA, in addition to the work of the secretariat.</p>	<p>Cost implications of establishing a presence away from headquarters to be calculated upon request by the Technical Committee.</p> <p>No financial implication.</p>

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
			<p><b>Note:</b> The secretariat may, however, consider the establishment of subregional offices for programmatic reasons, to enhance the effectiveness of the work performance of ESCWA, and to facilitate a better working relationship with member States in particular areas.</p>	
3	<p><b>Cooperation between ESCWA and other United Nations Entities</b></p> <p>The presence of many United Nations actors and the small size of the membership of ESCWA make regional leadership difficult. The intergovernmental mechanism should have a greater role in guiding the relationship between the secretariat and United Nations actors in its role as the convening power for the Regional Coordination Mechanism (RCM).</p>	<p><i>RCM should report to IGM.</i></p>	<p>The secretariat advises that the RCM is convened under the mandate of the Deputy Secretary-General under the auspices of United Nations Delivering as One, as mandated by the General Assembly and the Economic and Social Council and as delegated by the United Nations Secretary-General.</p> <p>The secretariat advises that United Nations agencies are invited as observers to the Commission session and are also involved in the specialized committees based on their specific mandates. The Commission could reach out to United Nations actors and encourage their participation through this process, as per the Economic and Social Council subsidiary bodies. Linkages between the thematic priorities of the bodies can be enhanced, such as the consideration of particular themes each year, as exemplified in 2010 when both the Commission session and the RCM addressed the topic of <i>Youth</i>.</p>	

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
		<i>Bilateral relationships with United Nations entities notably the United Nations Development Programme (UNDP) should be established</i>	<p>The Commission may consider requesting the subprogrammes of ESCWA to map the participation of the various United Nations agencies in the relevant subsidiary committees, in order to encourage participation from those not already engaged.</p> <p>The secretariat agrees with all efforts to enhance relationships and joint activities with United Nations agencies with specialized mandates. The secretariat advises that cooperation agreements are in place with UNDP at the global level and with all regional commissions (agreement 2005-2015) and is also making efforts to conclude memoranda of understanding (MOUs) with the United Nations Population Fund and other agencies at the regional level on specific areas of mutual interest.</p>	
4	<p><b>Cooperation between ESCWA and the League of Arab States</b></p> <p>The coverage of ESCWA over the Arab region is partial, whereas that of the League of Arab States is full. Membership of ESCWA is too small to be divided like the Economic Commission for Africa (ECA) into sub-regional offices. The best entry point for ESCWA at the political level of engagement is through a close, structured and sustained relationship with the League of Arab States and its system of organizations.</p>	<p><i>Establish procedures for "Permanent Observer status".</i></p> <p><i>Invite the Gulf Cooperation Council (GCC) and the League of Arab States to request Permanent Observer status.</i></p>	<p>The League of Arab States, GCC and the Organization of Islamic Conference (OIC) participate as Observers in the Commission session. Notably, both the League of Arab States and GCC have Permanent Observer status in the General Assembly. The Commission may wish to encourage the League of Arab States and GCC to request Permanent Observer status in ESCWA.</p>	No financial implication.

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
	<p>The intergovernmental mechanism of ESCWA should initiate and guide ESCWA in repositioning itself to relate in an effective way to all Arab countries.</p>		<p>The secretariat advises that ESCWA has a standing MOU with the Islamic Development Bank and GCC. In addition to an MOU with the League of Arab States, a five-year Joint Plan of Action on strategic priorities is currently being negotiated (expected to be signed by the end of March 2011). An MOU with the Economic Commission for Africa (ECA) was agreed in the past year.</p> <p>The secretariat advises that ESCWA will enhance its coordination with ECA which also covers the Arab countries of North Africa.</p>	
5	<p><b>Cooperation between ESCWA and the Gulf Cooperation Council</b></p> <p>It is recommended that ESCWA work out a strategy to relate to GCC and Arab financial institutions.</p>	<p><i>Establish procedures for "Permanent Observer status".</i></p> <p><i>Invite GCC and the League of Arab States to request Permanent Observer status.</i></p> <p><i>They both already have Permanent Observer status in the General Assembly.</i></p>	<p>The secretariat concurs with this recommendation, and in addition to efforts outlined above, encourages all levels (secretariat and intergovernmental bodies) to propose additional activities to enhance cooperation with GCC and regional banks. Additionally ESCWA and OIC have developed a partnership.</p>	

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
6	<p><b>Monitoring and Evaluation of Work Performance</b></p> <p>Resolutions of the Commission sessions tend to have long preambles. Interventions by some delegates and some representatives of the secretariat were unclear or of limited value. Programme-related resolutions should <b>emphasize monitoring and evaluation of performance</b> at all IGM levels.</p>	<p><i>Enhance negotiation and adoption of programme-related resolutions at all IGM levels.</i></p> <p><i>Effective management of meetings by presiding officers should focus deliberation on reaching actionable decisions.</i></p>	<p>The secretariat supports the proposal of the consultant for programme-related resolutions and for the management of intergovernmental meetings with a focus on actionable decisions.</p> <p>As per the proposal made in Recommendation 11 to provide training for all participants in the intergovernmental meetings (both member country representatives and secretariat staff engaged in the process), the secretariat suggests that these three options together could contribute to a greater level of monitoring of the implementation of the programme of work.</p> <p>Additionally, the secretariat would like to propose to the Commission to consider an adjusted timetable of the intergovernmental schedule of meetings to take into account key planning and implementation timelines. This adjustment will help facilitate the engagement of the Commission session at key planning intervals to monitor and evaluate work performance. In this regard, the Executive Secretary has proposed (above) to correlate the schedule of intergovernmental meetings in line with programme planning and implementation processes. <b>See attached timetable proposed in the annex.</b></p>	<p>No financial implications.</p>

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
7	<p><b>Cooperation and Coordination of ESCWA and other Regional Commissions</b></p> <p>The executive secretaries of regional commissions meet to coordinate at the secretariat level. <b>Elevating coordination to the intergovernmental level</b> (for example, meetings of bureaus) will provide the political dimension which can add authority to such coordination and notably enhance the political nature of all regional commissions.</p>	<p><i>To establish regular meetings of the Commission Bureaus of the respective five Regional Commissions (ESCWA, ECA, the Economic Commission for Latin America (ECLAC), the Economic and Social Commission for Asia and the Pacific and the Economic Commission for Europe).</i></p>	<p>The secretariat advises the Commission to consider the correlation <b>of cost to impact</b> of the proposal of the consultant to formalize physical meetings of the respective Commission bureaus of the regional commissions and the conclusion that such meetings would enhance the functionality of the <b>IGM structure of ESCWA</b>.</p> <p>The secretariat advises that such coordination, both formal and informal, currently takes place at all levels of the secretariat, from the meetings of the executive secretaries through to the role of the Regional Commissions New York Office (RCNYO).</p> <p>At the member country level, RCNYO also facilitates the participation of Member States at the Economic and Social Council and represents the regional commission at Headquarters level, a level of coordination which is sufficient.</p> <p>Should member countries consider adopting this suggestion, the cost would need to be absorbed within the existing budget and require funds to be taken from planned programme outputs.</p>	<p>By way of example: cost of travel from Santiago (ECLAC) per person for a two day meeting* : US\$7,863.</p>

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\* Calculated on 2012-2013 estimates.



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8	<p><b>Ownership of Decision-Making Process of the ESCWA IGM</b></p> <p>The Commission is seen by some respondents to be midway between a “ceremonial governing body” where the Executive Secretary controls the process and the IGM passes all proposals presented by the secretariat, and a “liberated governing body” where members can raise questions which generate group dynamics. The IGM of ESCWA <b>needs to be more proactive and own the process of decision-making</b> at all levels.</p>	No specific options proposed.	<p>The secretariat makes reference to the suggestion made above in response to Recommendation 6, to ensure that the timing of the Technical Committee meetings coincides with the planning timeline for the strategic framework and the programme budget to enhance consultation with member countries before documents are submitted to United Nations Headquarters. Kindly refer to the annex.</p> <p>In addition, the secretariat proposes, for the consideration of member countries, widening the scope of functions of the Technical Committee to becoming a technical negotiation body and a “preparatory committee” for the Commission sessions that reviews and transmits decisions taken by subsidiary committees to the Commission session. The Commission session will continue to be held in two segments, the segment of the senior officials preceding the Ministerial segment in order to consider decisions reached by the Technical Committee and adopt ministerial resolutions thereto. However, should the Technical Committee endorse the proposal of becoming the “preparatory committee” for the Commission sessions, the secretariat proposes to reduce the number of days of the segment of the senior officials from two to one during which they will accordingly be</p>	No financial implications.

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			entrusted with concluding the decisions of the preparatory committee and wrapping up its work prior to the start of the ministerial segment of the session.	
9	<p><b>Small Size of ESCWA Membership</b></p> <p>The membership of ESCWA includes 14 countries and participation of other United Nations Member States from the Arab region and other regions is limited. It is recommended that the Executive Secretary and the Bureau of the Commission follow up on this matter with Arab States at a high political level. The participation by non-member States in ESCWA ministerial sessions is modest compared to other regional commissions. <b>The Commission should solicit interest of United Nations Member States which are not members of ESCWA</b> and emphasize the international character of ESCWA. This includes <b>the Northern African Arab States, Turkey and the Islamic Republic of Iran</b> as potential new members.</p>	<p><i>Increase efforts to expand ESCWA membership to the additional eight member countries of the United Nations Development Group/League of Arab States.</i></p> <p><i>Consider inclusion of Turkey and the Islamic Republic of Iran as new members.</i></p>	<p>The secretariat concurs with the benefits of increased membership to include the countries of the Maghreb/North Africa.</p> <p>The secretariat awaits the decision of the Commission session of the total number of countries to be encouraged to join ESCWA, and will prepare the cost estimates accordingly.</p>	<p>An increase in the number of members would have additional cost implications.</p> <p>While not fully explored, an estimate of up to 20 per cent additional funding would be needed to service the demands of the proposed new member countries, in order to support existing regular budget resources to respond to the demand for engagement, technical cooperation and services.</p>

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
10	<p><b>Fund-raising</b></p> <p>The ESCWA IGM, primarily the Commission, has not been successful in its efforts to raise financial resources for ESCWA programme activities other than those funded from the regular budget of the United Nations. Funds contributed from voluntary sources to the Commission shall be used according to priorities set by the Commission. Another view for why ESCWA is not successful in raising voluntary funds for its programme activities is that the role and mandate of ESCWA are not well understood. The <b>ability to raise extrabudgetary contributions</b> for ESCWA programme activities, over and above the regular programme, <b>remains a challenge to the IGM and secretariat of ESCWA.</b></p>	<p>No specific options proposed by the consultant to address this recommendation.</p>	<p>The secretariat notes the importance of fund-raising, but does not find qualitative nor quantitative evidence in the report to demonstrate how fund-raising would enhance the effectiveness of the intergovernmental bodies of ESCWA as per their established roles.</p> <p>The secretariat acknowledges the importance of enhancing its support to member countries through the attainment of additional resources to multiply its efforts. The secretariat suggests that in order for Commission members to engage in effective fund-raising initiatives, it is critical that the preparation of a Resource Mobilization Strategy by the secretariat be completed to ensure that fundraising undertaken furthers the effectiveness of ESCWA.</p>	<p>No financial implication.</p>
11	<p><b>The Commission Bureau</b></p> <p>There is a need to have an effective bureau for sessions at all levels. It is recommended that without necessarily replacing the meetings of the executive secretaries, <b>periodic meetings of the bureaus of the regional commissions should be held</b> on issues of interest to the United Nations Economic and Social Council and the General Assembly. Such a proactive role for the Chair of the Commission would require amendment of rule 12 of the Rules of Procedure of ESCWA.</p>	<p><i>It is recommended that, without necessarily replacing the meetings of the executive secretaries, periodic meetings of the bureaus of the regional commissions should be held.</i></p>	<p>Kindly note the response above to Recommendation 7.</p> <p>To enhance the preparation and functioning of the Commission, the secretariat supports the need to brief and train the bureau of IGMs well ahead of time to ensure efficiency and constructive deliberations and implement proper rules of procedure.</p>	<p>Financial implications have not been fully explored.</p>

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			<p>The secretariat advises that the Technical Committee was established during the twenty-fourth session to facilitate important processes and prepare member countries for upcoming high level events.</p> <p>The secretariat suggests making use of the Technical Committee and integrating the election of the bureau members within the last meeting held prior to the next Commission session. The meeting of the Technical Committee would, therefore, become a combination of a training session on conference diplomacy and rules of procedure for representatives of member countries (as well as concerned ESCWA staff), a preparatory committee for the Commission sessions and a preparatory side meeting for the forthcoming bureau members.</p>	
12	<p><b>Policy Manual</b></p> <p><b>Establishing a policy manual</b> will help the secretariat in preparing substantive documentation with regard to their policy implications and to reformulate the rules of procedures so that they can be easily understood by all stakeholders.</p>	<p><i>Establishing a policy manual will help the secretariat in preparing substantive documentation with regard to their policy implications.</i></p>	<p>The secretariat agrees with the recommendation to develop a policy manual for the IGM meetings. This manual should outline both the roles of the Commission as well as that of the secretariat (as in ST/SGB/2010/7 for the secretariat).</p>	<p>No financial implications, this can be done within existing regular budget resources, and in consultation with United Nations Headquarters.</p>
13	<p><b>Functions of the Secretariat</b></p> <p>While the terms of reference/mandate of the Commission need to be sharpened, the functions of the ESCWA secretariat as stipulated in ST/SGB/2010/7 are very clear.</p>	<p><i>It is recommended that bulletin ST/SGB/2010/7 be handed out at all intergovernmental</i></p>	<p>The secretariat should ensure that delegates are familiar with the terms of reference of the IGM of ESCWA, with those of the Commission session and the Technical Committee. To this end, the secretariat will</p>	<p>No financial implications.</p>

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
		<p><i>meetings to assist stakeholders in understanding the respective roles of IGM and the secretariat.</i></p> <p><i>It is recommended that training of representatives of governments in conference diplomacy and new ESCWA staff should be mandatory.</i></p>	<p>make all relevant documents available to delegates prior to their participation in such meetings and ensure that first-time delegates and first-time Chairs and Co-chairs are properly briefed on their roles and responsibilities. The secretariat will issue these documents as a “Guide to ESCWA IGM” and ensure that it is easily understood by all relevant parties.</p> <p>Training on “diplomacy and conduct during intergovernmental meetings” can be provided in conjunction with the Technical Committee and Commission sessions. Training should be tailored to the roles of delegates and staff members of the secretariat to ensure that both are prepared for their roles in the sessions. Delegates could arrive one day in advance of meetings for a one-day training akin to those provided by the United Nations Institute for Training and Research/United Nations General Assembly and Conference Section Headquarters.</p> <p>Training can also be provided to all ESCWA staff members who interact or engage at any level of the IGM structure, thus ensuring that all those who contribute to the success of the sessions and facilitate action-oriented decision-making are well-apprised of rules of procedure and responsibilities.</p>	<p>The financial implications of this training can be explored with United Nations Headquarters as requested by the Technical Committee.</p>

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
14	<p><b>The International Character of the ESCWA Secretariat</b></p> <p>The level of effectiveness of the ESCWA IGM depends on both the level of engagement of Member States and the quality and commitment of the secretariat staff. An agenda for promoting the international character of ESCWA would include:</p> <ul style="list-style-type: none"> <li>- A strategy to engage Arab States that are not members of ESCWA to be involved in ESCWA activities and join as members or regular participants in ESCWA intergovernmental meetings;</li> <li>- Establishment of an enduring and programmatic relationship with the League of Arab States and its system of relevant organizations;</li> <li>- Cooperation between the ECA-North Africa Sub Regional Office (NASRO) and ESCWA.</li> </ul>	<p><i>It is recommended that the Executive Secretary engage the cabinet in a process of “re-thinking ESCWA” and “reposition” it as a relevant, useful, and effective United Nations presence in the region.</i></p>	<p>While the secretariat concurs with the finding, it does not believe the recommendation is within the scope of the evaluation exercise as per the terms of reference of the consultant. The secretariat suggests that the recommendations and proposals in Recommendation 13 will enhance the effectiveness of the IGM meetings.</p> <p>The secretariat suggests that the Technical Committee consider suggestions for:</p> <ul style="list-style-type: none"> <li>- A strategy to engage Arab States who are not members of ESCWA to be involved in ESCWA activities and join as members or regular participants in ESCWA intergovernmental meetings;</li> <li>- Establishment of an enduring and programmatic relationship with the League of Arab States and its system of relevant organizations;</li> <li>- ECA-North Africa Sub Regional Office/ESCWA cooperation (MOU exists).</li> </ul> <p>To this end, the Executive Secretary proposes that the Technical Committee endorse the creation of a strategic team within the secretariat, to be overseen by the Technical Committee to report on the results of these efforts to the Commission session in April 2012.</p>	

No.	Recommendation	Proposal by consultant	Secretariat guidance	Budgetary implications
15	<p><b>The Intergovernmental Mechanism Structure</b></p> <p>The online survey response shows that <b>the present IGM structure is more than satisfactory and does not need any major change.</b> This is the result of a rather narrow perception of representatives of several member countries and some secretariat staff of the mandate and role of ESCWA.</p>	<p><i>It is recommended to establish an Intergovernmental Task Force to consider the recommendations of this report and review ESCWA positioning in the region with a view to relating it in a positive and productive way with principal actors at the regional level.</i></p>	<p>The secretariat awaits the consideration of the Technical Committee on this recommendation.</p>	<p>No financial implications.</p>

Annex**TIMELINE FOR THE TECHNICAL COMMITTEE OF ESCWA****Option 1**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>February</b>		<b>7<sup>th</sup> meeting</b>  Preparatory meeting for the 27 <sup>th</sup> Commission session <i>(carried forward from 2010-2011)</i>		<b>10<sup>th</sup> meeting</b>  Preparatory meeting for the 28 <sup>th</sup> Commission session	
<b>April</b>	<b>5<sup>th</sup> meeting</b>	<b>27<sup>th</sup> Commission session</b>	<b>8<sup>th</sup> meeting</b>	<b>28<sup>th</sup> Commission session</b>	<b>11<sup>th</sup> meeting</b>
<b>September</b>	<b>Think Tank meeting</b>  Brainstorming about the broad vision for ESCWA in preparation for the strategic framework for 2014-2015		<b>Think Tank meeting</b> <i>September</i>  Brainstorming about the broad vision for ESCWA in preparation for the strategic framework for 2016-2017		<b>Think Tank meeting</b>  Brainstorming about the broad vision for ESCWA in preparation for the strategic framework for 2018-2019
<b>November</b>	<b>6<sup>th</sup> meeting</b>  Review and comment on the first draft of the strategic framework for 2014-2015	<b>Virtual meeting</b>  Review and comment on the draft proposed programme budget for 2014-2015	<b>9<sup>th</sup> meeting</b>  Review and comment on the first draft of the strategic framework for 2016-2017	<b>Virtual meeting</b>  Review and comment on the draft proposed programme budget for 2016-2017	<b>12<sup>th</sup> meeting</b>  Review and comment on the first draft of the strategic framework for 2018-2019



**Option 2**

	2011	2012	2013	2014	2015
<b>February</b>		<b>7<sup>th</sup> meeting</b>  Preparatory meeting for the 27 <sup>th</sup> Commission session <i>(carried forward from 2010-2011)</i>		<b>10<sup>th</sup> meeting</b>  Preparatory meeting for the 28 <sup>th</sup> Commission session	
<b>April</b>	<b>5<sup>th</sup> meeting</b>	<b>27<sup>th</sup> Commission session</b>	<b>8<sup>th</sup> meeting</b>	<b>28<sup>th</sup> Commission session</b>	<b>11<sup>th</sup> meeting</b>
<b>September</b>	<b>Think Tank meeting</b>  Brainstorming about the broad vision for ESCWA in preparation for the strategic framework for 2014-2015		<b>Think Tank meeting</b> <i>September</i>  Brainstorming about the broad vision for ESCWA in preparation for the strategic framework for 2016-2017		<b>Think Tank meeting</b>  Brainstorming about the broad vision for ESCWA in preparation for the strategic framework for 2018-2019
<b>November</b>	<b>6<sup>th</sup> meeting</b>  Review and comment on the first draft of the strategic framework for 2014-2015	Circulate the draft proposed programme budget for 2014-2015 for review and comment by member countries	<b>9<sup>th</sup> meeting</b>  Review and comment on the first draft of the strategic framework for 2016-2017	Circulate the draft proposed programme budget for 2016-2017 for review and comment by member countries	<b>12<sup>th</sup> meeting</b>  Review and comment on the first draft of the strategic framework for 2018-2019

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