

**Department of Economic and Social Affairs**  
Division for Public Administration and  
Development Management

*Opportunities and Challenges  
of Civic Engagement  
in Socio-economic Policies  
in the Arab Region*

**REPORT OF THE ARAB REGIONAL WORKSHOP  
(13-15 March 2007, Amman, Jordan)**



Amman, Jordan, 2007

## DESA

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## FOREWORD

Until recently, most economic decisions were made by the governments, occasionally, in consultations with the corporate sector. The communities were regarded as passive recipients of the outcomes of the decision-making arrangements of the government. This situation has since changed. There is a consensus that citizens can no longer afford to remain passive recipients of government actions. Nevertheless, the disadvantaged in general and the poor, the women, the youth and the elderly in particular, continue to be excluded from the essential decision-making processes that intimately affect their socio-cultural, political and economic well-being.

To address these challenges, it is essential to develop strategies, processes and institutional arrangements that offer opportunities to the citizens to participate in the decision-making processes in a manner that influences design, planning, budgeting, implementation and evaluation of public policies and programmes. Additionally, institutional issues and transparent processes pertaining to civic engagement are key for sustaining result-oriented public policies and programmes that contribute more positively to the national development objectives, as well as to the UN Development Agenda, including the Millennium Development Goals (MDGs).

The Arab Regional Workshop on “Opportunities and Challenges of Civic Engagement in Socio-Economic Policies for the Arab Region”, was organized jointly by UNDESA and Jordan’s National Council for Family Affairs (NCFA), with support from the Government of Jordan, represented by the Ministry of Planning and International Cooperation (MoPIC), and also the United Nations Development Programme (UNDP) Country Office in Jordan. The workshop, held during the period 13–15 March 2007 in Amman, Jordan, brought together practitioners and policy makers representing governmental organizations (GOs) institutions, civil society organizations (CSOs), academia, the media and the private sector. It constituted part of the partnership for searching for, and further articulating the diverse approaches and methodologies conducive to participation in socio-economic policies.

The report seeks to put together the speakers’ presentations, as well as the participants’ subsequent questions, responses and discussions and highlights key agreements and follow-up actions emerging from this Arab regional workshop.

UNDESA is hopeful that the outcome of the Workshop, presented in this report, will help development practitioners, CSOs and the private sector, as well as national and local government decision-makers and administrators, to advance the common understanding of the issue of participation and enhance civic engagement in public policies and thus better implement the MDGs and achieve the national development goals that benefit all, especially the poor and the disadvantaged.

I thank the organizers and the participants for their active cooperation and support to this very important activity.

Guido Bertucci  
Director  
Division for Public Administration and Development Management  
Department of Economic and Social Affairs  
United Nations

## **PREFACE**

The importance of the participation and engagement of CSOs and NGOs in public governance is now regarded as a key to the formulation and implementation of effective and accountable public policies and programmes, contributing to the achievement of the agreed development goals, including the Millennium Development Goals (MDGs). In recent times, many Arab States have started to pay attention to the need for greater partnership with CSOs in socio-economic governance. At the same time, these countries are taking initiatives to learn lessons from within, as well as across the region. Similarly, as these initiatives are of recent origin, capacity building in citizen engagement methods and practices has become an urgent need of the region.

In response, the United Nations Department of Economic and Social Affairs (UNDESA) organized the “Arab Regional Workshop on the Opportunities and Challenges of Civic Engagement in Socio-Economic Policies” in Amman, Jordan, during 13-15 March 2007. The Workshop was jointly organized by UNDESA, the National Council for Family Affairs (NCFA), Jordan, with support from the Government of Jordan, represented by the Ministry of Planning and International Cooperation (MOPIC), and also the United Nations Development Programme (UNDP) Country Office in Jordan. By show-casing international, as well as regional success stories, the workshop aimed at assisting in introducing the concepts and practices of civic engagement in public governance and building the capacities of both the government and the CSOs in this regard.

The workshop was attended by ministers, parliamentarians, senior governmental officials and experts, local authorities, NGOs, CSOs, academia and the media from 17 Arab countries, as well as international organizations, including regional UN organizations, such as UNDP/SURF and ESCWA. The 65 participants held thorough deliberations on practices and methodologies of civic engagement in policy-making, implementation, and monitoring. They discussed how such practices can help in the achievement of national development objectives and internationally-agreed development goals, including the MDGs. A Tool Kit on Civil Engagement was also introduced at the workshop. Among other things, the workshop contributed to the adoption of the Amman Declaration, which outlined a number of follow-up actions, at both the country and regional levels. These follow-up actions included the proposal for the establishment of an Arab Regional Civic Engagement Network (ARCEN), which would advance initiatives for capacity building in civic engagement, as well as community engagement in the Arab region.

UNDESA is committed to advancing the knowledge and practices of civic engagement in all member States, including the Arab region. As an immediate follow-up to the Amman Declaration, UNDESA in partnership with the Government of Mauritania and the UNDP office in Mauritania, has now taken the initiative to launch the Arab/Africa Citizen Engagement Network (AACEN) in early 2008 in the Mauritanian capital of Nouakchott.

Adil Khan  
Chief

Socio-Economic Governance and Development Branch  
Division for Public Administration and Development Management  
United Nations Department of Economic and Social Affairs

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The United Nations Department of Economic and Social Affairs (UNDESA), the Jordanian Ministry of Planning and International Cooperation (MoPIC) and the Jordanian National Council for Family Affairs (NCFA) would like to express their sincere and profound gratitude to all the participants and organizers, who played a crucial role in the successful undertaking of the Arab Regional Workshop on Civic Engagement in Socio-Economic Policies.

They are particularly grateful to the sponsors and organizers of the Meeting, particularly H.E. Ms. Suhair Al Ali, Minister of Planning and International Cooperation, Jordan; Mr. Luc Stevens, Resident Coordinator of the UN System and UNDP Resident Representative in Jordan; Mr. Adil Khan, Chief, Socio-Economic Governance and Management Branch (SGMB), DPADM, UNDESA; Mr. Jamil Smadi, NCFA Secretary General; Ms. Najet Karaborni, Senior Interregional Advisor of SGMB/UNDESA; Mr. Mohammed Al Qaryouti and Ms. Yara Sharif, Directors, NCFA; Mr. Mohammad Al Khasawneh, MoPIC; Mr. Yoshinobu Yonekawa, Programme Coordinator, SGMB/UNDESA; Ms. Dolores Tanpinco, Senior Technical Cooperation Assistant, SGMB/UNDESA; Ms. Lara Hussein, Deputy Secretary General, NCFA; and Ms. Mona Hider and Ms. Rania Tarazi, UNDP/Jordan.

Special thanks also go to the following speakers, moderators, facilitators, and rapporteurs of the working groups and plenary sessions for their invaluable contribution:

**Mr. Adil Khan**, UNDESA, speaker, moderator and facilitator; **Ms. Najet Karaborni**, UNDESA, speaker, moderator, facilitator and rapporteur of the meeting; **Mr. Mohammed Al Qaryouti**, NCFA, moderator of a plenary session and rapporteur of the meeting; **Mr. Mohammad Al Khasawneh**, MoPIC, speaker, moderator and rapporteur of a plenary session; **Ms. Bayan Tabbara**, ESCWA, speaker; **Ms. Rania Tarazi**, UNDP/Jordan, speaker and rapporteur of a plenary session; **Ms. Zena Ali-Ahmad**, Arab SURF/UNDP, speaker; **Ms. Leonie A. Matta**, Saraya Holdings, speaker; **Mr. Ali Merza**, Chief Technical Advisor, UNDESA/Libya Project, rapporteur of a plenary session; **Ms. Samia Benabbas-Kaghouché**, Algeria, National Economic and Social Council, speaker and moderator of a plenary session; **Mr. Ibrahim Moharram**, Egypt, moderator and speaker; Mr. Baqer Salman Al-Najjar, Bahrain, moderator and speaker; Ms. Sarah Ahmad Al-Duwaisan, Kuwait, moderator; Mr. Wael Imam, Syria, rapporteur of a plenary session; and Ms. Clara Molera, UNDP/Mauritania, rapporteur of a working group.

The organizers would also like to thank the following Arab regional organizations: Arab International Women's Forum (AIWF), Center for Arab Women Training and Research (CAWTAR), Business Women, OXFAM and Talal Abu-Ghazaleh Foundation, as well as the representatives of the following countries, who kindly shared their experiences with the participants and presented papers at the regional workshop: Algeria, Djibouti, Egypt, Iraq, Jordan, Lebanon, Libya, Mauritania, Morocco, Palestinian Authority, Saudi Arabia, Syria, Tunisia, and Yemen.

UNDESA, MoPIC, NCFA and UNDP would also like to acknowledge the invaluable administrative and logistical support of Saraya Holding (Jordan), NCFA (Jordan), as well as UNDESA, particularly Ms. Khadijah Alaween and Ms. Nesrine Al-Khalidi of NCFA; Ms. Marie Oveissi, Chief, Finance Service, Technical Cooperation Management Services (TCMC), UNDESA; and Mr. Tom Rudi, Human Resources Officer, Fellowships Programme, UNDESA.

# **REPORT OF THE ARAB REGIONAL WORKSHOP ON**

## **“Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region”**

### **SECTION I: Executive Summary**

A total of 83 high level officials and delegates from 17 Arab countries, representing governmental ministries and institutions, private sector, CSOs and NGOs, academia, local authorities, parliament and the media, attended the Arab Regional Workshop on “Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region”, held during the period 13-15 March 2007 in Amman, Jordan. The workshop concluded that civic engagement in socio-economic policies was key to the effective and efficient achievement of national development objectives, including the MDGs.

The workshop highlighted the following five issues as critical:

- 1) Civic engagement definitions and concepts and the way they relate to, and impact on macro-economic policies, national and local development, and the internationally agreed development goals, including the MDGs;
- 2) Methods, techniques, approaches and processes, which are conducive to mainstreaming citizens, especially the disadvantaged people, including women, the handicapped, youth, the elderly and poor, into the planning and budgeting systems, at both the local and national levels;
- 3) Citizens’ participation in all phases of socio economic policies: design, planning, implementation, monitoring, evaluation and auditing at the national and local levels;
- 4) Institutional arrangements, legal issues and feedback for sustained and result-oriented civic engagement;
- 5) Comprehensive capacity-building, training and networking of stakeholders to enhance exchanges of innovative experiences and best practices among Arab countries and strengthen the capacity of their stakeholders and their institutions in civic engagement.

At the workshop, a number of papers were presented and active discussions were held at its working group meetings, parallel sessions and plenary sessions. The Arab Regional Workshop then came up with the following conclusions:

- § The concept of “civic engagement” has undergone radical progress over the last few years, requiring clear definition and understanding;
- § Defining civic engagement and reaching a common understanding on this new concept is also seen as another challenge;
- § The complexities of what constitutes the challenges and opportunities of civic engagement in the Arab World and in each of its countries, and consequently the diverse issues to be addressed and how to address them have implications for planning civic engagement in the processes of drawing socio-economic policies;
- § Civic engagement cannot be viewed simply in the national context; the grassroots and local context, as well as the sub-regional, regional and international context, including globalization, have profound positive and negative impacts on civic engagement in public policies, programmes and projects;
- § A holistic participatory and interactive approach is critical to enhancing the dynamics of civic engagement in socio-economic policies, as well as in the formulation of suitable strategies,

policies and programmes for poverty reduction, sustained growth and sustainable and equitable development;

- § For participation to be successful, the people must be part of the entire decision-making and implementation process;
- § Depending on the situation, participation can be both formal and informal and thus may have different forms and structures. However, for participation to work, these must be outcome- and result-based;
- § Networking at all levels, application of information and communication technologies (ICT) and other forms of information access and exchange are important tools of effective participation;
- § To ensure balance and equity in participation, special skills should be developed to manage participation and deliver reports and feedback;
- § Introduction of effective and result-oriented participatory methods and techniques require comprehensive capacity-building programmes at all phases of civic engagement for all stakeholders: GOs, NGOs, the private sector, academia, the media, parliament, local authorities, the donor community, etc.

The main outcomes of the workshop were as follows:

1. There was general consensus on the establishment of an Arab Regional Civic Engagement Network (ARCEN) to advance the work of capacity building in civic engagement and community engagement in the Arab region;
2. Agreement was reached on the “Amman Declaration on Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region,” that underlines the participants’ commitments for good governance with civic engagement and highlights follow-up initiatives and responsibilities of all key stakeholders (governments and local authorities, CSOs and other stakeholders, international organizations and the United Nations);
3. The Jordanian Minister of Planning and International Cooperation agreed to submit the Amman Declaration, on behalf of all the participants in the workshop, to the UN Secretary-General through the Jordanian Permanent Mission to the United Nations.
4. The draft Toolkit on Civic Engagement in Public Policies, introduced by the UN during the Workshop, was highly appreciated by the participants, who found it extremely useful and asked for its finalization and publication in English and Arabic
5. The support of UNDESA to the Arab countries is necessary to build their national capacities in civic engagement at all levels and phases and strengthen their institutions in this field.

## **Section II: Proceedings – Synthesis of Discussions and Recommendations**

The Workshop on “Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region” was held in Amman. The workshop was organized by the UN Department of Economic and Social Affairs (UNDESA), in cooperation with two Jordanian entities, the National Council for Family Affairs (NCFA), headed by Her Majesty Queen Rania Al Abdullah, and the Ministry of Planning and International Cooperation (MoPIC), in addition to the UNDP Country Office in Jordan, and with the support of Saraya Limited Holding Company. The workshop was attended by 83 participants from 17 Arab countries, representing GOs, NGOs, CSOs, academia and the media. The discussions focused on discovering various styles and methodologies which will lead to the participation of the civil society in setting social and economic policies. There was also an exchange of expertise on the engagement of citizens in the process of setting and developing policies related to the Millennium Development Goals (MDGs), as well as a discussion on the establishment of an Arab regional network on civil engagement.

### **Workshop Objectives:**

Seeking to address the Arab region development challenges through encouraging participatory governance and enhancing citizenship concepts, which entails the ideal implementation of the development goals agreed upon internationally, including the Millennium Development Goals in the Arab region, the workshop aimed for the following (See: Annex 1 – Workshop Agenda):

- 1) Study pioneer experiences from various countries of the world in the area of enhancing citizenship concepts and present successful experiences to the participants.
- 2) Present and discuss pioneer ideas aimed at enhancing citizenship concepts among possible partners to lead such initiatives in the Arab countries, including capacity building components in the following areas:
  - § Build national plans at the level of the Arab countries to mobilize the society in each State towards enhancing citizenship concepts.
  - § Employ community mobilization plans in identifying the main issues that are considered to be priorities in the Arab States.
  - § Document the main priority issues.
  - § Disseminate information at the national level and present and discuss main issues with governmental partners.
- 3) Draft national work plans to enhance and entrench citizenship integration procedures, in preparation for launching a national social reference for each of the participating countries (See Annex 1 — Workshop Programme).

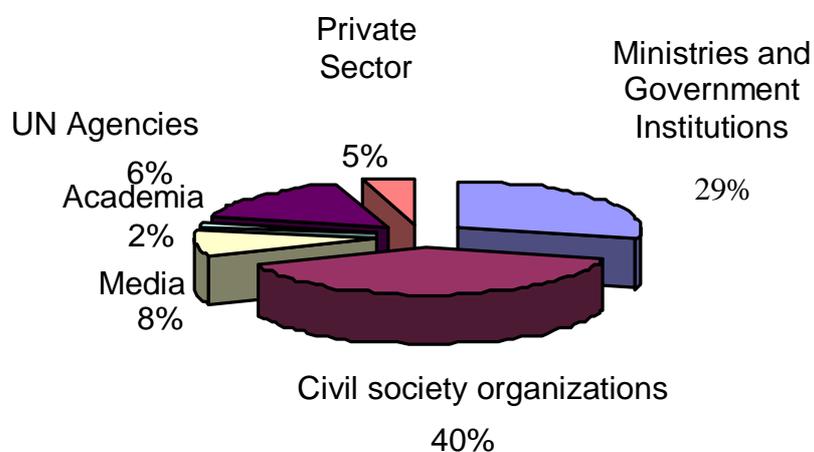
### **Participants:**

Participants from ministries and government institutions constituted 29% of the total number of participants, while the number of participants from CSOs was 33, which accounted for 40% of the total number of participants. This was the highest percentage of participation. The lowest participation percentage was that of academia, which did not exceed 2% of the total number of participants. Table (1) shows the number of participants and participation percentages according to the type of institution.

**Table (1): Distribution of participants by type of institution.**

Type of Institution	Number of Participants	Percentage
Ministries and governmental institutions	24	29%
Civil society organizations	33	40%
Media	7	8%
Academia	2	2%
UN entities	13	16%
Private sector	4	5%
Total	83	100%

*Figure 1: Percentage of participation by type of institution to which the participant belongs.*

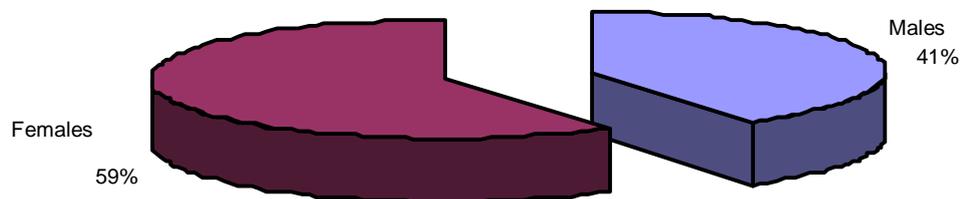


In terms of gender, 49 women participated in the workshop, i.e. 59% of the total number of participants, while the men (34 participants) constituted 41% of the total (See figure 2).

**Table 2: Percentage and number of participants by gender**

Participants	Percentage	Number
Males	41%	34
Females	59%	49
Total	100%	83

**Figure 2: Percentage of participation according to gender.**



**Annex 2 shows the participants' names and addresses, the institutions they represent and their countries, as well as the type of institution they represent (governmental, non-governmental, UN, etc.).**

## Session Proceedings – Discussions and Recommendations Day One – Tuesday, 13 March 2007

### Opening Session

**Moderator:** Dr. Jamil Smadi, Secretary General, National Council for Family Affairs (NCFA) — Jordan.

**Rapporteurs:** Ms. Najet Karaborni, UNDESA

Mohammed El Qaryouti, Director of Follow-up and Evaluation, NCFA – Jordan.

H.E. Ms Suhair Al Ali, Minister of Planning and International Cooperation in the Hashemite Kingdom of Jordan, opened the regional workshop for the Arab region and stressed that the economic transformations witnessed by the world in the last two decades led to increasing calls at various levels to give the social dimension more attention in light of these transformations. She added that the success of sustainable development in its various aspects depended essentially on entrenching the concept of good governance, which stressed the importance of achieving involvement, interaction and participation between the government, private sector and CSOs. She referred to the importance of empowering Jordanian women with the skills and knowledge to increase their efficiency in local development and increase their participation in the decision-making process. She said that in spite of what had been achieved in this regard, there were still many challenges that needed to be overcome, namely the multiplicity of CSOs with similar tasks, to the extent that this number now represented a challenge and not an opportunity to increase the role of these institutions in the development process.

On his part, the NCFA Secretary General, Dr. Jamil Smadi, explained that the overall picture of the Jordanian society placed us, like other Arab countries, in the face of challenges that must be addressed, namely poverty, unemployment, illiteracy and environmental disasters.

The head of the UNDESA mission, Dr. M. Adil Khan, made reference to the recently-published summary of the Millennium Development Goals report for the Arab region, in terms of discrepancies in income and social deprivation in the region. Mr. Luc Stevens, the UNDP Resident Representative in Jordan, indicated the existence of initiatives by CSOs in the Arab world, which had been steadily increasing, but at levels that varied from one country to another.

Ms. Leonie Matta of Saraya Holdings, stated that the company provided several contributions at the local level to fulfill the vision of the company in efficient participation in the development of the community. This was represented by a number of charitable, educational, environmental and social initiatives, such as the launching of the Saraya Scholarship Fund and the adoption of a sponsorship and development programme for an elementary school in the city of Aqaba. Both initiatives aimed to signify the principle of comprehensiveness and complementarity in development towards the achievement of sustainable development.

After a coffee break, during which they discussed networking, the participants embarked on the agenda of the workshop.

### **Module 1: MDGs, Socio-economic Issues and Policy Processes**

**Moderator:** Mohammad Khasawneh, MoPIC – Jordan

**Rapporteur:** Rania Tarazi, UNDP – Jordan

#### ***Civic Engagement in Public Policies: Opportunities and Challenges***

M. Adil Khan,  
Socio-Economic Governance and Management Branch, UNDESA

Dr. Khan presented an overview of international experiences in community involvement (lessons learned) and how to benefit from them at the Arab level. He said that this could be achieved through learning from the experiences of advanced countries, which had started to integrate citizens into all levels of participation with governments, syndicates and the civil society to increase and develop social development. The speaker explained the concept of participation and the problems it encountered in the developing countries, as well as the effects that international developments during the last three decades had made on our lives and were leading us, in one form or another, towards the concept of participation.

During the session, patterns from around the world were presented, along with their advantages and disadvantages. The participants were encouraged to address the challenge of best practices for the Arab countries. Dr. Khan stressed that the higher the ceiling of freedoms, the more sustainable development becomes. He insisted that countries should be prepared for democracy, but stressed that democracy must parallel social justice, because 58 of the world's countries had transformed into democracies in the past two decades through the establishment of parliaments. However, some of these countries failed to produce the aspired-for political and economic results, which reaffirmed that parliament in itself was not sufficient for entrenching democracy.

Dr. Khan also summarized the main duties of UNDESA with a focus on the UN Millennium Declaration and the Department's role in the achievement of the MDGs, which, he said, were viewed as a global context for the achievement of social justice and equality in the world. He stressed that globalization had had great benefits in terms of liberalization movements, and that, however, the different countries had not benefited equally. The poor countries have become poorer and the rich countries have become richer. Hence, we find that in every country around the world, rich individuals have become richer and others have become poorer. Globalization has benefited the rich and not the poor, and the policies have become more supportive of the poor because they are increasingly attempting to use the cheapest labor and offer the worst services. This has had negative impacts on our lives (see Annex 3).

### **Interventions:**

Interventions by participants centered around the future of parliaments in States that had alternative institutions and on the question of whether these alternative institutions would cease to exist with time and with the emergence of real democratic parliaments. The participants also discussed the effects of this on political reforms in the Arab States and the engagement of the civil society as an essential partner in the political and economic development processes.

The participants also noted that although the MDGs sounded good, yet they were not to be taken as a panacea for all countries as a result of discrepancies in development and the lack of commitment on the part of the rich States to assisting the poor States in eradicating poverty.

The interventions also included comments on the fact that CSO engagement varied from one country to another according to the openness and degree of democracy, because the issue was the real supervision by all partners. How can the countries seek models of civil society engagement according to their regional characteristics? There are far too many organizations, syndicates, and institutions of the civil society, whose work is limited to traditional activities. They also suffer from weak funding for their programmes and projects, which hinders their participation in decision-making. CSOs and governments must also assume their moral obligations. More importantly, there is the issue of lack of confidence between CSOs and the government.

The interventions stressed the importance of a moral responsibility and joint vision for participation, in order to enhance responsibility and specify the roles of each of the government and the CSOs in future plans.

### ***Governance Reforms for the Attainment of the MDGs: What Reforms for the Arab Region***

Zena Ali Ahmad,  
Local Governance Consultant, SURF Office for the Arab Region / UNDP

Ms. Ahmad presented an explanation of the MDGs and their relation to governance, as the Millennium Declaration includes areas related to freedom, independence and rule of law. The paper reviewed progress achieved in 2005 towards the achievement of these goals and identified three main areas where there were discrepancies in accomplishment: 1) Asia, North Africa and West Asia, 2) Latin America, the Caribbean and Africa, 3) the less developed countries.

The paper stated that the special report on the Arab region indicated that the Arab Mashreq States reported progress in advancement in the education and poverty alleviation goals and delays in the achievement of the other goals. On the other hand, there appeared varied levels of accomplishment in North Africa, while the report indicated that the Gulf countries, in spite of the progress they have made towards the achievement of most goals, still needed to do more in the area of gender equality.

Additionally, the paper stressed that there are many obstacles that must be overcome, including population growth, unemployment, social equality, illiteracy, good governance, wars and armed conflict. Thus, the Arab countries confront many challenges, including civil and political participation, freedom of opinion and of political parties, accountability and transparency.

It stressed that the achievement of the MDGs required the creation of criteria to measure progress in the area of good governance in order to confront the prevalent challenges and obstacles and stressed the importance of decentralization in narrowing differences between geographic areas, which required building capacities of local authorities (see Annex 4).

***Millennium Development Goals in Jordan — the Situation at the National Level and the Cases of Zarqa and Aqaba Governorates***

– Mohammad Al Khasawneh,  
Director of Public Policies and Studies, MoPIC, Jordan.  
– Rania Tarazi,  
Poverty Analyst, UNDP, Jordan

The paper started with an overview of the process of the MDGs' localization at the local level and its relationship to civic engagement. Specifically, models of localizing these goals were presented for the Aqaba and Zarqa governorates. The localization process includes three main components: capacity building, increasing the level of awareness of the MDGs, and dialogue and consultation with CSOs. This is followed by drafting the MDG report. MoPIC worked through the localization of goals with the Public Statistics Department, the main ministries and the local councils, in consultation with NGOs, including the Women's Union, the media, universities, municipalities, syndicates and the private sector. The paper reveals a need to raise awareness and exchange information to enhance civil society participation. It also exposes differences in CSO capacities. Consequently, the report shows the capacity building needs and reviews a set of challenges, including the independence and level of representation of CSOs, the level of trust between CSOs and the government, and the political will to enhance CSO participation. The paper also indicates that societal participation has reached the level of drafting sentences and phrases used in the report (see Annex 5).

**Interventions:**

The participants indicated that economic growth and the implementation of the goals were indirectly linked to governance and that the reforms in the government's institutions might not necessarily lead to the achievement of the MDGs. The paper drew attention to the fact that the freedom indicator in the Arab World was considered the weakest. The participants also stressed that the presence of occupation in some countries led to inaccurate findings regarding the level of freedom because the occupied countries suffered from diminished resources and capacities to involve the community in policy-making. The participants raised a set of questions on the component of consultation with the civil society, referred to in the Jordanian experience, and whether this process had reached the level of implementation or was limited to the gathering information. The paper also referred to the Egyptian experience in the localization of goals. Egypt has produced reports on the localization of goals in 19 governorates and the localization process has started at the village and district levels.

The researchers responded by referring to the importance of governance bodies and stressed that these bodies did not directly lead to the accomplishment of goals. The examples of MDG implementation in Lebanon, Syria and Jordan have shown progress in localization at the local level, although the situation may be different at the regional level.

The paper indicated that the Arab Human Development Center's reports had shown that the levels of freedom in countries that suffered from political disturbances were higher than those in countries that did not suffer from such disturbances.

As for the Jordanian experience, the participants hoped the process would be conducive to a plan at the local level that identified priorities and elaborated the roles of governments and CSOs.

**Module 2: MDGs, Socio-economic development issues and strategies**

**Facilitator:** M. Adil Khan, UNDESA

Participants were divided into three groups:

- Group A (Algeria, Tunisia, Morocco, Mauritania, Djibouti)
- Group B (Qatar, UAE, Kuwait, Saudi Arabia, Bahrain, Libya)
- Group C (Jordan, Egypt, Syria, Palestine, Iraq, Yemen, Lebanon).

A set of questions was distributed to the three groups to discuss and come up with a presentation of practices in the States represented in each group, highlighting the mechanisms of participation between the civil society and the government in the drafting of public policies. Each group appointed a rapporteur and a facilitator to organize its work.

*Reports of the three working groups*

**Facilitator:** Ibrahim Muharam, Shurouq Programme – Egypt

**Rapporteur:** Najet Karaborni, UNDESA

The three groups submitted their presentations on the themes suggested for discussion and the results were as follows:

### **Group A (Algeria, Tunisia, Morocco, Mauritania, Djibouti)**

There is a whole lot of debate on the concept of “civil society,” but there is no general agreement on this concept and on the role of the community. Indeed, there are contradictions on the concept and the role. Is it at the level of policies alone or does it require the laying down of lines and limits for the role of civil institutions within the framework of the civil society?

We have to take into consideration the multiplicity of networks in all areas, which leads to the dispersal of efforts, rendering them ineffective. It is important to create an Arab civil society network, based on networking and the participatory approach, for exchanging expertise and programmes. The participants stressed the importance of upgrading the efficiency of the civil society in formulating social policies and seeking methods and mechanisms that supported the engagement of the civil society in all phases of drafting government policies. They stressed that these countries needed to work more efficiently with the civil society to achieve gender equality through a participatory relationship with the government sector.

### **Group B (Qatar, UAW, Kuwait, Saudi Arabia, Bahrain, Libya)**

These States have comprehensive development plans for periods of five or more years. The MDGs are regarded as main components of all these plans, which invariably provide for following up and analyzing the MDGs and tailoring programmes in accordance therewith. Despite the accomplishments made by these States in the health and education areas, the issue of unemployment still poses a challenge against the backdrop of the larger percentages of expatriate workers in these countries. Furthermore, gender equality in these States is not yet within reach.

CSOs in these countries play an active role in drafting national plans and supporting GOs, charged with drawing up plans and policies, through participating in national work groups and workshops and membership in specialized committees. In spite of this trend of involving the civil society in planning, this partnership is often non-institutionalized and non-binding. This is all associated with the absence of CSOs from their role in drafting budgets, follow-up and monitoring.

In spite of the political support, as well as the available financial resources, the process of legislation requires more development. There are also the challenges of dependability in funding and the weakness of the private sector.

### **Group C (Jordan, Egypt, Syria, Palestine, Iraq, Yemen and Lebanon)**

A large number of CSOs have been integrated into the governmental sector by involving them in drafting development goals and state policies and strategies.

The obstacles include a lack of an umbrella expressing and speaking on behalf of the civil society without custodianship, the civil society's lack of understanding of its own roles and the role of the government, as well as the lack of an accurate definition on the civil society concept. There is a lack of appreciation of the importance of the civil society and its role as a partner in plans and implementation committees. There are far too many CSOs and they lack funding. In most of these States, there are no mechanisms for selecting the main players of the civil society.

A political environment conducive to drafting a long-term strategic plan is also lacking and harsh political restrictions are imposed on political organizations. This has led to the flight of politics practitioners from the restrictions imposed on political parties and to government crackdowns on unlicensed political parties.

As for Iraq and Palestine, the group stressed that the occupation had destroyed the infrastructure, as well as the machinery of the State, thus rendering the governments incapable of playing their role in providing services. The lack of stability on the political and security levels also casts heavy shadows on CSOs. Additionally, the civil society suffers from lack of transparency and its short-term plans usually carry emergency overtones.

It is necessary at this stage to support the sovereignty of law and human security against armed conflicts. The need also arises for developing a media atmosphere that is conducive to freedom of expression for all. Reliance on American and British funding is further intensified by the absence of security and the lack of support from the indigenous governments, the Arab World and international institutions.

### **Module 3: Civic Engagement Practices and Innovations (1)**

**Moderator:** Baqir Al Najjar, Professor of Sociology at Bahrain University – Bahrain.

**Rapporteur:** Amani Tuffaha, NCFA – Jordan.

The papers submitted during this session discuss the importance of developing policies and civil society participation in drafting policies, as well as the extent to which citizens are prepared for engagement in CSO activities, the inefficiency of social policies in marginalized areas, and the role of governments in addressing these matters through legislation and financial incentives.

#### ***Role of CSOs in the Formulation of Social Policy at the Grass Root Level in the ESCWA Region***

Bayan Tabbara: ESCWA

Ms. Tabbara discussed the ways and means of exploiting civic engagement as a tool in drafting social policies and explained why social policies had become inefficient in rural and marginalized areas.

The bottom-to-top methodology has gained great importance in implementing public policies because of the negative effects placed by the globalization of the economy on those countries that are not prepared to deal with globalization.

ESCWA (the Economic and Social Commission for West Asia) has worked in several local communities in Syria, Egypt, Lebanon, Yemen and Saudi Arabia. ESCWA's experience in rural communities has proven that the participatory approach has a clear positive effect on improving the well-being of marginalized groups. The paper presented the main elements that guarantee the efficiency of community engagement in public policies. These elements or components include: creating an environment supportive of engagement and integration, mobilizing support for civil society engagement in drafting and following up on social policies, developing legislation, and enhancing the confidence of rural and marginalized communities in CSOs.

On the other hand, the paper pointed out that the most important obstacles that hinder civil society engagement in social policies included bureaucracy, absence of law-based State, cloudy transparency, weak accountability and resistance to change.

#### **Local Development and Civil Society Organizations**

Khaled Tarawneh  
Director of Social Development, MoPIC, Jordan

Mr. Tarawneh presented the Jordanian State's viewpoint regarding the concept of civil societies and highlighted a royal message, directed by His Majesty King Abdullah II Ibn Al-Hussein on the concept of sustainable social development. The royal message called for employing the participatory approach as a level for achieving sustainable development and building the capacities of communities to confront the challenges of sustainable local development in the different States, especially those in the Third World.

The paper also discussed the most important obstacles, namely the centralization of making and implementing developmental decisions, lack of clarity in identifying responsibilities at the various levels, weakness of institutional capacities among the institutions working in local development, and weakness of CSO engagement in local development.

Jordan, the paper concluded, strives for higher levels of decentralization and integrative legislation, as the role of CSOs has become a social demand, a necessity for people, for the achievement of sustainable development (see Annex 6).

### ***Civil Society Organizations in Iraq: Opportunities, Challenges and Plans of Action***

Hanaa Edwar  
Secretary General, Iraqi Al-Amal Society  
Member of the Coordination Committee, Iraqi Women's Network— Iraq

Ms Edwar observed that CSOs stressed that illiteracy, poverty and unemployment fed this escalating violence and sectarian congestion. Thus, they have a role to play in mobilizing for participation with the State and the other sectors to challenge these problems, achieve stability through entrenching the rule of law, assist in the development of a free environment for democracy and constitutional revision, commit themselves to international conventions, attempt to find a common understanding of national interests among local communities and decision makers, build the capacities of GOs and NGOs, and create coordination and networking channels among themselves.

The establishment of CSOs in Iraq goes back to the 1940s. Article 43 of the Iraqi constitution guarantees patronage and protection for CSOs so that they may participate in decision-making. Since 2003, security circumstances have been hindering the work of CSOs and delaying progress in all development-related aspects.

The most important obstacles impeding the work of these organizations include their lack of organizational structures, coherent mechanisms, independence, financial support and awareness of the ways and means of raising funds. These institutions also require a clear strategy for the future. Some organizations experience direct interference by the State in their work and suffer from internal administrative corruption. This entails greater efforts and wider patronage, especially in light of the security situation in the country (see Annex 7).

### ***Role of CSOs in Achieving the MDGs***

Ramzia Abbas Al-Eryani  
President, Civil Society Organizations Working Group — Yemen

Ms. Al-Eryani sought to introduce the workshop attendants to the CSO Working Group's participation in development plans that aimed to achieve the MDGs and to the features of the future role of CSOs in this context. The paper covered two main modules: (1) the role the Working Group played in the framework of the MDGs and (2) the Group's future role (see Annex 8).

The National Council for Family Affairs: "Jordanian Identity ... Global Vision"  
Lara Hussein  
Deputy Secretary General, NCFA — Jordan

Ms. Hussein presented the NCFA as an example of a successful CSO. She said that the Council aimed to improve the living standard of Jordanian families, safeguard the stability and self-sufficiency of the family, and create a political, social, economic, legislative and cultural environment that would support the family and its members. NCFA's role, she said, has been to act as an intellectual body for drafting national policies, as well as an entity for coordination and monitoring. The Council also works on advocacy and mobilizing support (see Annex 9).

### ***National Economic and Social Council in Algeria: From Promoting Social-Economic Dialogue to Rational Assessments in Accordance with International Criteria***

Ms. Kaghouché said that the Algerian National Economic and Social Council was an advisory institution, whose main mission was to consult and guarantee the sustainability of social and economic dialogue in order to bolster democracy. The Council's main role is to inform public policies on all matters related to economic and social growth (see Annex 10).

### **Interventions**

Interventions stressed the need to address the main challenges stated in the title of the workshop and discussed the extent to which the papers referred to these challenges, as well as the importance of differentiating between the government and the State.

Interventions also stressed that the goals of CSOs must be clear and should not be meant to achieve political goals and emphasized the need to identify the relationship between CSOs and politics, increase the State's interest in CSOs and raise the competency of CSO workers. The participants also stressed the importance of organizing relationships among the CSOs themselves, as well as of creating integration and proportionality of roles among the different CSOs.

### **Module 3: Civic Engagement Practices and Innovations (2)**

**Moderator:** Sarah Duwaisan, former Undersecretary, Ministry of Planning — Kuwait.

**Rapporteur:** Ali Merza, Technical Advisor, UNDP Office — Libya.

#### ***Civil Society in Mauritania***

Abdellahi Ould Mohamed Abdel Fettah  
Human Rights, Poverty Alleviation and Integration Commissioner — Mauritania

Mr. Abdel Fettah discussed the comprehensive evolution of the civil society in Mauritania, focusing on civil society characteristics, roles and positive aspects, as well as the programmes, implemented by the government and UNDP, with a view of supporting the civil society. The paper also presented two model initiatives: (1) NGOs Professionalization Support Fund and (2) Poverty Reduction and Sustainable Development Programme of Dar Naim (see Annex 11).

#### ***Civil Society in Libya***

Ftema Yousuf Wafa  
Head, Technical Cooperation Department, Ministry of Planning – Libya

Dr. Wafa presented a paper on the progress Libya had achieved in the area of MDG implementation in comparison with implementation results in other developing States. She also reviewed the general status of CSOs in terms of number and specialization, and the legislation and laws governing and regulating CSO work (see Annex 12).

#### ***Participation in Public Policies in Morocco***

Kaoutar Mdarhi Alaoui  
Director, Employment Center, Ministry of Public Sector Reform — Morocco.

Ms. Alaoui's paper dealt with partnership in public policies in Morocco. She explained that the civil society was consulted on, and participated in public policies. The paper also reviewed the initiatives generated within the partnership framework and highlighted the achievements, institutional framework and challenges facing partnerships within the civil society.

She also discussed the national strategy for achieving gender equity and equality through integrating gender into development policies and programmes and highlighted the role of the Ministry of Public Sector Reform in implementing the strategy. (see Annex 13).

***Lessons Learned from the Experience of the Arab Women's Training and Research Center***

Soukeina Bouraoui  
Arab Women's Training and Research Center (CAWTAR) – Tunisia

Ms. Bouraoui reviewed CAWTAR's experience and the lessons learned from this experience in conducting priority research and using the media and the research findings in guiding the decision-making process (see Annex 14).

Participatory Local Development: Shurouq Programme Experience  
***Ibrahim Moharam,***  
***Shurouq Programme – Egypt***

Dr. Moharam presented the Shurouq Programme (National Programme for Comprehensive Rural Development 1994 – 2004) as a practical field experience in local development, which sought to upgrade the quality of life for villagers through participation in environmental, economic, human and institutional development in accordance with a plan set by each village as part of a five-year plan. The methodology of the programme is based on activating local motivations calling for change. The strategy also depends on individual and collective responsibility for development, working through civil society organizations, organic integration and mutual job support for activities with different resources, a scientific methodology at all levels of work, and conformity to the prevalent community values. The paper also presented implementation mechanisms and strategies, sources of funding and lessons learned from the programme (see Annex 15).

**Volunteer Speakers**

**§ Raghad Ali Abdul Rasool, Acting Director General, National Center for Consultancy and Administration, Ministry of Planning, Iraq**

Ms. Abdul Rasool said that the establishment of CSOs in Iraq went back to the forties of the twentieth century. Article 43 of the Iraqi constitution guarantees sponsorship and protection for CSOs so that they participate in decision making. After 2003, security circumstances have come to hinder the work of CSOs and delay the development of all development-related aspects.

The most important obstacles before the work of these organizations include their lack of organizational structures and clear mechanisms, lack of independence, lack of awareness on securing funding, and lack of financial support. These institutions also lack a clear strategy for their future, in addition to the fact that some organizations feel the direct interference of the state in their work and the administrative corruption in some of these institutions. This makes them require effort and sponsorship, especially in light of the security circumstances.

• **Malika Ben Mahi, President, Moroccan Association for Rural Women, Morocco**

Ms. Ben Mahi reviewed the status of the CSOs in Morocco, in terms of their number, specialization and the community sectors they served. She also presented a glimpse into the national plan that outlined all the work done in partnership with the government in the areas of literacy programmes, training for girls who were unable to continue their studies, gender integration in all projects and partnerships with the various ministries.

- **Mohamed Ghudeyah, Director General, Human Development Directorate, Ministry of Planning, Palestine**

Dr. Mohammad Ghudeyah presented a paper on the status of the civil society in Palestine and its relationship with the Authority. Since 1948, there has been a national, political and developmental need to establish various institutions with diverse programmes to confront the occupation. Practical experience has demonstrated that serious work is being jointly done by CSOs and the Palestinian Authority. Many common frameworks have emerged in sectoral forms (agricultural, health, ..., etc.) in which CSOs participate and contribute to the development of reform policies in all areas.

Dr. Mohammed stressed that partnership and involvement were not just imagination, but rather a political, social and economic necessity, that was enhanced by the participation of all society sectors and institutions towards the goal, represented by independence and political will, which in turn played an important role in integrating the civil society in social policies.

He also stressed that in spite of a real and serious partnership among CSOs and social policies, the funding for the most part was directed towards the government, which lost the CSOs' role. In addition, in spite of the important development role of these institutions, there is a new problem, which is entry of these institutions into the political conflict arena.

- **Mustafa Nasereddin, Executive Director, Talal Abu Ghazaleh Group, Jordan**

Mr. Nasereddin presented a live example of the engagement of the civil society and the private sector in decision making. The involvement, he said, lasted for six years, started with a genuine partnership between the private sector and the government, whereby a council consisting of private and public sector members, was established. This council was able to pass 15 laws during the period 2000–2005, which led to doubling production by six folds and exports by four folds. In addition, foreign investments rose to US\$100 million in 2005 as a result of changing and amending laws. The good investment structure was the reason behind the success of this partnership between the two sectors in effecting fruitful socio-economic development.

The paper also outlined the importance of the private sector's social responsibility in Jordan and the experience of the Talal Abu Ghazaleh Foundation, as well as its cooperation with the UNDP in Jordan and Egypt and its contribution to capacity building programmes in the areas of finance management, auditing, information technology and translation.

- **Amal Said Salem, Vice President of Bandar Jadid Organization, Djibouti**

Ms. Salem's presentation outlined the main characteristics of CSOs in Djibouti and went into details on the activities of Bandar Jadid Organization and its mission, namely poverty alleviation, support of sustainable development, continued assistance to underprivileged families by providing them with food and clothing donated by local and foreign partners, education, health and individual and collective income-generating activities.

In spite of government support to the civil society, which contributed to the spread of local CSOs, and of the State's encouragement of decentralization aimed at granting legitimacy to a mechanism of consultation between the partners in development (central authority, State decentralized services, local political associations, and other factions with shared interests), financial resources are considered the main obstacle facing the Bandar Jadid Organization (see Annex 16).

- **Wael Al Imam, Dean, Higher Institute for Demographic Studies – Syria**

Dr. Imam gave a presentation of organizations working in Syria, in terms of their number, nature of work and the areas in which they worked. He also discussed the developmental problems facing Syria and highlighted the urgency of cooperation among the private sector, international agencies and governments. He then discussed the role and methodology of the National Commission for Family Affairs, as well its programmes in the areas of education, child protection, higher education, research in the relevant areas and local and international partners of the Commission.

### **Interventions:**

Interventions focused on how to benefit from the experiences of the participating countries in economic and social policies, the challenges that stood in the way of establishing partnerships with the civil society, and the enhancement of women's contribution to existing programmes.

## **Second Day – Wednesday, 14 March 2007**

### **Module 4: Stakeholder Perspectives in Civic Engagement**

**Moderator:** Ibrahim Muharam, Shurouq Programme – Egypt

**Rapporteur:** Hakam Matalqah, NCFA- Jordan

Participants were divided into two groups:

- 1) **Governments group**
- 2) **Civil society group**

Each group discussed the opportunities and challenges in terms of integrating the civil society in social and economic policies, and agreed on the main points through which those opportunities and challenges were crystallized. Then each group presented the results of their work to the participants for discussions and additions.

#### **1) Civil society group:**

It was agreed to start with the establishment of the network. Jordan, Morocco, Lebanon and Syria proposed hosting the network and stressed that the concept of hosting implied coordinating preparations for the establishment of the Network and identifying recommendations and mechanisms of work.

As the network is not yet in existence, it is the right of any country to nominate itself for hosting if it feels that it has the ability to activate the network establishment process. The group emphasized the need to discuss mechanisms for activating the role of the civil society, integrating this role into social and economic policies, and establishing partnerships with governments.

The group pointed out that, because of the effects of globalization, the focus must be placed on methods of activating the involvement of the civil society in formulating and elucidating social policies and, at the same time, focusing on the participation of women and the activation of their role in society.

If CSOs are not successful in communicating with local communities, they will remain isolated from the rest of society and distant from mobilizing support and winning community public opinion in support of CSO projects and programmes. Networking is not the goal. It is the means to achieve integration.

## **2) Governments Group:**

The group stressed the need to find solutions and look forward towards the future in terms of the proposed solutions with a view to overcoming challenges and obstacles. If each State works to overcome all the challenges it encounters, the role of the civil society will be activated. States must work to create a clear and specific action plan to limit these challenges and obstacles, while taking into consideration the specificity of each country.

Based on the challenge confronting governments, namely the multiple entities monitoring the civil society, and taking into consideration the lack of qualified staff overseeing these entities in terms of their ability to follow up on the role of, and evaluate the efficiency of CSOs, a clear framework must be sought to focus on coordination among governments, the private sector and civil society.

If there is a crisis between the civil society and governments, and a crisis of trust between CSOs and governments, there is also a crisis of trust between the CSOs themselves, and a contradiction between the goals and responsibilities of the civil society. Thus, work must be focused on activating mechanisms of dialogue and communication among all parties to enhance the sovereignty of the concept of participation and involvement in work. In this regard, the past must be left behind and work must start on creating a future action plan to activate partnership and participation in work.

Towards the end of the session, Dr. M. Adil Khan summarized the session's deliberations and stressed that the main problems facing the activation of the civil society role included the lack of laws and legislation that were favorable to such activation, problems of funding and weakness of institutional capacities among some CSOs. He also focused on the governments' weak role in developing the institutional capacities of CSOs and the lack of transparency and accountability in the partnership between the civil society and the government.

At the end of the session, the participants came up with a set of challenges and obstacles facing civil society engagement in economic and social policies, as well as recommendations for the enhancement of community participation.

### **Challenges and Obstacles**

- § Weakness of the culture of volunteerism (dialogue and absence of a civil society culture).
- § Lack of funding directed at CSOs and lack of means for financial and self-support.
- § Lack of the community's trust in CSOs.
- § Lack of some legal and legislative frameworks to regulate CSOs.
- § Higher illiteracy rates, which weakens interaction between society and civil society organizations.
- § Lack of strategies, objective, organizational structures and expertise among CSOs.
- § Lack of human resources training programmes in CSOs.
- § Sectarian and ethnic conflicts that effect the civil society.
- § Weak media and lack of awareness programmes.
- § The presence of many parties entrusted with licensing and supervising CSOs (ministries of social affairs, health, interior, etc.).
- § Limited inferior efficiency of CSO programmes.
- § Gaps separating youth and CSOs.
- § Monopoly of the presidency of associations, institutions and unions and lack of renovation in civil society leaderships.

- § Lack of coordination among CSOs and the governments, which negatively affects the execution of programmes.
- § Multiple Arab networks in this area.

### **Recommendations**

- Develop and amend laws, especially the labor and social security laws, as well as any special laws enacted by the State, and activate international agreements signed and ratified by the State.
- § Facilitate licensing of professional unions, according to specialization, especially labor unions.
- § Create mechanisms for integrating the civil society with the government, and draft practical recommendations on the regional network's method of operation.
- § Remove all obstacles and create the appropriate legislative environment for women's access to CSOs.
- § Activate signed conventions and agreements.
- § When launching CSOs, reaffirm that their work complements that of the government and that their objective should be the public interest.
- § Invite the civil society to participate in policy-making through integrating it in public policy discussions on such subjects as the State budget.
- § Emphasize the ways and means of starting initiatives in locations where there is no apparent government work, through establishing national networks that canvass civil society opinions.
- § Coordinate among various CSOs.
- § Enhance civil society capacities through financing visits by experts from the UN and other international institutions.
- § Civil society should initiate the adoption of a plan for partnership with the government.
- § Civil society priorities should be integrated into development plans.
- § Create common grounds for CSOs to get to know one another away from laws.
- § Create a practical mechanism for training, qualifying and upgrading civil society capacities and professionalism.
- § Recommend initiating procedures for the establishment of an Arab union of CSOs.
- § Initiate the establishment of a regional network to involve the civil society in social and economic strategies.
- § Iraq recommends incorporating other international conventions into constitutions.

## Third Day – Thursday 15 March 2007

### **Module 5: Capacity Building**

**Moderator:** Samia Benabbas Kaghouché, National Economic and Social Council – Algeria.

**Rapporteur:** Wail Al Imam, National Commission for Family Affairs / Dean, Higher Institute for Population Studies – Syria.

#### ***Capacity Building in Civic Engagement***

Najet Karaborni  
Senior Interregional Advisor, UNDESA

The paper assessed the work and frameworks of partnerships between the public and private sectors. It gave definitions of “civic engagement” and the three levels of civil participation, namely, dissemination of information, consultation and active participation, which recognized and acknowledged the roles of citizens and clients in proposing and/or shaping policy dialogue, programmes and service options. She pointed out that each of the three levels was appropriate in particular circumstances to achieve particular outcomes.

The paper also discussed the “seven phases” of civic engagement, starting with design and planning to clarify and decide on the engagement objectives, identify the issues to be addressed to decide on the desired levels of engagement and identify and mobilize the stakeholders to be involved. This is followed by prioritizing issues and ensuring the stakeholders commitment and formulating, and subsequently implementing public policies, plans, programmes and projects, followed by monitoring the evaluation process and building the capacities of those working on them.

The presentation gave a definition of “capacity building,” as efforts aimed at enabling the development of institutional, financial and political resources, as well as the requirements of capacity building in civic engagement.

The paper then reviewed UNDESA’s contribution to capacity building in civic engagement, which took the form of a practical guide for governments, civil society, the private sector and other stakeholders and partners. The guide, she said, could be easily adapted to specific needs (political, technological and administrative realities) of each country or the region. UNDESA also offers a harmonized approach and a logical framework for engaging the community through information, consultation, brainstorming and results-oriented partnership among all the stakeholders (member States, NGOs, civil society, citizens, the private sector, the international community and the UN). The methodology is based on innovative techniques, as well as developed methods and processes, experimented best practices and lessons learnt.

The final part of the presentation discussed training kits relevant to civic engagement in public policies and said that the toolkit on civic engagement had been designed to address four key trends, namely: (1) globalization/regionalization, (2) information and communication technologies, (3) sustainable human development / the MDGs, and (4) democratization and decentralization partnerships and engagements in governance at all levels.

The presentation also outlined the international, regional and national contexts and showed the institutional framework of engagement, fundamentals of civic engagement, objectives of capacity building, stakeholders, content/outcomes and means and processes for engagement.

The presentation concluded with a list of recommendations that included the following:

- § Encourage technical cooperation among the Arab States.
- § Enhance the exchange of innovative experiences and best practices in building institutions, human resource development, planning, implementation, evaluation, and auditing to ensure economic and social sustainability, human development and the MDGs.
- § Train on innovative approaches, techniques, methods and processes to design, implement and monitor comprehensive strategies for civic engagement in public policies for poverty alleviation, sustained economic growth and sustainable human development.
- § Develop learning materials and networking.
- § Design / implement joint pilot projects / programmes to achieve sustainable human development.

### **Participant Interventions:**

The participants appreciated the high technical value of Ms. Karaborni's presentation and stressed the importance of including training to empower women politically in the framework of this training programme, which provided a basis for serious and effective work within the civil society.

The interventions stressed the need to organize training workshops to achieve sustainable development projects, especially in the areas of training and building institutional capacities in monitoring, follow-up and evaluation. Reference was also made to the fact that the concept of "associations" had become outdated in the Arab countries and that, consequently, there must be a push towards enhancing the role of existing networks, as well as starting the establishment of new networks that pooled civil society efforts in each country and represented the civil society in dialogues with the government. They also stressed the improvement of advancing the culture of dialogue and democracy through full and comprehensive awareness campaigns starting in schools, then in universities and, ultimately in the community.

The participants indicated that the civil society was in need of lucid awareness programmes to raise its cultural and intellectual levels to enable each society to identify, and develop its own needs. They said that it must be taken into consideration that the Arab States had special beliefs, some of a tribal nature and others of a geophysical nature. Thus, these differences must be taken into consideration when designing and implementing civil society capacity building programmes.

They also observed that the role of the civil society must be enhanced to enable CSOs to help in implementation when the government authorities were absent and / or weak, provided that there were mechanisms to verify accountability in local communities. It must be noted that many CSOs are very poor, but they have the ability to mobilize efforts.

### **Module 6: Country Level Action Plans – Amman Declaration and the Arab Regional Citizen Engagement Network:**

#### **(1) Adopting the challenges and recommendations:**

**Moderator:** Mohammed Qaryouti, Director of Follow-up and Evaluation, NCFA – Jordan.

**Rapporteur:** Mohammad Al Khasawneh, Director of Public Policies and Studies, MoPIC – Jordan.

Most participants stressed that the most prominent challenges facing CSOs were the weakness of financial, technical and human capacities, ambiguous legislative frameworks for the work of these institutions, lack of mutual trust between CSOs and citizens on one hand and CSOs and governments on the other, in addition to the multiplicity of official organs supervising CSOs.

During the session, and informed by the results of the working groups, the participants discussed the obstacles hindering the engagement of the civil society in social and economic policies. The recommendations of the working groups were also presented, after which the challenges and recommendations to be included in the Amman Declaration were adopted in their final forms.

The most important challenges and recommendations agreed upon by the participants at the workshop were as follows:

### **Challenges:**

- Insufficient financial, technical, human, administrative, and institutional resources.
- Weak culture of volunteerism
- Limited fund-raising mechanisms
- Weak or unclear legislative frameworks for CSO action
- Weak coordination among CSOs
- Passive role of the media in raising awareness about active engagement mechanisms and forms
- Multiplicity of official organs supervising CSOs.
- The fragile trust existing between CSOs and citizens on one hand and CSOs and governments on the other.
- Lack of change in leadership at some CSOs and insufficient involvement of youth.

### **Recommendations**

- Develop the legislative framework in a way that facilitates and assists in registering CSOs, organizes their work in order to serve their objectives and entrench community participation.
- Activate the adequate frameworks to build the technical and financial capacities of CSOs.
- Encourage CSOs to present priority issues for consideration and invite the government along with the private sector to discuss these issues.
- Establish mechanisms for networking and coordination among CSOs at the local, national and regional levels.
- Call for exchanging experiences at the Arab level.
- Adopt criteria for financial and administrative transparency.

Agreement was reached in principle on the establishment of the Arab Regional Civic Engagement Network and Jordan and Morocco expressed their willingness to host the Network headquarters. It was also agreed to send the Amman Declaration in its final form, including the recommendations and challenges, in addition to the remarks made by the participants, for approval by to all participants in preparation for publishing it (see Annex 18 – Amman Declaration).

## **2) Final Discussions on the Amman Declaration:**

**Facilitator:** Suhair Al Ali, Minister of Planning and International Cooperation – Jordan

**Rapporteurs:** Mohammad Al Khasawneh, Director of Public Policies and Studies, MoPIC – Jordan  
Mohammed El Qaryouti, Director of Follow up and Evaluation, NCFA – Jordan

Her Excellency Ms. Al Ali thanked the participants and stressed the importance of exchanging expertise on the engagement of citizens in the process of drafting public policies, developing policies related to the MDGs and creating an environment favorable to the achievement of these goals. She also stated that the workshop provided a rare opportunity for the participants to exchange expertise and successful experiences in their countries and emphasized the role of CSOs in the process of development, as well as their major roles in all aspects of community development.

## **Module 7: Workshop Evaluation and Closing:**

### **1) Closing Remarks on behalf of the participants: Samia Benabbas Kaghouché**

Ms. Kaghouché thanked the organizers of the workshop on behalf of the participants. She also expressed gratitude of the participants to Jordan for organizing and hosting the workshop. She hoped for continued work for greater engagement of local communities in formulating social and economic policies, as well as in establishing an Arab Regional Civic Engagement Network.

### **2) Closing Remarks by UNDESA: Adil Khan**

Dr. Khan thanked the participants for their attendance and interaction throughout the workshop and expressed gratitude to the NCFA in Jordan and to Jordan for their hospitality and organization.

### **3) Closing Remarks by NCFA: Jamil Smadi**

Dr. Smadi thanked the participants in the workshop and stressed the need for developing the legislative framework in order to facilitate and assist in the registration of CSOs, as well as the regulation of their work to serve their goals and entrench civic engagement. He referred to the fact that the recommendations called for the need for activating the appropriate frameworks to improve the technical and financial capacities of CSOs, enhance civil community initiatives in proposing issues of priority, as well as in calling on governments and the private sector to discuss them. This is in addition to working on creating networking and coordination mechanisms among CSOs at the local, country and regional levels. He called for the exchange expertise at the Arab level and for adopting transparent financial and administrative standards.

He also thanked NCFA's partners in organizing the workshop — MoPIC, UNDESA, UNDP/Jordan — as well as the participants from the Arab States for their cooperation and dedication, which culminated in the success of this workshop.

### **4) Closing Remarks by UNDESA: Najet Karaborni**

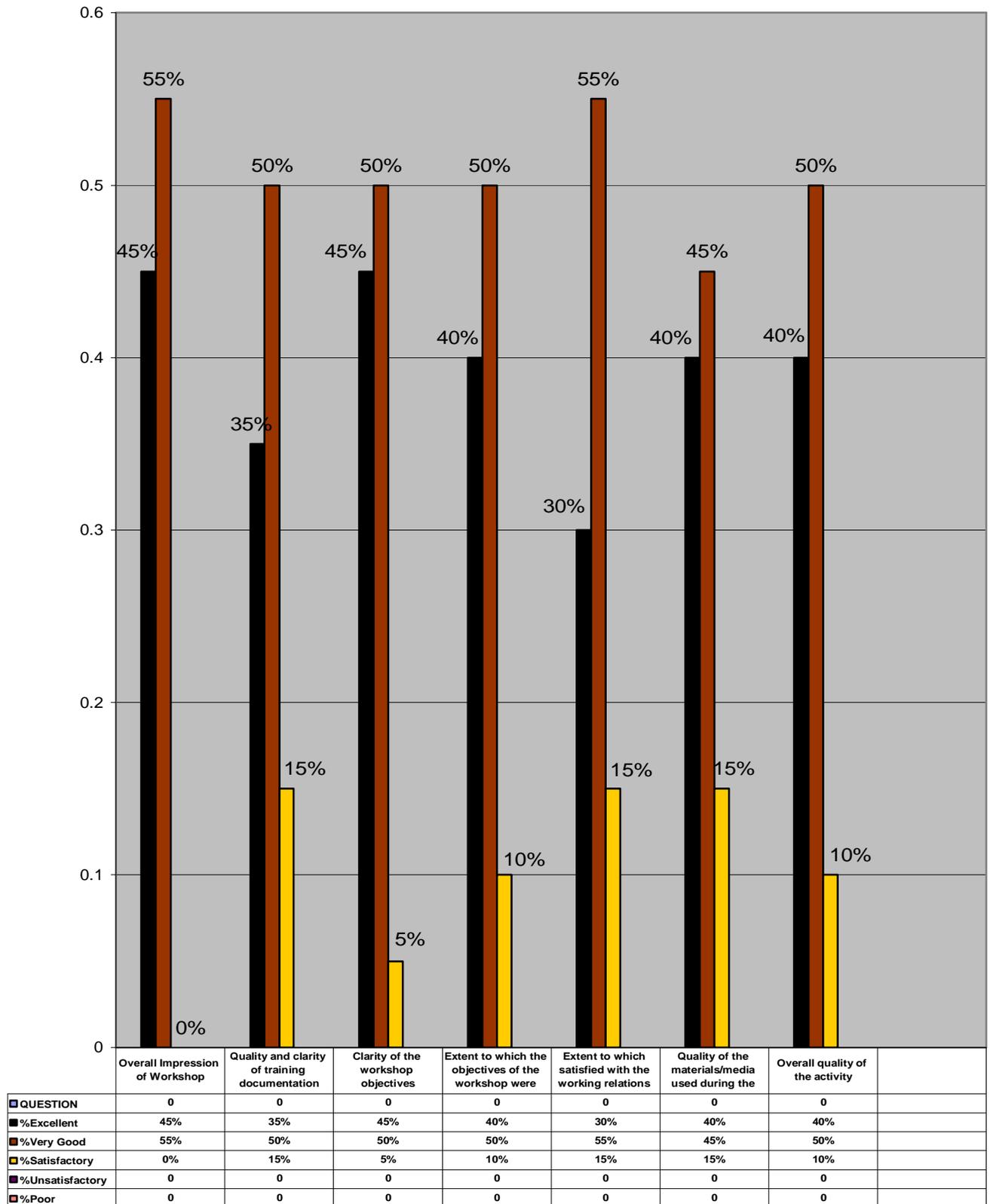
Ms. Najet Karaborni thanked the participants for their effective contribution to the workshop and their interventions, which enriched the workshop and assisted in the achievement of its goals. She said that this workshop was the first meeting at this level and that it opened new doors for partnerships among the various local and international parties, governmental and non-governmental, based on the achievement of the initiatives that improved the quality of life for citizens in the Arab region. She also stressed that building capacities was key to the success of efforts aimed at enhancing civic engagement in formulating social and economic policies.

### **SECTION III: Workshop Evaluation**

In order to evaluate the Amman workshop, increase its impact and the quality of future initiatives, participants were asked to fill an evaluation form including a questionnaire. After reviewing the evaluation sheets, the following results emerged:

- **Overall impression of the Workshop:** All participants expressed their full satisfaction with the workshop. 45% of them rated the workshop as “excellent” and 55% percent as being “very good.”
- **Quality and clarity of training documentation:** Participants expressed satisfaction with the quality and clarity of the training documentation used at the workshops. 35% of them rated this aspect as being “excellent” and 50% as being “very good”.\
- **Clarity of the workshop objectives:** 45% and 50% of the participants rated the clarity of the workshops objectives as “excellent” and “very good” respectively. Only 5% rated the clarity of the objectives as being satisfactory.
- **Extent to which the objectives of the workshop were achieved:** 40% and 50% rated this aspect as being “excellent” and “very good” respectively. 10% of participants rated it as being “satisfactory”.
- **Overall quality of the activity:** The majority of participants expressed great satisfaction with the overall quality of the workshop’s activities with 40% and 50% percent rating it as “excellent” and “very good” respectively.

## RESULTS OF PARTICIPANTS' EVALUATIONS



## **Comments and Recommendations:**

- The participants expressed their satisfaction at being able to exchange experiences, discuss, identify and examine the bottlenecks, challenges, as well as the opportunities in regard to civil participation in the Arab Region.
- The participants particularly praised in their comments on the *Tookit on Civic Engagement*.
- The participants found the workshop highly relevant to their work and very timely in addressing many issues which faced them daily as they performed their duties.
- Give ample time for the declaration session especially while receiving comments and suggestions from the audience.
- Host-countries should mobilize local NGOs and CSOs for participating in such workshops and initiatives that attempt to directly address some of their concerns.
- Not all countries share the same level of civic engagement and participation. Some countries in the Arab Region are more advanced than other in this regard. It is important to conduct sub-regional workshops to address specific needs and circumstances of each country.
- The participants stressed the importance of organizing such training workshops in all Arab countries which took into account a wider array of topics and themes that needed to be pre-approved by all participants.

## **Workshop Follow-Up:**

In the ensuing weeks following the completion of the workshop, many participants sent appreciation letters seeking various follow-up activities:

- In a letter dated 24 March 2007 addressed to Ms. Najet Karaborni, Senior Interregional Advisor, DPADM/UNDESA, H.E. Dr. Samir Abu Eisha, the Palestinian Minister of Planning, expressed his gratitude and full satisfaction with the Amman Workshop and officially requested that a similar capacity building workshop be organized by UNDESA for Palestinian governmental officials and CSOs.
- In a letter dated 10 May 2007, Mr. Abdallah Ould Abdel Fettah, Coordinator of Mauritania's NGO Support Fund (FAPONG) described the Amman workshop as a "Brilliant Success." He communicated the request of H. E. Mr. Mohamed Mahmoud Ould Brahim Khilil, the Mauritania's Minister in charge of the Relations with the Parliament and the Civil Society to UNDESA and to UNDP/Mauritania to support his initiative to lead, host and organize in Nouakchott, Mauritania, in December 2007, an Arab regional capacity building workshop to launch the Arab Regional Citizens Engagement Network (ARCEN), as stated by the adopted Amman Declaration.

DPADM/UNDESA received additional appreciation letters from several participants including Algeria, Iraq, Kuwait, Morocco, Tunisia and ESCWA.

## **Key participant messages:**

I consider [the Amman workshop] a nucleus of exchanges and of dialogue between the Arab NGOs. The creation of a network of Arab NGOs remains, in my opinion, the paramount objective for which we all must work so that it becomes a reality to make to the Arab civil society a true partner in economic development.

**Abdallah Ould Abdel Fettah, Mauritania**

[The Amman workshop] made it possible to measure the temperature of the organization of the civil society in the region. It also permitted to see the deficiencies of governance in these countries; so that in the future more focused actions can be carried out.

**Samia Benabbas, Algeria**

## Annex (1)

### Arab Regional Workshop Opportunities and Challenges of Civic Engagement in Socio-Economic Policies

Amman, Jordan (13-15 March 2007)

#### Workshop Programme

Tuesday, 13 March 2007

<b>08:30-09:30</b>	<b>Registration of Participants</b>
<b>09:30-10:00</b>	<b><u>Opening Session</u></b> Moderator: <b>Dr. Jamil Smadi</b> , Secretary General, National Council for Family Affairs (NCFA) — Jordan Rapporteurs: <b>Ms. Najet Karaborni</b> , United Nations Department of Economic and Social Affairs (UNDESA) <b>Mr. Mohammed El Qaryouti</b> , NCFA <ul style="list-style-type: none"><li>• Welcome Address: <b>Dr. Jamil Smadi</b>, NCFA</li><li>• Address by <b>Ms. Leonie Matta (Saraya Holdings)</b></li><li>• Opening Statement: <b>Dr. Adil Khan</b>, UNDESA</li><li>• Opening Statement: <b>Mr. Luc Stevens</b>, UNDP Resident Representative in Jordan</li><li>• Opening Speech: <b>Her Excellency Ms. Suhair Al Ali</b>, Minister of Planning and International Cooperation (MoPIC) — Jordan</li></ul>
<b>10:00-10:30</b>	<b>Networking/Coffee Break</b>
<b>10:30-12:45</b>	<b>Module 1: <u>MDGs, Socio-economic Issues and Policy Processes</u></b> Facilitator: <b>Mr. Mohammad Al-Khasawneh</b> , MoPIC — Jordan Rapporteur: <b>Ms. Rania Tarazi</b> , UNDP/Jordan <b><u>First Plenary Session:</u></b> <ul style="list-style-type: none"><li>• Civic Engagement in Public Policies: Opportunities and Challenges: <b>Dr. Adil Khan</b>, UNDESA Discussions, questions and answers</li><li>• Governance Reforms for the Attainment of the MDGs: What Reforms for the Arab Region: <b>Ms. Zena Ali Ahmad</b>, UNDP Regional Office for the Arab States</li><li>• Millennium Development Goals in Jordan: <b>Mr. Mohammad Al Khasawneh</b>, MoPIC and <b>Ms. Rania Tarazi</b>, UNDP/Jordan</li><li>• Discussions, questions and answers</li></ul>
	<b>Module 2: MDGs, Socio-economic development issues and strategies</b> Facilitator: <b>Dr. Adil Khan</b> , UNDESA
<b>12:45–13:00</b>	<b>Formation of 3 Working Groups (A, B and C).</b> Each Group discusses the same topic (a discussion guideline will be provided to each of the groups and at the end of the discussions, each group will present its findings at the plenary).
<b>13:00-14:30</b>	<b>Lunch Break</b>
<b>14:30-16:00</b>	<b>Group discussions by the 3 working groups</b> Facilitators: <b>Each group will designate one facilitator and one rapporteur.</b>
<b>16:00-16:30</b>	<b>Coffee Break</b>

<b>16:30-17:15</b>	<b>Second Plenary Session: Reports of the 3 working groups</b> Moderator: <b>Dr. Ibrahim Moharam</b> , Shurouq Programme, Egypt Rapporteur: <b>Ms. Najet Karaborni</b> , UNDESA
<b>17:15-17:30</b>	<b>Wrap-up of Day One</b>
<b>19:30</b>	<b>Dinner hosted by SARAYA Holdings</b>

**Wednesday, 14 March 2007**

<b>09:00-13 :00</b>	<b>Module 3: Civic Engagement Practices and Innovations</b>
<b>09:00-10 :30</b>	<p><b>Third Plenary Session (1)</b> Facilitator: <b>Dr. Baqer Al-Najjar</b>, Professor of Sociology, University of Bahrain — Bahrain Rapporteur: <b>Ms. Amani Toffaha</b>, NCFA — Jordan</p> <ul style="list-style-type: none"> <li>• Role of CSOs in the formulation of social policy at the grass root level in the ESCWA region: <b>Ms. Bayan Tabbara</b>, ESCWA</li> </ul> <p>Presentation by participants (governments and/or CSOs) of their experiences and the lessons learnt</p> <ul style="list-style-type: none"> <li>• Local Development and Civil Society Organizations: <b>Mr. Khaled Tarawneh</b>, Director of Social Development, MoPIC — Jordan</li> <li>• Civil society Organizations in Iraq: Opportunities, Challenges and Plans of Action: <b>Ms. Hanaa Edwar</b>, Secretary General, Iraqi Al-Amal Society / Member of the Coordination Committee, Iraqi Women’s Network— Iraq</li> <li>• Role of CSOs in achieving the MDGs: <b>Ms. Ramzia Abbas Al-Eryani</b>, President, Civil Society Organizations Working Group — Yemen</li> </ul> <p>Discussions and questions and answers</p> <ul style="list-style-type: none"> <li>• The National Council for Family Affairs: “Jordanian Identity Global Vision”: <b>Ms. Lara Hussein</b>, Deputy Secretary General, NCFA — Jordan</li> <li>• National Economic and Social Council in Algeria: From Promoting Social-Economic Dialogue to Rational Assessments in Accordance with International Criteria”: <b>Ms. Samia Benabbas Kaghouché</b>, Member, National Economic and Social Council — Algeria</li> </ul> <p>Discussions and questions and answers</p>
<b>10:30-11:00</b>	<b>Coffee Break</b>
<b>11:00-13:00</b>	<p><b>Third Plenary Session (2)</b> Facilitator: <b>Dr. Sarah Ahmad Duwaisan</b>, Former Undersecretary, Ministry of Planning — Kuwait Rapporteur: <b>Mr. Ali Merza</b>, Technical Advisor, UNDESA/Libya</p> <ul style="list-style-type: none"> <li>• Civil Society in Mauritania: <b>Mr. Abdellahi Ould Mohamed Abdel Fettah</b>, Human Rights, Poverty Alleviation and Integration Commissioner — Mauritania</li> <li>• Civil Society in Libya: <b>Dr. Ftima Yousuf Wafa</b>, Head, Technical Cooperation Department, Ministry of Planning – Libya</li> <li>• Participation in Public Policies in Morocco: <b>Ms. Kaoutar Mdarhi Alaoui</b>, Director, Employment Center, Ministry of Public Sector Reform — Morocco.</li> <li>• Lessons learned from the experience of the Arab Women’s Training and Research Center: <b>Ms. Soukeina Bouraoui</b>, Arab Women’s Training and Research Center (CAWTAR) – Tunisia</li> <li>• Participatory Local Development: Shurouq Programme Experience:</li> </ul>

	<p><b>Dr. Ibrahim Moharam</b>, Shurouq Programme – Egypt</p> <p><b>Volunteer Speakers:</b></p> <ul style="list-style-type: none"> <li>– <b>Ms. Raghad Ali Abdul Rasool</b>, Director, National Center for Consultancy and Administration, Ministry of Planning — Iraq</li> <li><b>Ms. Malika Ben Mahi</b>, <b>President</b>, Moroccan Association for Rural Women — Morocco</li> <li><b>Dr. Mohamed Ghudeyah</b>, Director General, Human Development Directorate, Ministry of Planning — Palestine</li> <li><b>Mr. Mustafa Nasereddin</b>, Executive Director, Talal Abu Ghazaleh Group, Jordan</li> <li><b>Ms. Amal Said Salem</b>, Vice President of Bandar Jadid Organization, Djibouti</li> <li><b>Dr. Wael Al Imam</b>, Dean, Higher Institute for Demographic Studies – Syria</li> </ul> <p>Discussions and questions and answers</p>
<b>13:00-14:30</b>	<b>Lunch Break</b>
<b>14:30-18:00</b>	<b>Module 4: Stakeholder Perspectives on Civic Engagement</b>
<b>14:30-16:00</b>	<p><b>Parallel Sessions:</b></p> <ul style="list-style-type: none"> <li>· Session for <b>Government Representatives: Opportunities, Risks and Options of Incorporating Civil Societies in Socio-Economic Policy-Making</b> Facilitator: <b>Dr. Adil Khan</b></li> <li>· Session for CSO Representatives: How to Actively Participate in Socio-Economic Policies Facilitator: <b>Ms. Najet Karaborni</b></li> </ul> <p>One rapporteur and one moderator for each session will be selected by the group of participants</p>
<b>16:00-16:30</b>	<b>Coffee Break</b>
<b>16:30-17:00</b>	<p><b><u>Fourth Plenary Session</u></b> Moderator: <b>Dr. Ibrahim Moharam</b>, Shurouq Programme — Egypt Rapporteur: <b>Mr. Hakam Matalqa</b>, NCFA, Jordan</p> <ul style="list-style-type: none"> <li>· <b>Report of Governments Group</b></li> <li>· <b>Report of CSOs Group</b></li> <li>· <b>General Discussion</b></li> </ul>
<b>17:00-18:00</b>	<p><b><u>Fifth Plenary Session</u></b> <b>Round Table open discussions and consensus building on issues, strategies and processes</b></p>
<b>19:30</b>	<b>Dinner hosted by NCFA and UNDESA</b>

**Thursday, 15 March 2007**

<b>09:00-10:30</b>	<b>Module 5: <u>Capacity Building</u></b>
<b>09:00-09:45</b>	<p><b>Sixth Plenary Session</b> Facilitator: <b>Ms. Samia Benabbas Kaghouché</b>, National Economic and Social Council, Algeria Rapporteur: <b>Dr. Wael Al-Imam</b>, Higher Institute for Demographic Studies — Syria.</p>
<b>09:45-10:30</b>	<ul style="list-style-type: none"> <li>• Capacity Building in Civic Engagement: <b>Ms. Najet Karaborni</b>, UNDESA</li> </ul> <p>Discussions and questions and answers</p>

<b>10:30-11:00</b>	<b>Coffee Break</b>
<b>11:00-16:00</b>	<p><b><u>Module 6: Country Level Action Plans – Amman Declaration and Arab Regional Civic Engagement Network:</u></b></p> <p>Seventh Plenary Session (1): <b>Adoption of challenges and recommendations</b></p> <p>Moderator: <b>Mr. Mohammed Qaryouti</b>, Director of Follow up and Evaluation, NCFA – Jordan.</p> <p>Rapporteur: <b>Mr. Mohammad Al Khasawneh</b>, Director of Public Policies and Studies, MoPIC – Jordan.</p>
<b>13:00-15:00</b>	<b>Lunch Break</b>
<b>15:00-16:00</b>	<p>Seventh Plenary Session (2)</p> <p>Facilitator: <b>Mrs. Suhair Al-Ali</b>, Minister of Planning and International Cooperation — Jordan</p> <p>Rapporteur: <b>Mr. Mohammad Al Khasawneh</b>, Director of Public Policies and Studies, MoPIC – Jordan.</p> <ul style="list-style-type: none"> <li>• <b>Final discussions on the Amman Declaration</b></li> <li>• <b>Adoption of the Amman Declaration</b></li> </ul>
<b>16:00-17:00</b>	<b><u>Module 7: Workshop Evaluation and Closing Workshop</u></b>
<b>16:00-16:30</b>	Evaluation of the Workshop
<b>16:30-17:00</b>	<p>Final Session:</p> <p>Closing Remarks on behalf of the participant: <b>Mrs. Samia Benabbas Kaghouché</b></p> <p>Closing Remarks by UNDESA: <b>Dr. Adil Khan</b></p> <p>Closing Remarks by NCFA: <b>Dr. Jamil Smadi</b></p> <p>Closing Remarks by UNDESA: <b>Ms. Najet Karaborni</b></p>

## Annex (2)

**Arab Regional Workshop on  
"Opportunities and Challenges of Civic Engagement in Socio-Economic Policies"  
Amman, Jordan, 13-15 March 2007  
Final List of Participants**

	NAME OF PARTICIPANT	COUNTRY	AGENCY TYPE	TITLE
1	Mrs. Samia Benabbas-Kaghouché	ALGERIA	CSO	Member of the National Economic and Social Council
2	Dr. Baqer Salman AlNajjar	BAHRAIN	Academia	Professor of Sociology, University of Bahrain and Member of Shura Council
3	Mr. Aden Ali Maharnade	DJIBOUTI	GVT	Director of International Cooperation, Ministry of Foreign Affairs and International Cooperation
4	Ms. Amal Said Salem	DJIBOUTI	CSO	Vice President, Bandar Jadid Organization
5	H.E. Mr. Adel Mohamed Farid Ali Koura	EGYPT	CSO	Member of National Council for Human Rights,
6	Dr. Ibrahim Moharam	EGYPT	CSO	National Project Director, UNDP Egypt
7	Ms. Raghad Ali Abdul Rasool	IRAQ	GVT	Acting Director General, National Center for Consultancy and Administration, Ministry of Planning
8	Ms. Hanaa Edwar G. Busha	IRAQ	CSO	General Secretary, Iraqi AI-Amal Organization,
9	Mr. Ala'a Al-Din Kadhem Al-Radhi	IRAQ	GVT	Information Systems Manager, Center for Private Enterprise
10	Ms. Nidhal J. Naji	IRAQ	CSO	Member of Arab Business-women Council
11	Ms. Sarah Ahmad A. Duwaisan	KUWAIT	GVT	Former Undersecretary, Ministry of Planning, Kuwait
12	Ms. Mona Khalaf Al Daas	KUWAIT	GVT	Ministry of Planning
13	Mr. Khaled Ali Al-Khamses	KUWAIT	GVT	Undersecretary, Ministry of Planning
14	Mr. Bader Al-Alrefai	KUWAIT	GVT	Director, Office of the Undersecretary, Ministry of Planning,
15	Mr. Hasan M. H. Merza	KUWAIT	GVT	Director Follow Up Unit, Ministry of Planning
16	Mr. Walid Fakherddine	LEBANON	CSO	Aid Lebanon — Civil Campaign for Relief,
17	Dr. Ftema Y. Wafa	LIBYA	GVT	Head of Technical Cooperation Department, Ministry of Planning,
18	Mr. Ali Khedher Merza	LIBYA	UNDESA	Chief Technical Adviser in Libya

19	Mr. Abdellahi Ould Mohamed Abdel Fettah	MAURITANIA	GVT	Counciller to the Human Rights Commissioner
20	Mrs. Maye Haidy	MAURITANIA	CSO	President, National Association for Supporting Women's Initiatives and Child and Environment Protection
21	Ms. Clara Maria Molera Gui	MAURITANIA	UNDP/Mauritania	Microfinance and Micro Enterprise Programme Officer, UNDP Office, Nouakchott, Mauritania
22	Ms. Mdarhi Alaoui Kaoutar	MOROCCO	GVT	Chief, Observatory of Public Employment, Ministry Public Sector Modernisation
23	Mrs. Malika BenMahi	MOROCCO	CSO	President, Moroccan Association for the Development of Rural Women
24	Dr. Mohamed Ghudeyah	PALESTINE	GVT	Director General, General Directorate of Human Development, Ministry of Planning
25	Ms. Noora Nasser Al-Merekhi	QATAR	GVT	Head of Statistical Monitoring Department, Supreme Council for Family Affairs
26	Mr. Abdulaziz Al-Saheen	SAUDI ARABIA	GVT	Ministry of Social Affairs, Riyadh, Saudi Arabia
27	Mr. Mosawah Al-Hoshan	SAUDI ARABIA	GVT	Ministry of Social Affairs, Riyadh, Saudi Arabia
28	Dr. Wael Allmam	SYRIA	CSO	Dean, Higher Institute for Demographic Studies, Damascus, Syria
29	Mr. Abdelkarim Chida	TUNISIA	CSO	President, El Kef Foundation for Regional Development
30	Ms. Ramzia Abbas Aleryani	YEMEN	CSO	Chairwoman, General Arab Women Union and Yemen Women Union
31	Ms Nojoud Al-Radmi	YEMEN	CSO	Yemen Women Union
32	Ms. Dena Assaf	YEMEN	UNDP	UNDP Deputy Resident Representative, UNDP Office, Sanaa, Republic of Yemen
33	Dr. Alanoud Mohammad Alaharekh	KUWAIT	CSO	Middle East Gender Politics Consultant for the Kuwaiti Government
34	Mr. Yasser Abdullah Mubarak	YEMEN	CSO	Oxfam, Sanaa Office
35	Ms Huda Mubarak	YEMEN	International NGO	OXFAM, Yemen
36	Ms Suhair Al Ali	JORDAN	GVT	Minister of Planning & International Cooperation
37	Mr. Mohammed Al-Khasawneh	JORDAN	GVT	Head of Social Division, Ministry of Planning and International Cooperation
38	Mr. Khaled Tarawneh	JORDAN	GVT	Director of Local Development Department, Ministry of Planning & International Cooperation
39	Ms. Maha Ahmad Al-	JORDAN	GVT	Coordinator, Poverty Pockets Programme,

	Tarawneh			Ministry of Planning & International Cooperation
40	Ms. Feda Faleh Gharaibeh	JORDAN	GVT	Director of the Minister's Office, Ministry of Planning and International Cooperation
41	Ms. Ruba S. Atallah	JORDAN	GVT	Poverty and Unemployment Specialist, Policies and Studies Directorate, Ministry of Planning & International Cooperation
42	Mr. Jamal AI-Asal	JORDAN	GVT	Director, Policies & Studies Department, Ministry of Planning & International Cooperation
43	Mr. Ahmad AI Shatnawi	JORDAN	GVT/LOCAL AUTHORITIES	Assistant Governor for Developmental Affairs, Governorate of Zarqa
44	Ms. Kareema AI Dabit	JORDAN	GVT/LOCAL AUTHORITY	Director, Local Community Development Directorate, Aqaba Special Economic Zone(ASEZA)
45	Dr. Jamil Smadi	JORDAN	NGO	Secretary General, National Council for Family Affairs
46	Ms. Lara Hussein	JORDAN	NGO	Deputy Secretary General, National Council for Family Affairs
47	Mr. Mohammed Al-Qaryouti	JORDAN	NGO	Director, Monitoring and Evaluation Unit, NCFA
48	Ms. Yara Sharif	JORDAN	NGO	Director, Communication Unit, NCFA
49	Mr. Ohoud Bata	JORDAN	NGO	Fund Raising and Networking Coordinator
50	Ms. Amani Toffaha	JORDAN	NGO	Coordinator, Child Health Unit, NCFA
51	Ms. Khadijah Alaween	JORDAN	NGO	Coordinator –Communication Partnership
52	Ms. Sameera H. Abdulla	JORDAN	NGO	Statistics Researcher, Higher Population Council General Secretariat, Amman, Jordan
53	Ms Sawsan Abu Rous	JORDAN	NGO	Community Mobilization Coordinator
54	Mr. Mohammed El Jabouri	JORDAN	CSO	Institute for Defending Human Rights
55	Ms. Reem Kacem AI-Nasser	JORDAN	CSO	Member of Center for Religious Coexistence
56	Mr. Taher H.Kanaan	JORDAN	CSO	Managing Director, Jordan Centre for Public Policy Research and Dialogue
57	Mr. Hakam Matalqah	JORDAN	NGO	Researcher, Family Protection Programme, NCFA
58	Ms. Hanan AI Rashdan	JORDAN	NGO	Researcher, Policies and Planning Unit, NCFA
59	Ms. Ruba Qumi	JORDAN	NGO	Researcher, Family Protection Programme, NCFA
60	Ms. Layali Naffa	JORDAN	NGO	Researcher, Child Health Unit, NCFA
61	Dr.Tala Aburjai	JORDAN	Academia	University of Jordan

62	Asam Jedhen	JORDAN	Media	Anbat Press
63	Ms Yara Abu Afifeh	JORDAN	Media	Account Executive, Headline Public Relations
64	Mr. Amer Smadi	JORDAN	Media	TV Producer/Announcer, Jordan Television
65	Mr. Rajab Jbara	JORDAN	Media	Civilizations Renaissance Center for Communications and Cultural Development
66	Mr. Mohamed Sarah Noor	JORDAN	Media	
67	Ms. Lina Nawaiseh	JORDAN	Media	Lawyer, The Higher Media Council
68	Mr. Abdulrahiem Ghannam	JORDAN	Media	Al-Diyar Daily Newspaper
69	Mr. Mustafa A. Nasereddin	JORDAN	Private Sector	Executive Director, Talal Abu-Ghazaleh Group
70	Ms. Leonie A. Malta	JORDAN	Private Sector	Director, Marketing & Corporate Communication, Saraya Holdings
71	Ms. Susanne E. Shomali	JORDAN	Private Sector	Corporate Social Responsibility Supervisor, Saraya Holdings
72	Ms. Tujan AL-Saqqa	JORDAN	Private Sector	Managing Director, Arab Organizers for Congress and Seminar Services
73	Dr. M. Adil Khan		UN Headquarters, New York, USA	Chief, Socio-Economic Governance and Management Branch, Division for Public Administration and Development Management, UNDESA
74	Ms Najet Karaborni		UN Headquarters, New York, USA	Senior Interregional Adviser, Socio-Economic Governance and Management Branch, Division for Public Administration and Development Management, UNDESA
75	Mr. Luc Stevens		UNDP	UNDP Resident Representative, UN Resident Coordinator in Jordan
76	Ms. Mona K.Hider	JORDAN	UNDP	Deputy UNDP Resident Representative in Jordan
77	Ms. Rania Tarazi	JORDAN	UNDP	Poverty Analyst, UNDP Jordan Office
78	Ms Priya Sood	JORDAN	UNDP	Programme Analyst, UNDP Jordan Office, Amman, Jordan
79	Ms. Amani Hammad	IRAQ	UNDP	Programmeme Assistant, UNDP/Iraq, Amman Office
80	Ms. Zena Ali-Ahmad	LEBANON	UNDP/SURF	Local Governance and Government Policy Advisor, UNDP Arab Sub-regional Facility (SURF-AS), UNDP Beirut, Lebanon
81	Ms. Bayan M. Tabbara	LEBANON	ESCWA	Social Affairs Officer, Social Development Division, ESCWA, Beirut, Lebanon
82	Ms. Fatima Al-Mana	LEBANON	ESCWA	Senior Gender Affairs Officer, ESCWA Center for Women, Beirut, Lebanon
84	Ms Sana Naffa	JORDAN	WHO	WHO Office, Amman, Jordan

## Annex (3)

# 'Engaged Governance': A Strategy for Pro-poor Development

M. Adil Khan

Chief, Socio-economic Governance and Management Branch,  
Division for Public Administration and Development Management,  
UNDESA

### 1. Presentation framework

- q The context
  - UNDESA mandate
  - Global governance trends and emerging challenges
- q Governance framework for pro-poor development
- q The "engaged governance" concept, models and lessons
- q Points to ponder

### 2. The prelude

*"In earlier times there were lengthy discussions on whether one country or another was yet fit for democracy. That changed more recently, with the recognition that the question itself was wrong-headed, a country does not have to be judged fit for democracy, rather it has to become fit through democracy. This is truly a momentous change".*

Amartya Sen

*This paper on 'engaged governance' accepts that a country can indeed become "fit through" democracy, but extends the logic to say that only through fitting democracy.*

### 3. The context: UNDESA mandate

- q UNDESA compiles, generates, analyses and reports on the emerging social, economic and environmental issues, opportunities and challenges that confront member states and by doing so, draws their attention to review common problems and to consider policy options.
- q Initiates inter-governmental debates and discussions for joint actions / agreements.
- q Provides technical advice and implements capacity building initiatives at the global, regional and country levels on UN agreed policies and goals through exchange of information, south/south cooperation etc.

### 3. The context

***Global governance trends and their implications on socio-economic development:***

- q Globalization and liberalization
- q Democratization movements
- q Information communication and technology (ICT)
- q UN Millennium Declaration

### 3. The context

***Global governance trends and their implication on socio-economic development:***

#### A. Globalization and liberalization

- q Many countries benefited (except Sub-Sahara), but unequally - both at the national as well as at the international levels - income level of top 20% increased, bottom 20 same or decreased
- q Now 50 LDCs, in 1971 only 23; global GDP share of LDCs 0.5%
- q Market responds to the better-off, marginalizing the poor and the disadvantaged - average hoi for the developing countries recorded a decline in 90s (the peak period of globalization)
- q Government policies are becoming pro-market and pro-rich and losing policy space;

uncertainties increased contributing to the new phenomenon of "rotating poor"

- q Along with economic power, poor lost and continue to lose political power

#### **B. *Democracy movement: trends and results***

- q With the collapse of cold war, new wave of democracy - during 80s and 90s, 81 countries democratized
- q Democratizations meant overthrow of authoritarian governments, replaced with multi-party democracies
- q Many of these democracies, both new and old are failing to produce desired social and economic results
- q Rise of "illiberal democracy" and weakening 'check and balance' contributing to clientism, corruption and inequities
- q Overall, people are losing trust in governments
- q 9/11 brought on new risks to democracy

#### **C. *Information, communication and technology***

- q ICT has opened new opportunities both for the rich as well as for the poor
- q De-government initiatives though improved service deliveries in many countries, are mostly business oriented - improving licensing, paying taxes, obtaining permits etc.
- q Inequities in access does not allow the poor to benefit equally, though several pro-poor e-innovations around the world demonstrate its potential in poverty reduction
- q The danger of producing 'digital haves' and 'digital have-nots'

#### **D. *Millennium Development Goals (MDGs)***

- q *7 out of 8 goals are poverty reduction and social development related.*
- q *MDGs, a global compact for achieving prosperity, equity and social justice both within countries and across*

#### **4. *Global governance trends and emerging challenges***

- q **Globalization and liberalization**, though induced growth in many countries, the process also marginalized the disadvantaged and disempowered the poor -market bias in macro-economic policies;
- q Evolving political economy of **democracies**, indicate problems of 'elite capture', 'clientism' etc. In the legislative/administrative processes resulting in social exclusion in the decision-making processes of the state;
- q **ICT**, a very useful tool of service delivery, but for it to impact on poverty requires more pro-poor e-applications; and
- q Finally, the **MDGs** have provided a developmental framework that has a pro-poor bias

#### **5. *Governance framework for pro-poor development***

- q A macro-economic policy-making process that incorporates interests of all stakeholders equally
- q A development management system that makes planning, budgeting and monitoring system poor sensitive, citizen-based and fully accountable
- q An enabling environment to achieve the above

#### **6. *Millennium declaration and good governance***

##### ***Millennium declarations' concept of good governance:***

- q Full protection of all rights
- q Practices of democracy and human rights including minority rights
- q Inclusive political processes allowing genuine citizen participation
- q Freedom of media and right of access to information

*Implementation of the MDGs calls for a governance framework that is more engaging*

7. **The concept of engaged governance**

*'engaged governance' is defined as an institutional arrangement that links citizens more directly into the decision-making processes of a state so as to enable them to influence public policies and programmes in a manner that impacts more positively on their lives at all levels-economic, social, political and cultural*

8. Emerging engaged governance models

**Direct engagement models**

- q Ireland's NESC
- q Mauritius' NESC
- q USA's direct democracy
- q Queensland's community engagement
- q Porto Alegre's (Brazil) 'people budget'
- q West Bengal's (India) community empowerment initiative

**Indirect engagement models**

- q World bank's PRSP
- q SACEPS' "citizen charter"

**Structures of engagements**

- q Vertical: engagement with government institutions, from center to local level; from legislative to executive
- q Horizontal: people-to-people engagement

## Annex (4)

“Governance Reforms for the Attainment of the MDGs: What Reforms for the Arab Region”

### *Zena Ali Ahmad*

The millennium declaration underlined the importance of governance for the attainment of the MDGs...

- Freedom and respect of human rights
- Promotion of democracy and strengthened rule of law
- Democratic and participatory governance based on the will of the people
- Equality in the benefits, costs and burdens from development
- Promoting a culture of peace and dialogue among all civilizations
- Shared responsibility for managing worldwide economic and social development
- *Without such reforms, the attainment of the Millennium Development Goals (MDGs) could not be achieved*

***In 2005, countries were differing in the prospects of attaining the MDGs....***

- Asia and northern Africa is largely on track to meet the target of halving extreme poverty by 2015 and achieving many of the social targets of the MDGs
- Countries in western Asia, Latin America and the Caribbean, has been making good progress towards some individual goals (primary education), but has been less successful in reducing poverty
- Countries in sub-Saharan Africa and LDCs are far from making adequate progress on most of the goals

If developing countries are to achieve the goals they should revisit resource allocation and implement governance reforms

***Progress in MDG attainment in Arab region shows mixed results.....***

- Mashreq sub-region witnessed important strides on poverty reduction, education targets, and U5MR, but they still lag behind in many goals
- Maghrib sub-region witnessed mixed performances; positive trends noted in education but with gender disparities; challenges with regards to environmental sustainability
- Gulf sub-region witnessed consistent progress in achieving all the MDGs, but faces challenges in ensuring gender equality, combating diseases, and curbing the rise in HIV/AIDS rates.
- Worst progress towards the attainment of the MDGs has been seen in the Arab LDCs that witnessed minimal improvement in their socio-economic conditions.

Arab countries will not achieve the MDGs unless they address a number of significant constraints.....

- High population growth
- High unemployment
- Gender and social inequalities
- High illiteracy
- Inter-country disparities in access to wealth and resources
- Wars and conflicts that result in regression on all human development indicators in countries in conflict
- Governance deficits at the national and local levels

***Recent years witnessed some governance reforms in Arab countries, but still much needs to be done.....***

- Political and civil freedoms are the lowest in the world; minimal participation; political processes heavily regulated and partial

- Respect for human rights and applications of international treaties suffer neglect; judiciary and legal systems need modernization to increase access to justice; law enforcement weak
- Overstaffed, inefficient, ineffective and bureaucratic civil service
- Accountability of government to citizens is extremely weak and transparency is lacking
- Freedom of association and expression, and access to information very weak; lowest scores on independence of the media, and constrained access to information

***Recent years witnessed some governance reforms in Arab countries, but still much needs to be done.....***

- Persisting inequities between regions and social groups excluding many citizen groups from public discourse
- Democratic transfer of power through elections and referendums is rare even where political participation is catered to constitutionally. Declarations of states of emergency, which limits the exercise of civil and political rights, are still in effect in some Arab countries.
- Freedom of association is restricted, civil society is weak and face many external and internal difficulties
- Freedom of expression is constrained, with weak media
- Weak local governance systems; almost none have real decentralization; weak local capacities; weak linkages between the central and local levels; weak participatory culture; ineffective public service delivery
- The private sector intervention still weak

***Governance reforms in the Arab region for the attainment of the MDGs***

- Participation and representation- strengthened meaningful political representation and participation for all (free and honest elections, real accountability, democratic transfer of power, informed citizens)
- Respect for human rights and applications of international treaties should be reinforced, beyond political rights to the right to development.
- Reform of public administration and services, to make it more efficient, effective, transparent and responsive to the needs of citizens.
- Ensuring the freedom of association, for a strong strife civil society that would increase participation of the citizens in public processes; reform of CSOs to address legal and administrative obstacles, and build CSO capacities to become advocates of change.
- Ensuring freedom of expression, including complete free media through developing the capacity of media institutions and ensuring a system of checks and balances
- Addressing persisting inequities within regions and social groups. Without such reform, there is no way to ensure that the MDGs are achieved.
- Equitable policies to secure economic participation through strategies for employment creation.
- Local governance reforms need to be addressed.
  - Going beyond de-concentration to effective decentralization of power and decision-making to ensure meaningful participation, particularly the poor
  - Ensure equitable access to assets and resources, as well as local development initiatives
  - Decrease regional disparities and increase the efficiency of poverty reduction interventions.
  - Strengthen vertical linkages between the central policies and the actual needs at the sub-national levels.
  - Building the capacities of local authorities, as well as increasing partnerships at the local level.

Better service delivery that would ensure better access to basic infrastructure and services that would increase the chances to attain the MDGs.

## **Annex (5)**

# **Millennium Development Goals (MDGs) in Jordan National and the Cases of Zarqa and Aqaba Governorates Paper by: UNDP & MOPIC – Jordan**

### **Millennium Development Goals (MDGs)**

- 1. Eradicate poverty and hunger**
- 2. Achieve universal primary education**
- 3. Promote gender equality and empower women**
- 4. Reduce child mortality**
- 5. Improve maternal health**
- 6. Combat HIV/AIDS, malaria and other diseases**
- 7. Ensure environmental sustainability**
- 8. Develop a global partnership for development**

### **Localization of the MDGs**

- n National and Sub-national**
- n Process of monitoring the status of implementation of the MDGs**
- n Identification of national/local priorities**
- n Capacity development of local actors**

### **Links to Civic Engagement in Socio-Economic Policies**

- n MDGs: a framework for socio-economic planning that places people at the centre of development**
- n MDGs: clear and measurable targets that enhance concepts of transparency and accountability**
- n Why Civic Engagement in the MDGs Localization Process**
- n Partnership and dialogue**
- n Ensuring ownership of developmental objectives**
- n Ensuring a plurality of views and building consensus**

### **Localization of the MDGs in Jordan**

- n CASE 1: The National MDG Report of Jordan**
- n CASE 2: “Preparation of a MDG Report for the Governorate of Aqaba in Support of the Formulation of a SHD Strategy and Implementation Plan” POP. 115,100 (2%)**
- n CASE 3: “Localizing the MDGs in Zarqa Governorate” POP. 799, 000 (14.9%)**

### **The Process**

- n Advocacy of the MDGs and Capacity Building**
- n Consultations with Civil Society Organizations**
- n Preparation of the Local MDG Report**

### **Advocacy of the MDGs**

- n Technical Committee: MOPIC/ Line Ministries/ Department of Statistics. National Councils**
- n Local Authorities/1 rep. NGO/1 Private Sector. Aqaba**
- n Municipalities, grassroots NGOs/ Private Sector. Zarqa**

### **Awareness sessions of the MDGs**

#### **Capacity Building**

- n Principles of strategic planning: formulating plans, programmes, projects and identification of long-term and short term objectives; and the project cycle**
- n Results based management**
- n Concepts of localization and local governance**
- n In Zarqa training on soft skills & report writing: communication skills team building**

#### **Consultations with Civil Society Organizations**

- n 8 Goals - 8 Working Groups**
- n Current situation, strengths, challenges and recommendations**
- n National: Final Draft Report – Consultation**
- n Aqaba: First Draft -3 day consultation session –Second Draft -2nd consultation: indicators and localization**

**n Zarqa: First Draft by CSOs, municipalities and local authorities, wider consultation planned**  
**Preparation of the Local MDG Report**

- n Collection of quantitative and MDGs and indicators support the improvement of the information systems**
- n The National Report: Technical Committee, Final Draft, CSOs Consultation.**
- n In Aqaba: Technical Committee, First Draft, CSOs consultations, further work by TC, 2nd CSO consultation.**
- n In Zarqa: Consultations with CSOs , First Draft, Technical Committee + results of expert report, 2nd wider CSO consultation**

#### **Next Steps**

- n Local MDG Reports need to be translated into local development plans utilizing the MDG framework (National, Zarqa, Aqaba).**
- n Platforms for dialogue and consultations need to be institutionalized.**
- n Capacity Building needs to continue.**

#### **Conclusions**

- n Awareness of development issues among CSOs varies and their ability to negotiate, and present their ideas.**
- n Awareness and knowledge of the legal and institutional frameworks around the MDGs was relatively lower.**
- n Success to provide a platform for dialogue Gov, CSOs, P.S.**
- n Awareness as first step to ensuring proper civic engagement**
- n Access to accurate data and information is essential.**
- n Ownership means Involving CSOs from the beginning-Zarqa.**
- n The process was useful in achieving consensus around the MDGs.**

#### **Capacity Building Implications**

##### **For CSOs for an effective partnership role**

- n Be empowered with the knowledge of country development priorities and to receive Rights-based Education**
- n Be able to collect and analyze data for evidence based policies**
- n Be able to self organize and have voice to influence national strategies and public finance**
- n Be able to network and establish horizontal and vertical communication channels and build their constituencies**

##### **Capacity Building Implications**

- § Be able to plan collectively, and hence be involved in monitoring and evaluation of these plans**
- § Be able to participate in actual implementation and service delivery towards meeting the MDGs**

##### **For national and local authorities as leaders:**

**Be able to manage a participatory process engaging without discrimination CSOs in development**

#### **Challenges**

- n Ensuring independence and representation of all groups, especially vulnerable groups which are generally the least represented**
- n Voices are not equally heard: advocacy capacity gaps and variances affect their representation.**
- n Overcoming trust issues between the government and citizens to ensure positive and inclusive participation**
- n Ensuring comprehensive representation while achieving consensus over specific issues**
- n Avenues for participation need to be created and mechanisms for consultative processes institutionalized**
- n The commitment and political will need to continuously be there.**

## **Annex (6)**

### **Local Development Civil Society Organizations**

**Khaled Al-Tarawneh**

**Director, Local Development Department, MoPIC, Jordan**

#### **Concept of Local Development:**

“A participatory effort directed towards mobilizing the efforts of the local community with all its activities and stimulating its latent and unutilized potentials to create a better life for citizens in their localities.”

“This definition was proposed by the Department of Local Development and approved by official institutions involved in local development in Jordan, November 2004.”

#### **Challenge Facing Local Development:**

- A high degree of centralization in making and implementing the development decision
- Ambiguity in specifying responsibilities among various levels for administering local development
- Weakness of institutional capacities of institutions working in local development
- Low participation by the private sector in local investments
- Low participation by civil society organizations (CSOs) in local development

#### **Partners in Local Development:**

- The Public Sector
- The Private Sector
- CSOs which include:
  - § Cooperatives
  - § Municipalities
  - § Philanthropic societies
  - § Non-government organizations

#### **Expected Results:**

- n** A higher degree of decentralization in development work due to importance of moving from the center to localities in order to expedite development pace
- n** Legislations that use the principle of complementation among active parties and partners in local development
- n** Transparent and accountable administrations that perform their tasks very effectively by providing the highest-quality services at the lowest possible cost
- n** Engagement of the largest CSOs and the private sector in local development
- n** Active Local Economies capable of:
  - o Achieving optimum and sustainable utilization of available resources
  - o Exploring investment opportunities within their boundaries and providing an attractive investment environment
  - o Creating job opportunities for those who are economically active and reduce the problems of poverty and unemployment
  - o Supporting macro-economic development on the macro-economic level

## **The role and interest of the Local Development Directorate in CSOs**

### **Institutional Objectives:**

- o Maximizing utilization of available fiscal resources in development programmes
- o Developing planning mechanisms and tools for the preparation, follow-up and evaluation of plans and programmes
- o Developing domestic development in accordance with a participatory method
- o Implementing the best international practices and criteria in management for elevating the efficiency of institutional performance
- o Enhancing institutional capacity of national institutions in both the public sector and the private sector

### **Working Axes:**

- o Creating links and inter-action bonds among CSOs
- o Developing and amending relevant policies and legislations
- o Building institutional capacities of CSOs

### **Developing and amending policies and legislations related to the civil society:**

#### **Reform and development of the cooperative sector programme:**

- Preparing a draft law on organizing the cooperative sector, as well as the rules emanating there from
- Preparing a strategy for the reform and development of the cooperative sector for the years 2006-2010

#### **Regional and domestic development programme:**

- Reviewing legislations related to domestic development
- Enhancing the concept of administrative decentralization and engage CSOs in managing domestic development

#### **Combating poverty through municipalities programme:**

- Unifying the concept of domestic development and the role of CSOs
- Developing the equation of supporting municipal boards

#### **Building up institutional capacities:**

##### **The Capacities programme:**

- Developing, rehabilitating and developing administrative and fiscal systems
- Implementing development projects managed by domestic society institutions

##### **Programme for building capacities of nomad domestic society institutions:**

- Training and rehabilitating members and staff of municipal boards
- Establishing information centers in Jordanian nomad areas administered by CSOs

##### **Combating poverty programme through the development of municipalities:**

- Establishing 18 development units in selected municipalities
- Rehabilitating and training of municipal staff and enabling them to prepare development plans

### **Creating links and interaction bonds among CSOs through:**

- n Supporting the implementation of joint development projects among more than one civil society entity and institution
- n Promote the concept of partnership between the public, private and domestic sectors
- n Implement development projects managed by CSOs which own good capacities and expertise
- n Attract international expertise and experience in the scopes of participation and activation of the roles of municipal boards

### **The Experiment of Involving Cooperatives in Domestic Development:**

Introducing reforms to the cooperative sector and linking/integrating them with other programmes of reformative domestic development with the aim of moving from the present status, i.e. government control on cooperatives, to the exchange of expertise, dialogue and the involvement of the private sector

### **COOPERATIVES:**

- Latent capabilities of cooperatives in debates aimed at realizing the targets of combating poverty and unemployment programmes
- Decentralization and democracy
- Effect of reform programmes on cooperatives

### **REFORM PROGRAMMES:**

- Targets of local development programmes
- The tools used in local development programmes

Future Perspective of the Cooperative Development Sector: in order to create an active cooperative sector within domestic development:

### **Organizing the Cooperative Sector Institution:**

- Laying down and planning public policy and providing the appropriate legislative environment for enhancing the cooperative sector
- Registering societies and unions
- Supervising and organizing the components of the sector
- Coordination and cooperation with institutions and other parties involved in the nature of work of the cooperative sector
- Providing an environment enhancing cooperation and exchange of expertise among local cooperatives on the one hand and with Arab and international cooperative movements on the other
- Encouraging research, development and expansion in using technology in the work of the sector

### **Cooperatives:**

- Accumulating resources and utilization of macro economies
- Enhancing domestic economy and creating labor and employment opportunities
- Attracting investments at the domestic level
- Enhancing self-dependence through solidarity among members
- Coordinating and implementing development projects and activities related to various cooperative sectors

### **Regional and Qualitative Unions:**

- Organizing and unifying the efforts of cooperatives at the regional level
- Coordinating and supporting the efforts of qualitative cooperatives and enhancing joint projects among cooperatives
- Representing the cooperative sector at domestic and international organizations and bodies
- Offering technical aid to cooperatives within the framework of laying down plans and qualitative programmes, as well as developing development programmes corresponding to actual requirements

- Fostering cooperation between cooperatives and the private sector for the implementation of joint development projects

#### Cooperative Services Centers:

- Building Institutional capacities for cooperatives and trade unions
- Developing organizational and employment structures
- Disseminating cognizance and economic cooperative culture
- Building up and developing a data base and web-sites specialized in cooperative work
- Issuing periodical cooperative reports and bulletins
- Carrying out studies and scientific research necessary for the cooperative sector

#### Available Financing Options:

- Helping cooperatives to obtain financing from other sources
- Extending help in preparing feasibility studies and the necessary and supporting documents for facilitating the investments of cooperatives

## Appendix (7)

# Civil Society Organizations in Iraq: Opportunities, Challenges and Plans of Action

**Hanaa Edwar**

Secretary-General, Iraqi Al Amal Association /  
Member, Coordination Committee, Iraqi Women's Network

### Introduction:

As Iraqis look forward towards the stabilization of the current explosive situation in their country, sectarian violence continued to build up laying its dark shadows and effect on the deterioration of the security situation, thus threatening the simplest humanitarian requirements needed to sustain human life. Civil society organizations, while living this reality, stress that illiteracy, poverty and unemployment have become the source of nourishing escalating violence and sectarian tension. At this point, its role to move and participate with the state and other sectors to deal with such problems has emerged with the aim of bringing about stability through stabilizing the rule of law. Although this target is considered to be a strategic issue in the long run, the development of events emphasizes that it would be substantial to move promptly towards such a goal.

It is quite important for "Al-Amal" programme in Iraq to establish a conspicuous mechanism for ensuring human rights and an international criteria for our various institutions and legislations, while paying special attention to the necessity of making sure that the frameworks of the new legal legislations and the mechanism of institutions become complementary to issues related to human rights and justice, and that the emphasis of national reconciliation, tolerance, women's human rights and equality, combating violence against women and bringing about legal reform become basic elements in the process of rebuilding democracy in Iraq.

Taking this into consideration, the Association works with other Iraqi non-government organizations on:

1. Contributing to the promotion of peace and political stability in Iraq through developing the role of the civil society and its initiatives to support peaceful reconstruction, the rule of law, national unity, legal reform and human security
2. Elevating the standard of human security for all Iraqis living the stage of armed conflicts, particularly those displaced, in order to alleviate severe poverty and promote social, economic and cultural rights in addition to disseminating cognizance on the importance of economic and environmental factors and their effect on armed conflicts
3. Extending help towards providing and developing the free space for democracy through peaceful dialogue and interconnections among cultures and religions within various sectors of the Iraqi society

### Main areas of challenges and working programmes:

#### 1. Revising the Constitution which is an ongoing process:

- Refining the constitution
- Recognizing international human rights conventions within the constitution
- Pressing towards annulling or amending Article 41 related to the personal status law

#### 2. Human Security and Peace:

- A programme for solving conflicts and laying down democracy with juveniles and youths through disseminating the concepts of human rights among them
- Civil dialogue among youth: encouraging dialogue, exchanging expertise and joint work among youth, enabling them to participate in the process of democratic change and developments at all levels (political, social, economic and cultural)

- Mobilization against the risks of militarizing children, taking into consideration the phenomenon of enlisting children in armed groups
- Defense campaign on non-violence among youths and children
- Sufferings of emigrants being one of the priorities of human security
- National reconciliation at the level of local societies and among decision-makers
- The rule of law being the key to the basic solution of implementing justice in Iraq

### 3. Penal Justice (Judicial Reform)

- Promoting the culture of human rights and gender among judges and court personnel
- Training Interior Ministry staff on human rights, reforming the security sector, and giving women access to justice when abused
- Reviewing legislations towards taking into consideration gender issues

### 4. Women:

Women constitute a huge source of energy in supporting the democratic and development process in Iraq taking into consideration that the share of their representation in the National Assembly has reached 25 per cent while around 11 % of Iraqi families are being supported by women. The deteriorating security situation has become a heavy burden on women, causing a high increase in the number of widows, a bigger deterioration in the conditions and limiting the role and movement of women in public life.

### Suggested Programmes:

#### A) A campaign for eradicating illiteracy, defending compulsory education and reducing the phenomenon of children's absenteeism at schools:

Al-Amal Association emphasized in its programmes that the increase in the number of illiterate women in Iraq and girls quitting school reached worrying figures. This calls for laying down sustainable programmes by the Ministry of Education and at the level of civil society organizations too to encourage women and girls to join education.

#### B) The Women and Technology Programme:

- This programme is trying to set up bridges to fill the gap through training and building the capabilities of women participating in the Microsoft programme "AMBITION WITHOUT LIMITS" which unveils the Iraqi woman's latent energy, and which aims at by-passing gender discrimination as regards the ability to absorb computer technology, access to data and securing freedom of expression in order to set up a society enjoying social equilibrium.
- The Women and Technology Programme encourages the peaceful settlement of conflicts and lays down the foundations for a future without fear, oppression and violence.

#### C) Women in the Labor Market and Income-fomenting Programmes:

Within the framework of the "International Covenant for Iraq"

#### D) Respecting Gender in Laws and Legislations:

- Revising Iraqi legislations in the light of international treaties and conventions (CIDAW and the international human rights convention). This will pave the way for including the gender within Iraqi legislations, realize gender equality and abandon violence against women.
- Expanding the programme of the women's legal clinic to include several governorates, to disseminate enlightenment on the rights of women and put the government and the society before their responsibilities in this respect. This should be accompanied by a

campaign to end silence towards violence against women which would in turn lead to the promulgation of a law to this effect. The activities of the proposed programme include listening sessions, monitoring, enlightenment, workshops and training of trainers.

**5. Building-up capacities of government and non-government organizations with regard to:**

- Planning sustainable works
- Training related to personal and vocational skills
- Training on leadership for youths and women
- Networking
- NGOs law

**Targeted Categories in the Working Programme.**

NGO workers

1. Women and youth strata in the city and the countryside
2. Government institutions, heads of parties, members of Parliament men and women, Parliamentary committees (legal, amending the constitution, women, civil society, and human rights)
3. Local and vulnerable groups (such as governorate, municipal and displaced boards)

## Annex (8)

### Role of Civil Society Organizations in Achieving the MDGs

**Ms. Ramzia Abbas Al-Eryani,**

Chairperson

Civil Society Organizations Thematic Working Group (CSOs-TWG), Yemen

#### **I. Introduction**

- The paper aims at informing the participants of this seminar of the role the civil Society Thematic Working Group in Yemen has played in contributing to the preparation of development plans which are directed towards the achievement of the Millennium Development Goals, as well as the future roles of these organizations in this regard.
- This paper covers two basic themes: the role of CSOs-TWG that was played within the framework of the MDGs and the future role of the group.

#### **I. CSOs TWG activities within the framework of the MDGs**

- § The most important activities of the group focused on its contributions within the framework of the MDGs.

#### **Activities of the Thematic Working Group within the framework of the MDGs during the previous period:**

In May 2003, the Ministry of Planning and International Cooperation declared its intention, to adopt a new methodology in planning, which was based on the achievement of the MDGs by the year 2015. The methodology is also based on three basic outcomes:

- § Identifying the needs and cost of achieving the MDGs and preparing a national report on that
- § Preparing a long- term development plan (2006-2015), in accordance with the needs of achieving the MDGs
- § Preparing the third Five Year Plan for Development and Poverty Reduction, based on the previous two outcomes

#### **CSOs TWG Participation**

Participation in identifying needs and cost of achieving the MDGs:

- § The CSOs TWG participated in all Sectoral TWGs through eight representatives. The CSOs TWG formed internal teams in order to provide technical support for their representatives in the sectoral TWGs.
- § The CSOs TWG identified some topics and issues relevant to the poor and the civil community and focused on them, being urgent priorities. These are:
  - Negative impact of expensive health services
  - Negative impact of expensive education services
  - The necessity of improving the mechanisms used by Social Welfare Fund in targeting the poor and distributing financial aids to them
- § The CSOs TWG (through the assistance of local consultants and support from Oxfam-GB) prepared working papers on the above-mentioned topics and were submitted to the Ministry of Planning and International Co-operation. These papers were thoroughly and

extensively discussed and reviewed in a seminar hosted by the Ministry of Planning and International Co-operation. The seminar was chaired by Mr. Ahmed Sufan, Deputy Prime Minister and Minister of Planning and International Cooperation. All sectoral TWGs and the entities concerned took part in the seminar.

- § The CSOs TWG prepared a strategic paper on the TWG s requirements in the environment field. This was a part of the stage of needs identification within the framework of achieving the MDGs . The paper was submitted to the environment TWG and to the ministry of Planning and International Co-operation
- § Three members of the CSOs TWG were engaged with the team responsible for the preparation of the national report on needs and cost identification so as to achieve the MDGs.

Participating in the preparation of the Long-Term Development Plan (2006-2015) and the Third Five Year Plan for Development and poverty Reduction (2006-2010):

- § The CSOs TWG worked with the technical committee responsible for preparing the Third Five Year Plan for Development and Poverty Reduction. The CSOs TWGs contribution was finalized and submitted to the Ministry of Planning and International Co-operation at the predetermined time (the end of May 2005).
- § The CSOs TWG participated in the committee responsible for preparing policies of the Third Five Year Plan for Development and Poverty Reduction through four representatives. The TWG prepared a paper entitled “Partnership, Implementation and Follow up to the Third Five Year Plan for Development and Poverty Reduction”. This paper was discussed on 31 May, 2005.
- § The CSOs TWG participated in the higher committee for the Third Five Year Plan for Development and Poverty Reduction through six representatives.

Participation in the Global Call Against Poverty

- § The Civil Society Thematic Group works under an international network, comprising more than 1000 Civil Society Organizations in Global Call Against Poverty. This programme is an international campaign which aims to achieve the eighth goal of the MDGs , i.e. "developing global partnership for development", through putting pressure on the Group 8 countries. This can be obtained through three key steps:
  - Debt cancellation of poor countries
  - Increasing unconditional development aids to poor countries and providing the quality of these aids
  - Fulfilling justice in world trade
- § The CSOs TWG undertook the following activities within the Global Call Against Poverty:
  - § In collaboration with Oxfam-GB, the CSOs TWG held a meeting with representatives of the embassies of the USA and the UK (besides the TWG members and media representatives) to discuss the cancellation of Yemen’s debts, as well as development aids to Yemen. The CSOs TWG delivered letters to the representatives of the two embassies regarding the cancellation of Yemen’s debts, as well as increasing unconditional development aids to Yemen, and requested them to communicate this appeal to the government of their countries. The choice of this date coincided with the G8 Meeting on 5 Feb 2005. Part of this meeting was devoted to the discussion of debts of poor countries.
  - § The CSOs TWG sent similar letters to the ambassadors of the other G8 countries. The TWG received replies from the same embassies confirming the delivery of the letters to their governments.

- § On 30 March 2005, the CSOs TWG sent two separate letters to the ambassadors of France and Germany to Yemen regarding the same. That was a part of the advocacy campaign on debt cancellation and increasing unconditional development aids to Yemen.
- § The CSOs TWG participated in the regional meeting of the Global Call Against Poverty in the Arab World which was held in Cairo (11-12/5/2005). The TWG representative and the representatives of 4 Yemeni Civil Society Organizations contributed to the tentative action plan for Global Call Against Poverty in Yemen for the coming period of time.
- § In collaboration with the UN Office in Yemen, the CSOs TWG conducted a workshop on acquainting civil society organizations with the MDGs on 29 May 2005.
- § On 1 July 2005 (the First White Band Day), the TWG launched a campaign to collect one million signatures to be submitted to the British embassy in Sana'a as the UK was the venue for the G8 summit. The petition demanded the fulfillment of the first demand of the Global Call Against Poverty, viz. debt cancellation and the provision of government aids for development.

## **II. Features of the CSOs Future Roles in Enhancing the MDGs**

### **1. The Themes for Future Activities:**

- § Having the ability to mobilize and activate the society in different issues, the CSOs may contribute largely to the efforts of achieving the MDGs in Yemen through the following themes:
  - Introducing the MDGs through education programmes which target Civil Society Organizations and their members in the local communities in all of the governorates
  - Implementing some activities related to the MDGs such as: (1) Bridging the gender gap, (2) Girls' education, (3) Reducing child mortality rates, (4) Fighting AIDS and malaria, and (5) Protecting the environment
  - Advocacy and mobilizing support and for implementing the aforementioned activities
  - Contributing to the observation and follow-up of the millennium development indicators
  - Continuing with the programme "the Global Call Against Poverty", in accordance with the pre-determined plan

### **2. Requirements of Future Roles:**

To implement the previous themes and activities, there is a need for certain things. Among these are the following:

- § Cooperation and partnership between Civil Society Organizations and various government entities
- § Involvement of the members of local communities in the activities of Civil Society Organizations
- § Cooperation and coordination between various Civil Society Organizations, through unions and networks
- § Support of donors and government entities for the programmes of Civil Society Organizations

## **Annex (9)**

### **The National Council for Family Affairs: “A Jordanian Identity .. A Global Vision”**

**Lara Hussein**  
**Deputy Secretary General, NCFA**

#### **Introduction:**

- The National Council for Family Affairs, headed by Her Majesty Queen Ranya, was established by a Royal Decree in accordance with Law No. 27 of the Year 2001.
- The Council aims at improving the standard of living of Jordanian families and at maintaining the family entity, its stability and self-sufficiency, as well as providing a political, social, economic, legislative and cultural environment supporting the family and its members.

The role of the Council is manifested in the following three main headlines:

- An intellectual body for national policies
- A coordination and control body
- Mobilizing support

Components of the Council's strategic plan (2004 – 2008):

- ¡ Managing research and information resources
- ¡ Contributing to the initiation of policies
- ¡ Coordination and follow up
- ¡ Mobilizing support
- ¡ Institutional development

Working units within the Council:

**The Policies and Planning Unit:**

Revise and develop policies, legislations and strategies related to family affairs and direct research towards national priorities to achieve integration of policies and strategies directed towards improving the quality of family life

**Technology and Information Resources Unit:**

Provide and manage information and data related to the affairs of the family and its members

**Communication and Partnership Unit:**

Contribute to cognizance as regards family affairs, winning support and assistance for the family, provide technical and material support and foster participatory relations with institutions and other related bodies

**Follow-up and Evaluation Unit:**

Support partners, follow-up and coordinate among partners, evaluate programmes related to family affairs to bring about coordination and integration among programmes and services offered by various sectors for the advancement of the Jordanian family

**Childhood Unit:**

This Unit works towards contributing to the improvement of the quality of life of Jordanian children from birth up to the age of 18 years.

#### The Financial and Administrative Unit:

Manage, supervise, control and check all financial and administrative activities in conformity with the strategies and plans laid down for the Council.

#### Working with Partners - Working Groups and Advisory Committees:

- Specify the referential conditions for the work of groups
- Select experts and representatives of the parties concerned
- Lay down a standard coordinative and consultative methodology

#### The Partnership and Conformity Pattern:

In order to improve the quality of life of Jordanian families, the National Council for Family Affairs operates through a participatory method with the following sectors:

- Government institutions
- Academicians
- Donor bodies
- The Civil Society
- The Private Sector

#### Work Methods:

- Method based on information
- Method based on partnership and building alliances
- The Comprehensive integral method

#### Policies, Strategies and National Schemes:

- n The National Strategy for Developing Early Childhood
- n The Working Plan for Developing Early childhood (2003 – 2007)
- n The National for Childhood (2004 – 2013)
- n The National Strategy for the Jordanian Family
- n The National Strategic plan for Protecting the Family Against Violence

#### Review and Analysis of Legal Legislations “The Positive and Passive Effects on the Family and Its Members”:

##### Targets behind the review and analysis of legal legislations:

- Classifying and analyzing relevant legal texts and manifesting their positive and passive effects on the family status in Jordan
- The extent of realization by relevant legal legislations of the interests and security of members of the family and on the family as an integral entity
- The extent of conformity of relevant legislations with basic principles of the Islamic Shari’ah and the international human right standards related to the family according to the nature of the axis
- Proposing substitute legislative policies related to the family that would guarantee the realization of better family security and family interests

## **Annex (10)**

### **National Economic and Social Council in Algeria: From Promoting Socio-Economic Dialogue to Rational Assessments in Accordance with International Criteria**

**Samia bin Abbas Kaghouché**

*Member, National Economic and Social Council, Algeria*

#### **Presentation Outline**

1. Introduction of the institution
2. Human resources of the Council, introduction of its most important activities
3. Circumstances behind the establishment of this institution
4. The role of the National Economic and Social Council
5. Current and future views of the Council

#### **Introducing the Council:**

The National Economic and Social Council is an advisory institution whose main mission through its wide representation of the various social – professional groups, is consulting and guaranteeing the sustainability of social and economic dialogue, to support democracy and enlighten the general policies on all matters related to economic and social growth through recommendations that come after notification or are self-initiated.

Its duties include achieving three main goals:

- Guarantee dialogue and continue social consultation among the various social and economic partners, while seeking consensus during the drafting of public interest proposals.
- Reform and study issues of national interest related to economic and social growth, specifically through notifying the Council through the public authorities (presidency or government). It can also self-initiate on any matter within its jurisdiction.
- Provide opinions and submit recommendations and proposals to public authorities. All opinions and studies are submitted to the President and the Prime Minister, and are published in the official gazette.

Human resources of the Council, and introduction of its main activities:

The National Economic and Social Council has 180 representatives in the economic, social, and cultural fields, divided among 9 social and professional groups as follows:

Qualified individuals group, worker unions group, public institutions group, expatriate Algerians abroad group, local groups group, central administration group, elite group, farmers group and associations group.

The activities of the Council are governed by the following two main principles:

- Principle of election to leadership positions within the Council
- Principle of voting on its various works for certification

The role of the National Economic and Social Council:

As a forum for social dialogue, it has accompanied the in-depth dynamic movement of society by giving social democracy the liberal face, i.e. that all economic and social forces can come together.

This is considered a link in light of the differences in focus, which seem at first glance conflicting between sensitivities seeking different expressions. The National Economic and Social Council was able to prove its existence as a pole for consultation, thought and dialogue.

The entrenched belief in the advantages of constructive dialogue supported this Council, which was considered a permanent institution of the Algerian Republic that could eliminate a culture of preconceived ideas, exclusion, narrow approaches, putting aside consensus, self-satisfaction, useless criticism and parasitic negativity.

The institution has morphed into a convention of harmony and a beacon of thoughts, as well as a table of experiments and harmonious practices by reaping the fruit of knowledge, professionalism and experience.

Current and future views of the Council:

Through the activities of the Council in 2006, as well as its trends in the long range, to 2009, we note that it is determined to establish a special framework for public policies. The goal is to revive and implement a dynamic that assists strategic decisions, by linking the advantages of two evaluations, internal and external, so that they comply with international criteria.

Thus, through its self-initiative, the Council has set only 5 goals. These are:

### **First Goal**

Attempting to adopt international standards and criteria by the Council through:

- § Stressing organizational qualifications, capacities and creative energies of staff within the Council
- § Reforming methodological principles, with the support of internal or external expertise, specifically drafted to be used as a reference
- § Codify search and analysis mechanisms
- § Rationalize methods of work

### **Second Goal**

Make the year 2006/2007 the year of launching 5 essential reports, that will be published on an annual basis, as a framework for the Council's working paper. These are reports on:

- § Human development
- § Poverty
- § Economic freedoms
- § Good governance
- § Knowledge-based economy

### **Third Goal**

Successfully build a common, practical line with the executive authority and the public authorities, based on a joint project which consists of mutual mechanisms with two areas of interest:

1. The first is the design / action / benefit from public, political and authoritative policies.
2. The second gateway is analysis / advice / backward and future reform of public policies. This is implemented by the National Economic and Social Council.

### **Fourth Goal**

Attempt to introduce the standard system along with specifying the national institutional engineering job system.

There the government programmes and plans that constitute strategic wages must be checked from time to time, to study their circumstances and methods of success, through comprehensive evaluations that can only be achieved through the five points mentioned above.

Additionally, through institutional and regular amendments, by taking measures and following up the effects of the joint contract of the European Union and the future system of the World Trade Organization.

### **Fifth Goal**

Promote the national advisory institution to the concept of good governance so that it is capable of:

1. Making the Council an advisory and continuing dialogue forum, by bringing together public forces, non-governmental organizations, independent individuals, expert and research national networks, study and research centers, etc.
2. Elevating the Council to an entity that cannot be surpassed in terms of gravity / interest / valuation / dissemination of international mechanisms of evaluating and following up public policies
3. Making the Council through its important job as an advisory organ a favorite of the highest national forces and public authorities

### **Conclusion**

- ❑ Methodological establishment of indicators, based on collecting national data, according to harmonious groups capable of representation and modeling, to facilitate the process of comparison from within and from abroad.
- ❑ There is a need to exert effort to fortify and expand the foundations of national expertise to gain greater permanent control in various practices, including intellectual and methodological entities, and agreed upon and applied mechanisms.
- ❑ Adopt and entrench methods of work that are more powerful than usual, which makes the Council dual in membership and organization.
- ❑ Send special dynamics to introduce renewal horizons to revive a relationship with joint responsibility between actors in public policies and institutions, to evaluate their success.
- ❑ Fortify the criticized capacities in the institutions to unilaterally adopt policies within the framework permanent popularity.

The National Economic and Social Council has the advisory power to represent in an organized fashion economic and social forces. It has proven its ability and will in achieving closeness and valuing ideas, while initiating dialogue with society to encourage public benefit proposals.

Among the legal institutions of the country, the Council was able to show its distinction and has become a social and legal dialogue forum. However, the dialogue is special in that it is based on rational analysis and the accurate and wise observation of events and variables.

In this context the Council is determined to contribute to an intellectual movement on the major issues of development, and be a part of the multi-faceted expression to entrench democracy in life and in the nation.

## **Annex (11)**

### **Civil Society in Mauritania**

#### **Abdellahi Ould Abdul Fettah**

#### **Commissioner on Human Rights, Poverty Alleviation and Integration**

##### ***Presentation Plan***

- Comprehensive developments of the civil society
- The civil society in Mauritania
  - Introduction on Mauritania
  - Characteristics, role and positive attributes of civil society
  - Civil society support programmes (government and UNDP)
- Presentation of two model initiatives
  - Professionalism support fund for national non governmental organizations
  - Sustainable development and poverty alleviation project in Dar Al Naim

##### ***Comprehensive Developments of the Civil Society***

1. Take the civil society into consideration in developmental practices
  2. Three phases of civil society development
    - Tool approach resulting from reintroducing the state
    - “Civil society = programme implementer”
    - Social movements in the eighties (demanding democracy)
    - Human development in the nineties
  3. Rise of the comprehensive civil society
- Development in figures
    - In 1909, the world had 37 international organizations and 107 international non-governmental organizations.
    - In 1996 the world had 260 international organizations and 5472 international non-governmental organizations.
  - The civil society became an indispensable actor.
    - Appearance of the human development concept
    - Practical and financial capacities

##### ***The civil society in Mauritania***

##### **Introduction on Mauritania:**

In the field of human development, Mauritania ranks 152 (International Human Development Report).

##### **Characteristics of Civil Society Organizations in Mauritania:**

##### **Diverse civil society**

- Non-governmental organizations
- Associations
- Syndicates
- Media

- Scientific entities
- Private sector

### Emerging sector

- Most NGOs were established with the strategic poverty alleviation framework (2002)
- There are approximately 1000 NGOs in the country

### Positive attributes compared with traditional systems of administrative interferences

- Flexibility
- Access
- Proximity to population
- Local roots

### Points of Weakness

- Limited professionalism
- Ambiguity of role
- Connection between state and donors
- Weakness of structure and specialization

### **Civil Society Support Programmes:**

(Commission charged with Human Rights, Poverty Alleviation and Integration and UNDP)

### Goals

- Allow civil society institutions to participate in the drafting and implementation of policies to achieve their independence
- Complementarity with state activities

### National Good Governance Programme (implemented by an international NGO)

- Enhance capacities (equipment and training)
- Professionalism support fund for national NGOs
- Civil society structure (civil society forum, municipal forums, network) UN/NGO/IRENE

### National strategy to promote and enhance civil society capacities

- Enhance dialogue
- Enhance capacities (training plan)
- Review legal framework
- Draft, review and implement poverty alleviation strategic framework
- Interim period and democratic election series

## *Two Model Initiatives*

### **Professionalization support fund for national NGOs (February 2007):**

#### Support

(Commission charged with Human Rights, Poverty Alleviation and Integration and UNDP)

#### Goals

- § Mobilize resources to alleviate poverty
- § Tool to enhance civil society capacities through implementing projects
- § Institutional framework to distribute resources rationally and transparently
- § Advisory framework

### **Sustainable Development and Poverty Alleviation Project in Dar Al Naim (February 2007):**

Civil society capability enhancement series (state, UNFP, UN sector for economic and social development)

#### Goal

- § Enhance the capacities of NGOs (project proposals and professional conduct) according to the training-work assessment in June 2004 ECOSOC
- § Participate in course

#### Project proposal phases (training on project proposals, April 2004)

- § UN/NGO/IRENE network: 8 team leaders (one for each of the millennium goals)
- § Project drafting
- § Submitting project to authorities and partners in development

#### Implementation phase

Launch in February 2007, continuous announcement of tenders and selection of NGOs

#### Selecting Area of Interference

- § Isolation and lack of infrastructure
- § Unemployment and severe poverty
- § Immigration of the population from the rural areas and tin cities in the capital
- § Deteriorating environment

#### General Goals

- § Achieve millennium goals in the neighborhood
- § Enhance the capacities of NGOs through implementing projects

#### Specific Goals

- § Improve the living conditions of the population and enhance their capacities in alleviating poverty
- § Support NGOs and their actual participation in participatory and integrative development
- § Create a national and comprehensive local partnership to reach the millennium goals in the less developed countries

## Components

- § Economic security
- § Supporting the health sector
- § Supporting the education sector
- § Supporting women's and youth activities
- § Supporting local rules

## Participatory Implementation Mechanisms

- § Municipality / population: Benefits and is agent of implementation from the local administration
- § Civil society institutions: Field implementation agents
- § Government (Human Rights, Poverty Alleviation and Integration Commission)
- § Custodial authority responsible for implementation and follow-up
- § Partners: Cooperating agencies supervising the use of funding

## **Linkages between Professionalism Support Fund for NGOs and Sustainable Development and Poverty Alleviation Project in Dar Al Naim:**

Dar Al Naim Project: First model project to go through the fund

## Funding

- § Competitions to select NGOs
- § Entering into contracts with the Fund

## Budget

- § Allocated budget: \$339.000
- § Attained budget: \$243.000
- Government: \$100.000
- UNFP \$100.000
- UN Volunteers programme: \$43.000

## Obstacles and Available Opportunities

Obstacles:

- § Conflicts
- § Directing donor contributions
- § Limited capacities of NGOs and weak structure

Opportunities and future horizons:

- § New institutional and legal political environment
- § Example of comprehensive partnership
- § Benefit from framework of Professionalism Support Fund for national NGOs
- § Methodology assisting in project ownership
- § Contribute to implementing the ministerial declaration - ECOSOC
- § New experience in enhancing capacities through work
- § Complementarity with donors
- § Expanding experience

## Annex (12)

**Civil Society in Libya**  
**Dr. Ftema Y. Wafa**

Technical Cooperation Department, Ministry of Planning — Libya

**Millennium Development Goals (1)**

MDGs	Indicator	Developing Countries	Libya	Year
Goal 1: Eradicate extreme poverty & hunger	<i>Proportion of people living on less than \$1 (PPP) a day, 2002 (Percentage)</i>	19.4	0	2002
Goal 2: Achieve universal primary education	<i>Net enrolment ratio in primary education, 2003 / 04 (Percentage)</i>	86	> 96	2003/2004
Goal 3: Promote gender equality and empower women	<i>Share of women in non-agricultural wage employment, 2004 (Percentage)</i>	46	26	2003/2004
Goal 4: Reduce child mortality	<i>Under-five mortality rate per 1,000 live births 2004</i>	87	20	2004
MDGs	Indicator	Developing Countries	Libya	
Goal 5: Improve maternal health	<i>Proportion of deliveries attended by skilled health care personnel, 2004 (Percentage)</i>	56	94	
Goal 6: Combat HIV/AIDS, malaria & other diseases	<i>HIV prevalence in adults aged 15-49 (Percentage), 2005</i>	0.3	NA	
	<i>Number of new tuberculosis cases per 100,000 population (excluding HIV), 2005</i>	151	NA	
MDGs	Indicator	Developing Countries	Libya	
Goal 7: Ensure environmental sustainability	<i>Proportion of land area covered by forests, 2005 (Percentage)</i>	31	NA	
	<i>Energy use per unit of GDP, 2003 (Kilograms of oil equivalent per 1,000 dollars of GDP in 2000 purchasing power parities)</i>	218	334 (2003, oil products only)	

<b>Goal 8: Develop a global partnership for development: Technology</b>	<i>Proportion of population with mobile telephone connection, (Percentage)</i>	<b>27 (2004)</b>	<b>35 (2006)</b>
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#### **Professional**

- **The Association of Libyan Women in Science and Technology**
- **Libyan Association for Bio-Technology**
- **Society for Sciences and Culture**
- **Etc.**

#### **Business**

- **Commerce and Industry Chamber**
- **Society of Libyan Business Women**
- **Libyan Engineers Society**
- **Libyan Surgeons Society**
- **Etc.**

#### **Unions**

- **Women Union**
- **Labor Union**
- **Student Union**
- **Etc.**

#### **Empowering Women**

- **A unit for women affairs in the General People's Congress, the highest legislative body in the country**

#### **Achievements**

- **In 2002 the law dealing with civil societies was amended to make the set-up of civil societies less burdensome and much easier**
- **In-kind support for most licensed societies from the state**
- **As a result many societies were set up. At present the number is about 114.**

#### **Impediments**

- **Due to the long dependence on the state and its institutions the civil society was almost non-existent before 2000.**
- **Because of this, awareness of the importance of civil society needs to be enhanced.**
- **Moreover, non-governmental financing is difficult to obtain and also needs to be developed and increased.**

#### **The Way Ahead**

- **Due to the decision of the Jamahiriya to integrate with the global system and at the same time insure an equitable society, the country is encouraging the setting-up of civil societies, that would need to cooperate with the official institutions in order to insure the fulfillment of the MDGs.**

## Annex (13)

### Participation in Public Policies in Morocco

**Kaoutar Mdarhi Alaoui**

Director, Employment Center, Ministry of Public Sector Reform —Morocco

#### Contents

1. Reference
2. Consultation and participation of the civil society in public policies
3. Initiatives taken within the framework of partnership
4. Benefits
5. Institutional framework of partnership
6. National strategy for equality between the sexes by merging the gender approach in development policies and programmes
7. Contribution of the Public Sector Development Ministry in implementing strategic requirements

#### 1- Reference

A- Modern democratic societal project

##### Philosophy

Follow the provisions of the law, entrench the principles of equal opportunities, strengthen the values of solidarity, and support partnership and participatory approach in managing public affairs.

##### Objectives

- n Guarantee state's participation in modern democracy through enhancing the constitutional institutional framework of many entities and institutions
- n Support public freedoms and rights
- n Enhance political harmony and establish rule rotation among political players
- n Improve civil rights and human rights as internationally recognized, and activate the civil and political rights of women
- n Open up to the spirit of the age and the requirements of development and advancement
- n Establish a model and distinguished framework for societal reconciliation
- n Fight against unemployment and poverty and reduce social differences within the national initiative for human development

B- The new concept of authority

##### Philosophy

Royal speech in Casablanca in 1999

##### Objectives

- § Guarantee dignity of citizens and compliance with the law
- § Transparency in dealing with citizens and society
- § Ensure that administration is in the service of citizens

## 2- Consult with the civil society and allow it to participate in public policies

### Deliverables

- § Guarantee unrestricted access to information
- § Reduce centrality of authority through guaranteeing the effective participation of civil society organizations and the private sector in developing the quality of decision making and the ideal use of public resources
- § Practice authority in a participatory and transparent manner subject to accountability and based on the rule of law

### Types of adopted partnerships

- § Partnership related to representative democracy at the level of both houses of the parliament and the community councils
- § Partnership related to advisory councils
- § Partnership related to social dialogue
- § Partnership related to contracts between central administrations and their non-centralized interests within the framework of managing the budget and public expenditure
- § Partnership between the non-centralized interests and the actors at the local level
- § Partnership related to the creation of public benefit groups

## 3- Initiatives taken within the partnership framework

- § Prompt the legislative authority to participate in the discovery of information on bribery through fact finding committees
- § Prompt professional commissions and the private sector to comply with honor codes and their requirements
- § Integrate civil society institutions in the negotiations on free trade agreements with the US
- § Integrate civil society institutions and organizations in drafting the national policy of public life
- § Create social development agencies and a ministry of social development
- § Amend the by-laws of several group councils
- § Activate the Higher Council for Public Office
- § Provide within the bill to establish a central commission to prevent bribery for representing various social groups within the general assembly of this commission. ( Meaning of this phrase is not clear. Does this phrase mean: “Provide, within the bill to establish a central commission to prevent bribery, for provisions to ensure various social groups to be represented within the general assembly of this commission”?)

## 4- Gains

- § Family code, considered a comprehensive legislative system that complies with the *Shari'ah* and Islamic principles in the service of family solidarity and community support. It places the family as a corner stone in the democratization of society because it is its main component. It includes:
  - § Granting the couple responsibility for the family
  - § Granting true competence to adult women
  - § Equality between men and women in terms of age of marriage
  - § Make divorce a resolution of marriage problems to be practiced by husband and wife
  - § Create family courts that are specialized, fair, qualified, modern and effective
  - § Guide for the provisions and procedures on family law
  - § Establish a family integrity fund
  - § Citizenship law
  - § Central agency for the support of transparency and elimination of corruption and bribery

- § Accomplishments with the social dialogue framework (manage human resources)
- § Adopt a new pattern for managing public policies in social and economic fields
- § Support local decentralization
- § Create management agencies
- § Authorize public facilitation of some activities
- § Customs code
- § Elections code
- § Public transactions law
- § Property disclosure law
- § Partnership on management of local affairs through providing within the group covenant of 2002 law for the specialization of partnership management concerning:
  - Support social, cultural and sport organizations and societies, as well as development of partnership with rural societies and all organizations and juridical entities working in the economic and social field.
  - Conduct all forms of cooperation and partnership aimed at reviving economic, social and cultural development for groups, with the administration, juridical entities, economic and social partners, the elite, and every foreign group or organization.
- § Mechanisms of partnership between decentralized interests and actors at the local level to implement the decree of the First Minister on this issue, dated 27 January 2003, which provides for developing partnership relations with local actors (local groups, community organizations and the private sector).

#### **5- Institutional framework of partnership**

- § Central commission for the prevention of bribery
- § Parliament
- § Ombudsman Bureau which plays the role of mediator between the administration and the citizen
- § Higher Council for Public Office
- § Ministry of Social Development, Family and Solidarity

#### **6- National strategy for equality between the sexes by merging the gender approach in development policies and programmes**

National strategy for equality between the sexes by integrating the gender approach in development policies and programmes, for example to achieve accomplishments in the sector based on the principle of partnership, sustainable and just human development, must be achieved based on equality between the sexes.

##### Strategy goals

- § Equal and fair participation of women and men in preparation, direction and influence in terms of development policies and programmes.
- § Ensure that women and men, girls and boys, receive benefits equally and fairly from development policies and programmes.

##### Five levels of the strategy

- § Civil rights
- § Representation and decision making
- § Social and economic rights
- § Individual and group behavior
- § Means and mechanisms to entrench values of fairness and equality between the sexes in institutions and policies

## **7- Contribution of the Public Sector Development Ministry in implementing the requirements of the strategy**

### Project to institutionalize the principle of equality between the sexes in public administration

#### Medium range strategic programme aimed at:

- § Diagnosing the status of public administration from a representation viewpoint for men and women
- § Determining the extent to which the principle of equality shall be applied in reform processes for the administration, and proposing appropriate solutions

#### Strategic Programme themes:

- § Support institutional capacities of the ministry in order to integrate the principle of equality between the sexes in its structure and procedures
- § Support the capacities of the ministerial sectors to reduce differences between the sexes in managing human resources
- § Increase women's participation in public offices and positions of responsibility
- § Achieve balance between professional life and family life

## **Annex (14)**

### **Lessons Learned from the Experience of the Arab Women's Training and Research Center (CAWTAR):**

**Dr. Soukeina Bouraoui  
Executive Director, CAWTAR**

**CAWTAR is a regional organization established in 1993 and is based in Tunisia**

#### **Research and Policies:**

CAWTAR's First Arab Women Development Report on Globalization is the BASE.

#### **Recommendations**

- Maintain enabling legislative and institutional environment
- Undo discriminatory social practices impeding
- Empower women

#### **Afterward Challenge**

- Mainstream the report recommendations in programmes to actually influence policy-making process
- Networking

#### **The Arab Network for Gender and Development (@NGED)**

Regional platform to foster policy dialogue with 250 members from 19 Arab countries that promote findings of regional policy-oriented research including CAWTAR Arab Women Development Reports at the international, regional and national levels; and provide a unique space for dialogue on gender issues

1. Meet annually: to exchange advocacy strategies and dialogue with decision-makers
2. Produce its own in-depth-research on:
  - Entrepreneurship
  - Poverty
  - Decision-making in economic sphere
3. Organize National Roundtables to advocate its perspectives
4. Collaborate with CAWTAR
  - Prepare the Arab Women Development Report
  - Implement Regional Projects: GERPA (Gender Economic Research and Policy Analysis) + Gender Equity + Poverty Reduction + Local Governance + Gender Based Violence

#### **A Best Practice**

- Created a regional dynamic
- Contributed to enhancing institutional performance
- Maintain the networking spirit, and apply the one at the regional level to the one at the national level, and vice versa
- Integrated Media Role in communicating economic-related issues
- Build a regional capital of institutions to tap on to engender existing economic research in MENA region

## **Lessons Learned**

1. policy-oriented research needs technical support for strengthening analytical approaches
2. Policy change is gradual and needs systematic efforts for inter-linking relevant economic issues
3. Triangular communication among research centers/scholars, media and decision-makers to strategize efforts for influencing policies.

## Annex (15)

### Participatory Local Development: Shurouq Programme Experience

**Dr. Ibrahim Moharam**  
**Shurouq Programme, Egypt**

**Shurouq:** National Programme for Comprehensive Rural Development 1994-2004  
**General Goal:** Improve the quality of life for village inhabitants through their participation  
**Secondary Goals:** Environmental – economic – human – institutional development  
**Specific Goals:** Specified by each village – quantitatively – within a five year plan.

#### *Shurouq's style*

1. Call on local entities to demand change
2. Reasonable and objective persuasion
3. Individual and group responsibility for development
4. Work through civil organizations
5. Group complementarity and job support for activities with various resources
6. Scientific methodology for all phases of work
7. Complementary and supporting efforts, not as primary efforts.
8. Future generation rights
9. Harmony with prevalent community values
10. Accumulative change through an acceptable timeline.

#### *Shurouq's Methodology*

Five phases in each village:

1. Identification: Economic-social map
2. Calls: Study the map and look to the future
3. Planning: Priorities – funding – timeline – responsibilities
4. Implementation: Translate plans into reality – follow-up.
5. Assessment: Immediate – periodic – methods – cost – returns.

#### *Shurouq's Mechanisms*

- § Representatives: Males – females – volunteers of housing blocks
- § Village committees: Local councils – civil organizations – government – natural leaderships
- § Center committees: Local councils – MPs – government – four from each village committee
- § Governorate committees: Local councils – civil organizations – government – four from each center committee
- § National committees: Government – civil organizations – MPs – academics – media.

#### *Implementation strategy*

- § From 2004 to 2017 (four five year plans)
- § Inclusion of all villages consecutively until 2002
- § Continue implementation in all villages for 15 years
- § Total planned funding: 267 billion Egyptian pounds (78.5 million dollars)
  - 42% popular participation
  - 32% government and foreign aid
  - 26% loans

## ***Implementation***

§ 1994:	83 village units
§ 1997:	1092 units with 4404 villages (100%)
§ 2004:	1164 units with 4568 villages (100%)

### **Available funding:**

#### **1994-2004**

<b>Government:</b>	1676 million pounds	64.8%
<b>Foreign aid:</b>	34 million pounds	1.3%
<b>Loans:</b>	127 million pounds	4.9%
<b>Participation:</b>	749 million pounds	29.1%

*Total:*                      2586                      100%

#### *Projects*

74% of investments:	infra- and environmental structure
16.5% of investments:	human development
7.4% of investments:	economic development (48 thousand small projects)
<u>2.5% of investments:</u>	<u>institutional development</u>
100%	93.8 thousand development projects and processes

### **Implementation results as of 2004 are as follows:**

<b>Area</b>	<b>1994</b>	<b>2004</b>
<b>Institutional building</b>	<b>23,000 volunteers</b>	<b>45,000 local leadership</b>
<b>Families benefiting from potable water</b>	<b>73%</b>	<b>82.1%</b>
<b>Families benefiting from sewage systems</b>	<b>37%</b>	<b>78.2%</b>
<b>Paved main roads (%)</b>	<b>27%</b>	<b>63%</b>
<b>Families benefiting from electricity (%)</b>	<b>83%</b>	<b>98%</b>
<b>Enrolment in elementary education (%)</b>	<b>83%</b>	<b>94%</b>
<b>Female enrolment in elementary education (%)</b>	<b>61%</b>	<b>87%</b>
<b>Families benefiting from health (%)</b>	<b>86%</b>	<b>99%</b>
<b>Births under medical supervision</b>	<b>41%</b>	<b>64%</b>

**Problems and lessons learned:**

1. Starting before training of staff
2. Starting before legal amendments
3. Sector and competition viewpoint
4. Focus on specific implementation instead of building capacities
5. Lack of coordination and complementarity
6. Lack of tax justice
7. Ignoring timelines
8. Focusing on infrastructure and ignoring all others
9. Bureaucratic style of the government
10. Suspension of follow-up and training for a while
11. Lack of incentives for workers
12. Political hastening of results

***Shurouq after 2005***

Integrated into a unified local plan with the Shurouq style and methodology but without its mechanisms.

## **Annex (16)**

### **Bandar Jadid Organization Experience**

#### **Amal Said Salim**

Vice President, Bandar Jadid Organization — Djibouti

#### **Basic characteristics of charity associations in Djibouti:**

Most associations in Djibouti were established in the eighties for sport, social and cultural goals. Several associations brought to mind the old traditional solidarity based on aid. This popular initiative stopped in the early nineties due to financial difficulties, the lack of human resources and the growing needs of the youth. Associations were essentially based on the youth.

This situation deteriorated between 1991 and 1994 as a result of the civil war, draught, floods and the influx of refugees from the neighboring countries.

Recent years in Djibouti have seen the spread of neighborhood associations whose efforts focused on the following: health, distribution of humanitarian aid, neighborhood cleaning, pasture development, studies to support students, literary programmes, environment, and fighting AIDS.

The total number of associations and organizations working in Djibouti is approximately 217. The statistics were produced by the Coordination Unit to Alleviate Poverty at the Ministry of Economy, Finance and Planning, charged with privatization.

Most associations have ambitious goals that are not specified and exceed their size and financial abilities. These problems are related to a problem of organization, the specification of appropriate goals and strategy, and the irrational implementation of their work. Associations face limited activity by members, volunteer work and resources that threaten the continuity of their existence.

### **3. Bandar Jadid Organizations**

#### **The Beginning**

Bandar Jadid was established in November 1992. It carries the name of an old neighborhood in the capital Djibouti. It aims to contribute to national development and reduce the effects of the economic crisis on the poor among the Djibouti population, which has become an urgent desire of the Djibouti civil society.

#### **Mission**

The mission adopted by the organization is alleviating poverty and supporting sustainable development. This mission was translated in reality through the continued assistance of underprivileged families with food and clothing donated by local and foreign partner organizations, as well as education and health by opening a kindergarten and medical clinic, and income producing activities for individuals and groups.

#### **Organization's Activities**

Since its establishment, Bandar Jadid focused all its energy on in-kind support for the poor through assistance campaigns of food and clothing. Bandar Jadid recently felt the need for expanding its activities to include programmes that include education, income producing activities for individuals and groups, and facilitating small projects in the rural areas, such as the "Jala Jabla" project in the north, where it built a dam for rain water that helped citizens avoid thirst on the hot summer days.

The Organization determined its goals accurately in line with its capacities and the necessary resources for implementing its mission. Through its practical experience, Bandar Jadid was able to transform from the phase of an association to an organization with many capabilities. Bandar Jadid enjoys credibility and integrity in the eyes of the government, donors, international organizations and its members. This is primarily due to the transparency of management and accounts, and the democratic elections held every two years to elect an organization president.

## **Donors**

- The Government of Japan to build the headquarters, kindergarten, clinic, schoolrooms and conference hall.
- The Government of the United States to build a warehouse, equipment and kindergarten playground.
- The Government of Canada, in partnership with Oxfam Canada, for making available lecture hall furniture, sound equipment, hall air-conditioning, embroidery workshop equipment, salary for employee to coordinate economic and social activities.
- The Islamic Conference Organization to build the dam and buy equipment
- The Government of Switzerland for renovating houses destroyed by the floods in 1994, in cooperation with the Protestant Church in Djibouti

## **Other Partners**

- UNDP: Partner in alleviating poverty
- UNICEF: Partner in developing childhood
- United Nations World Food Programme: Partner in the food assistance framework
- United Nations AIDS Organization: AIDS international day in 1999
- Association of Asian Physicians: Partner in building the Bandar Jadid headquarters and several other activities

Bandar Jadid was awarded in January 2002 the position of advisory member in the Economic and Social Council of the United Nations.

Membership in several regional and international networks:

- Arab Network and Arab Council for Childhood and Development
- International Council for Social Activity
- Non-governmental associations with advisory relations with the United Nations
- Women's Strategic Initiative Organization in the African Horn

## **Difficulties**

### Financial Difficulties

85% of the Organization's revenue come from membership fees. However, the current economic situation and salary delays are not helping the regular payment of dues, which will restrict the Organization's work, which is facing increasing demands by needy citizens.

### Human Resources

For ten years, the Organization was able to work thanks to a number of volunteers who were able to dedicate their time and energy to provide the resources and facilitate and organize the activities at the headquarters and the field. These volunteers, who divide their time between their work and the Organization, find themselves unable to meet the increasing and continuing demands of the needy for lack of time.

## **Opportunities**

There are several opportunities currently available to Bandar Jadid including at the government, social and economic levels, including opportunities related to enhancing capabilities.

### At the governmental level

The government support of the civil society contributed to the spread of local associations and organizations. The state also encourages a decentralization policy based on strengthening the state with the civil society to grant legitimacy for mechanisms to consult among development partners (central authority, decentralized services of the state, local political commissions and the other factions with joint interests).

### At the social level

There are currently small loans offered by the Social Development Fund, the Djibouti Agency for Works and Public Interest to reduce the pressure felt by the impoverished citizens as a result of the International Monetary Fund restructuring.

### At the economic level

The current difficult economic situation prompts NGOs to manage income generating projects, as well as the organization of popular groups to permanently utilize natural resources. An example is the “Jala Jabla” rain water dam with the assistance of Bandar Jadid.

### Enhancing Capacities

Several specialized international donor agencies have expressed their desire to fund this project for the civil society, especially as the members of Bandar Jadid are ready to play this role.

## **Strategic Pillars of the 2004 – 2008 Action Plan**

1. Work according to the general trends in the country, such as alleviating poverty, health, education, environment, role of women and water.
2. Take into consideration the signed and ratified international agreements by Djibouti, the interests of the donors in Djibouti, and the fixed goals of the Organization.
3. Enhance the special personal capacities in politics, development, administration, education, media and financial mobilization.

## **Action Plan Priorities**

### Review of Organization’s List

In general, Bandar Jadid will remain a charity organization in accordance with the laws and duties of the country. The changes will include the means that guarantee Bandar Jadid can do the work it should: mobilize resources, enhance human capabilities, and meet new trends.

## Mobilization of Financial Resources

The mobilization of resources, the basis of success to implement the projects and maintain and develop the organization, must be adopted as follows:

- Increase the number of members
- Produce projects for sustainable development
- Encourage members to organize projects within the framework of the Organization's goals
- Organize educational programmes for local organizations
- List the Organization on the programmes implemented in the country, including: Social Fund for Development, AIDS Alleviation Programme, Early Warning Programme, Crisis Management, Food Security, Small Loans, Small Institutions and the Environment
- Produce documents such as kindergarten books, quarterly magazine and annual report

## Human Resources

- Encourage members to participate in the Organization's activities
- Enhance the poverty security system
- Establish a cell for youth under twenty to ingrate them into the Organization's activities
- Encourage the more productive members with financial incentives if possible
- Develop the women's activities in the Organization
- Appoint individuals in charge of projects funded by foreign entities
- Enhance relations with other associations and international networks
- Participate in all activities that enhance the capacities of the Organization
- Train members according to their interests (project cycle, administration, media, etc.)
- Use networks of organizations to enhance the human capacities of the Organization
- Enhance "twinning" with international organizations

## Alleviate Poverty

Alleviating poverty in Djibouti is not restricted to distributing food to the impoverished and needy. The following factors must be taken into consideration:

- Human, social, cultural, educational, health, etc.
- Natural: access to potable water
- Technical: production, technology, knowledge, etc.
- Infrastructure: roads, communications, housing, etc.
- Financial: small project funding.
- Environmental: crisis management
- Political and economic: good governance

Taking all of the above into consideration shows that there are multiple poverty alleviation theories and solutions that are in harmony with the nature of the country. There are several programmes that are presently going on in Djibouti and target these factors. The Organization must find a way to contribute to this work.

According to its capabilities, Bandar Jadid can now contribute to project development, such as:

- Enhancing civil society capacities
- Storing water to alleviate thirst in the total areas
- Diversify development projects through small loans to individuals with convincing small projects

Bandar Jadid project has morphed from its charitable role in providing food, clothing, education, health, etc., to a more effective role, such as contributing to national and international workshops targeting sustainable development. It has contributed with the financial aid by Oxfam / Canada to enhancing the national capacities of associations. The workshops were attended by over 22 associations and 149 participants (men and women) in the following areas:

- Leadership
- Social and economic status and the role of associations in development
- The role of association in eliminating illiteracy
- Gender
- Developing new technology through the internet
- Planning and facilitating projects

## Annex (17)

# CAPACITY BUILDING IN CIVIC ENGAGEMENT

**Najet Karaborni**

Senior Interregional Advisor /UNDESA

## CAPACITY BUILDING IN CIVIC ENGAGEMENT

- n Civic Engagement Definition
- n Capacity Building Definition
- n Capacity Building Needs and Issues
- n UNDESA Contribution : Tool Kit on Civic Engagement in Public Policies

## CIVIC ENGAGEMENT DEFINITION

- n Individual and Collective Actions Designed to Identify and Address Issues of Public Concern
- n Civic Engagement can take many forms: From Individual Volunteerism, Organizational Involvement to Electoral Participation
- n It can include Efforts for:
  - directly addressing an issue
  - working with others in a community to solve a problem
  - interacting with the institutions of representative democracy

Source: <http://www.actionforchange.org/dialogues/civic-engagement.html>

## CIVIC ENGAGEMENT

### Civic Participation : 3 Levels

- n **Information:** A one-way relationship in which the Government disseminates information to citizens and clients
- n **Consultation:** A two-way relationship in which the Government seeks and receives views of citizens, clients or communities on policies, programmes or services that affect them directly or in which they may have a significant access
- n **Active Participation:** This recognizes & acknowledges a Role for Citizens and Clients in Proposing and/or Shaping Policy Dialogue, Programme and Service Options

Each of the 3 levels of engagement is appropriate in particular circumstances to achieve particular outcomes

### Seven Phases

- n PHASE 1 : Designing and Planning the Engagement Process
  1. To clarify and decide on the engagement objectives
  2. To identify the issues to be addressed
  3. To decide on the desired levels of engagement
  4. To decide on the stakeholders to be involved
- n PHASE 2 : Mobilizing Stakeholders and Profiling Issues
- n PHASE 3: Prioritizing Issues & Reaching Stakeholder Commitment
- n PHASE 4: Formulating Public Policies, Plans, Programmes and Projects
- n PHASE 5: Implementing Public Policies, Plans, Programmes and Projects
- n PHASE 6: Monitoring and Evaluation process
- n PHASE 7: Capacity Building

## **CAPACITY BUILDING DEFINITION**

- n Efforts aiming to develop Human Skills or Societal Infrastructures within a community or organization
- n Capacity Building is needed to reduce the Level of Risk.
- n In extended understanding, Capacity Building also includes Development of Institutional, Financial, Political and Other Resources, such as Technology at Different Levels and Sectors of the Society.

Source: [www.unisdr.org/eng/library/lib-terminology-eng%20home.htm](http://www.unisdr.org/eng/library/lib-terminology-eng%20home.htm)

## **PRESENT SITUATION**

### ISSUES TO BE ADDRESSED

- n Poverty increase in particular in critical areas: sub-urban, rural & less equipped zones  
Wider Gap Rich / Poor
- n Urgent & increased population needs for public & social services & specially for poor, disadvantaged, women, elderly
- n Rural Exodus & Urban Explosion & Less Security
- n Growing Environmental Degradation & Bad Natural/Human Resource Management and Development (strong pressure)
- n Slow Economic Growth, Increase of Unemployment and Inflation
- n Lack of Funding for Basic Infrastructure, Social Services, Environment & Economic Investment

### ISSUES TO BE ADDRESSED

I MBALANCE/DISPARITY between

- n The Capital City & the Rest of the Country
- n One or two developed region (s) & the other ones
- n Urban, Sub-urban and Rural Areas

I MBALANCE for

- n Population Distribution & Environment & Urbanization
- n Economic Growth, Equipment & Infrastructure
- n Amenities/Conditions of Life, Job Creation, Gender, Income, Investment Opportunities & Social Services

## **CAPACITY BUILDING**

### IN CIVIC ENGAGEMENT: Issues

GOVERNMENT AGENCIES

- n Direction, Guidance and Leadership
- n Enabling Environment for Participation
- n National and Local Support
- n Partnership
- n Transparency
- n Accountability
- n Capacity

## NGOs/CSOs/CIVIL SOCIETY

- People/ Citizens' Representation
- Social Dimension & Participation
- Accountability
- Implementation Capabilities
- Participatory Monitoring and Evaluation
- Participatory Budgeting
- Participatory Auditing
- Independence & Freedom

## ACADEMIA

- n Research Support
- n Validation of Methods & Results
- n Partnership

## PRIVATE SECTOR

- n Growth Strategy Support
- n Investment
- n Partnership

## BILATERALS & MULTILATERALS

- n Technical Support and Partnership
- n Source of Funding

## UN SECRETARIAT & REGIONAL COMMISSIONS

- n Multisectoral Dimension
- n Policy and Mandate
- n Substantive, Operational and Administrative Support

## UN AGENCIES

- n Technical Specialized Support
- n Execution and Implementation Capabilities
- n Representation & Linkages at Country Level & Funding

## **UNDESA CONTRIBUTION TO CAPACITY BUILDING IN CIVIC ENGAGEMENT: A TOOL KIT**

- n A practical guide for the government, the civil society, the private sector, other stakeholders and partners
- n It could be easily adapted to specific needs (political, administrative, technological and financial realities) of each country or region & to different focus areas of engaged governance.
- n It presents a harmonized approach & logical framework for engaging community through information, consultation, brainstorming and action for cross fertilization and results-oriented partnership among all stakeholders (member states, NGOs, civil society, citizens, private sector, international community & the United Nations)

- n A clear Step by Step Approach and Process about How to Build and Strengthen:
- 1. Civil Society/Government Dialoguing
- 2. Networking
- 3. Results-Oriented Partnership for Pro-Poor Policies, Socio-Economic Policies and the MDGs

Based on: - Innovative Techniques, Methods & Processes Developed  
 - Best Practices experimented - Activities Implemented  
 - Inputs allocated - Outputs and Outcomes Obtained,  
 - Means provided - Lessons Learnt

**The Tool Kit in Engagement has been designed to address:**

☪ **FOUR KEY TRENDS / CHALLENGES**

- n Globalization/Regionalization
- n Information and Communication Technologies (ICT)
- n Sustainable Human Development/MDGs (Population/Urbanization/Environment/Poverty /Security /Peace)
- n Democratization and Democracy (Participation/Decentralization/Partnerships and Engagement in Governance at All Levels)

☪ **THE CONTEXT**

- n The International Environment Globalization
- n The Regional Environment Regionalization
- n The National Context, The Country's Reality

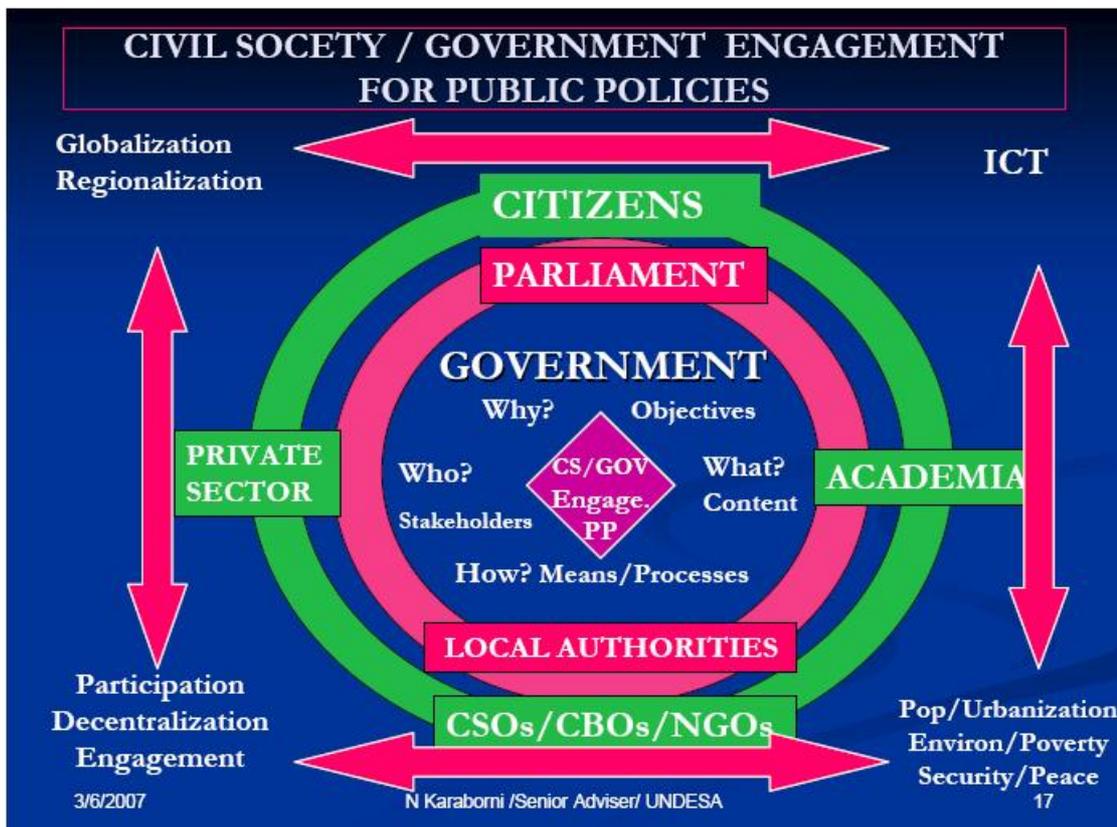
☪ **THE INSTITUTIONAL FRAMEWORK OF ENGAGEMENT:**

**FOUR PILARS**

- n Citizens/CSOs/CBOs/NGOs/Academia/Private Sector
- n Parliament
- n Government (at central, regional and local levels)
- n Local Authorities

☪ **FOUR FUNDAMENTAL QUESTIONS OF ENGAGEMENT**

- n Why? Objectives
- n Who? Stakeholders
- n What? Content/Outcomes/Products
- n How? Means/Processes for Engagement



## CAPACITY BUILDING IN CIVIC ENGAGEMENT

### CS/GOVT

#### Engagement for Public Policies

Why? Objectives  
 Who? Stakeholders  
 What? Content  
 How? Means/Processes

#### Why?

- n New Expectations of the Citizens
- n National Development Objectives
- n MDGs/Globalization/Regionalization
- n Participatory Governance & Civic Engagement

#### Why? New Expectations of the Citizens

- n Food/Peace/Security/Health/Human Rights
- n Justice
- n Equity/Involvement of All
- n Better Conditions and Quality of Life
- n Improved & Accessible Services for All
- n Prosperous Environment for Investment & Employment, Participation & Development

## **Why? Country Objectives**

### **Consensus on Realistic and Achievable Aims**

- n Poverty Alleviation
  - n Sustained Economic Growth
  - n Environment Protection & Development
- È
- Economic/Social/Sustainable/Human & Harmonious Development

## **Why? The MDGs**

<b>The Millennium Development Goals</b>
---

By 2015, 189 Member States

- n Poverty and Hunger
- n Primary Education
- n Empower Women
- n Child Mortality
- n Maternal Health
- n HIV/AIDS and other Diseases
- n Environmental Sustainability
- n Partnership for Development

## **Capacity Building**

### **in Civic Engagement: Why?**

- n Why promoting civic engagement? What are the objectives?
- n What are the issues to be addressed?
- n What type of processes to develop?
- n Do we need to develop skills? In which fields?
- n How will training be delivered (methodology: participatory, interactive, adult/experiential learning, etc.)? For Whom?
- n What is the Planning Process? (what are the steps; needs assessment, test and adjust it before conducting training)
- n Is Evaluation necessary? Is Feedback important? Why?
- n What will be the direct effect and long-term impact?
- n What will civic engagement achieve and produce?
- n What are the activities and resources needed?
- n What are the external factors?

## **Capacity Building**

### **in Civic Engagement: For Whom?**

- n Political Leaders
- n Government Officials
- n Public Servants
- n Parliamentarians
- n Local Authorities
- n Community Leaders (Traditional, Religious, etc.)
- n Civil Society, NGOs/ CBOs and CSOs
- n Academia, Research and Training Institutes
- n Private Sector
- n All Citizens Particularly the Poor, Women & Disadvantaged

Relevant Stakeholders include all those:

- Who are affected by or could significantly affect a priority issue
- Who possess information, resources and expertise needed for strategy formulation, implementation, evaluation & follow-up
- Who control implementation instruments

## **Capacity Building in Civic Engagement: How?**

CLEAR PROCESSES: STEP BY STEP APPROACH

### Planning Stage

Involving stakeholders in the planning stage will help create a sense of Ownership of the issue and Enable clients, citizens, communities and government to Work Together to determine the Most Appropriate Approach to engagement.

1. Decide on the desired Levels of Engagement
2. Clarify the Engagement Objectives
3. Decide on the Stakeholders to be involved
4. Decide on the Issues to be addressed
5. Establish clear Procedures and Processes based on the country specific context, objectives and needs assessment studies
6. Select and adopt Adapted Methods & Techniques for each level of engagement
7. Information, consultation and active participation
8. Prepare Practical Arrangements for Capacity Building and Training programmes and activities for all & by All

### Implementation Stage

1. Secure the means and the budget
2. Implement the training activities
3. Adapt to changing circumstances
4. Engage in joint activities
5. Renew interest, commitment & relationship
6. Enhance networking
7. Build and strengthen multi-stakeholders partnerships

### Evaluation & Follow-up Stage

1. Evaluate the work accomplished and results
2. Draw up the lessons learned
3. Report, ask for feedback and propose to improve the process
4. Promote multi-stakeholders' follow-up and partnership activities, projects and programmes
5. Share positive and negative experiences: website, newsletters, CDs, publications, etc.

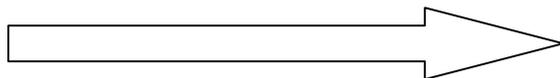
## Conditions of Success

- n Quality Approach : Demand-driven and Not Supply-driven
- n Social Mobilization – Common Understanding - Consensus on Issues, Aims, Approach, Processes, Techniques & Results/Outcomes
- n Comprehensive Capacity Building Approach with emphasis on Human Resource Development, Institution Building & Sustainability for All Stakeholders
- n Strategic Planning and Sound Use of ICT
- n Enabling Environment at All Levels: INSTITUTIONALIZATION of CIVIC ENGAGEMENT
- n Results-Oriented Networking: WIN/WIN for ALL (ARCEN)
- n Funding & Partnership

## Recommendations

Technical Cooperation/South-South & Arab Cooperation to strengthen :

- n Exchange of Innovative Experiences/Best Practices on Institution Building/HRD/Planning/Implementation/Evaluation/Audit for ESSHD & the MDGs



A W A R D S

- n Learning/Training on Innovative Approaches, Techniques, Methods & Processes to design, implement and monitor Comprehensive Strategies for Civic Engagement in Public Policies for Poverty Alleviation, Sustained Economic Growth & S H D
- n Development of Learning Materials & NETWORKING
- n Design/Implementation of Pilot Joint Projects/Programmes for SHD at all levels & for All & by All

### **Amman Declaration Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab region**

#### **I. Background**

1. Many countries are increasingly seeking the participation of the civil society and non-governmental organizations (NGOs) in the policy making processes of the state. A number of policy makers are coming to share the understanding that the engagement and participation of communities and citizens in the policy process, as well as suitable institutional arrangements for securing dialogue with communities, are key to inclusive policy making and consequently, achieving the agreed development goals, including the Millennium Development Goals (MDGs).
2. The summary of the Millennium Development Goals in the Arab Region 2005 refers to the demonstrated progress of the Arab region in many MDG-related fields, but also underscores several deficits including income disparities, as well as several levels of social deprivations. Furthermore, the Arab region also experienced one of the lowest per capita GDP growth rates in the 1990s and early 2000s. The summary of the report states: “The Arab region faces a number of challenges to achieving sustained economic growth with social equity and reaching the MDGs, including unemployment, the gender gap, illiteracy, regional disparities, war and conflict. Other prerequisites for the success of all the Goals include the rule of law, respect for human rights, democracy and good governance.”
3. To meet these challenges, the Arab region is increasingly focusing on two intertwining objectives: (i) greater partnership with civil society organizations in socio-economic policies; and (ii) greater emphasis on sustained socio-economic growth with equity to ensure improved quality of life for all. As these initiatives are of recent origin, capacity building interventions relevant to both the processes and the content of citizen engagement have become a *sine qua non*.
4. For these reasons, UNDESA organized the “Arab Regional Workshop on the Opportunities and Challenges of Civic Engagement in Socio-Economic Policies (Amman, Jordan, 13-15 March 2007)”. The Workshop was jointly organized by the United Nations Department of Economic and Social Affairs (UNDESA), the National Council for Family Affairs (NCFA), which is headed by Her Majesty Queen Rania, with support from the Government of Jordan represented by the Jordanian Ministry of Planning and International Cooperation (MOPIC), and the United Nations Development Programme (UNDP) in Jordan. The workshop is part of UNDESA’s capacity building programme for the Arab region to strengthen civic engagement in governance in general through debate and brainstorming with key stakeholders, both Government and Civil Society Organizations to facilitate the potential for civic engagement capacity building initiatives and how to develop a country level Plan of Action for Civic Engagement for the preparation and launching of Social Charters in each of the participating countries.

5. The Capacity Building Arab Regional Workshop was attended by ministers, parliamentarians, senior officials and experts of the governments, local authorities, non-governmental organizations, civil society organizations, academia and media in the Arab region, as well as international organizations. The Workshop provided the participants with a forum to hold 3-day long deliberations on practices and methodologies of civic engagement in policy making, implementation, and monitoring to address the people issues and achieve the national development objectives and the internationally agreed development goals including the Millennium Development Goals (MDGs).

## **II. Challenges, Threats and Opportunities**

The main challenges, threats and opportunities identified during the Amman Meeting were as follows:

### **Challenges**

- Insufficient financial, technical, human, administrative, and institutional resources.
- Weak culture of volunteerism
- Limited fundraising mechanisms
- Weak or unclear legislative frameworks of Civil Society Organizations (CSOs)
- Weak coordination among CSOs
- Passive role of the media in raising awareness about active participation and its forms
- CSOs required to refer to multiple official documents
- The fragile trust existing between CSOs and citizens from one side and CSOs and the Government from the other
- Lack of change in leadership at some CSOs and insufficient involvement of youth.

### **Recommendations**

- Develop the legislative framework in a way that facilitates and assists in registering CSOs, governs their work to achieve their objectives and enhances community participation
- Activate the adequate frameworks to build the technical and financial capacities of CSOs
- CSOs to initiate bringing up priority issues and inviting the government along with the private sector to discuss these issues
- Establish networking and coordination mechanisms among CSOs at the local, national and regional levels
- Call for exchanging experiences at the Arab regional level
- Adopt standards that achieve financial and administrative transparency.

## **III. Commitments**

We, the participants of the Workshop, having completed active and thorough deliberations,

### **Considerations on Good Governance with Civic Engagement**

1. Acknowledge the increasing importance and effectiveness of participation of people in the formulation, implementation, monitoring and evaluation of public policies and programmes to achieve their country development objectives as well as the MDGs in the Arab region;
2. Affirm the Resolution E/RES/2005/55 of the United Nations Economic and Social Council, which reinforced “the need to deepen the participatory processes of government to ensure citizen’s engagement to achieve internationally agreed development goals, including those contained in the Millennium Declaration”;
3. Reaffirm the central role of governance capacity-building in reaching national development objectives and meeting internationally agreed development goals, including those contained in the Millennium Declaration;
4. Recognize critical roles played by civil society organizations, non-governmental organizations

(NGOs), the private sector, academia, and media organizations to ensure that public policies and programmes are formulated, implemented, followed up and evaluated in a transparent and effective manner for the benefit of people;

5. Underscore that policy dialogue and partnerships between the public and private sectors and civil society are essential to effective, transparent, accountable and just governance at the national, local and community levels;
6. Recognize the need to further examine the approaches adopted and challenges faced by governments that have fostered citizens' participation in public governance processes;
7. Affirm the usefulness of various methodologies and techniques to support the government and other stakeholders for applying the approach of civic engagement in policy and programme processes;
8. Take note with appreciation of the successful preparation and application of Peoples' Social Charters in countries in South Asia;
9. Express appreciation to UNDESA, UNDP, UNESCWA and other United Nations agencies for their initiatives to promote and advocate development and application of engaged governance approach in the Arab countries context;

#### Initiatives by the Governments and Local Authorities

1. Request the participating governments and local authorities to exercise strong leadership in formulating strategies for enhancing policy dialogues and partnerships with civil organizations, as well as in taking concrete measures to promote and support in the Arab region the full participation of citizens and civil organizations in their policy making;
2. Encourages the central and local governments to reaffirm and deepen participatory governance and citizen's engagement in particular through legislative and institutional mechanisms and provide for capacity-building initiatives on this subject;
3. Request the public sector organizations at all levels to take steps for enhancing the participation of citizens and civil organizations in planning, programmemeing, budgeting, implementing, monitoring and evaluation, as well as feedback and follow-up of public service delivery;
4. Request the participating governments and local authorities to ensure the allocation of personnel and financial resources to support the promotion of civic engagement in public policy making, monitoring and service delivery;
5. Encourage the participating governments and local authorities to establish and maintain networks with international communities to support each other for enhancing civic engagement in public policy and service delivery processes;
6. Encourage the participating public sector organizations to identify their own needs for institutional capacity building for establishing and managing effective mechanisms for civic engagement in public policy making and public service delivery processes;
7. Solicit the support of a country or a group of countries to voluntarily host the establishment and maintenance of the Arab Regional Citizen Engagement Network (ARCEN) to pursue the exchange of views, information, capacity building and action on innovative policy, programme and project issues on civic engagement;

#### Initiatives by Civil Society Organizations (CSOs) and Other Stakeholders

1. Encourage CSOs and other stakeholders in the Arab region to take initiatives in advocating civic engagement in policy and service delivery processes, undertaking capacity-building programmes and projects, making feedbacks and follow-up activities, establishing and enhancing policy dialoguing and partnerships with the government, local authorities, and parliamentarians;
2. Encourage CSOs to enhancing dialogue with private sector to deepen its perception toward the social responsibility and participation with CSOs for achieving the development goals;
3. Request the participating CSOs and other stakeholders to disseminate the Amman Declaration among their constituencies to advocate the effective use and application of the

“civic engagement” approach;

4. Encourage the CSOs and other stakeholders in the Arab region to participate in the process of establishing the ARCEN, as well as in activities using the established mechanisms of the ARCEN;

#### Initiatives by International Organizations

1. Urge UNDESA and other relevant international organizations to ensure that the normative, analytical and technical cooperation elements of their programme on public administration
2. continue to prioritize participatory governance and citizen engagement in policy development, service delivery and public accountability;
3. Request UNDESA and other concerned intergovernmental organizations to continue their deliberation of participatory governance by producing results of research, analysis and studies on citizen engagement in policy development, monitoring, service delivery and public accountability at regional, national and local levels;
4. Request UNDESA and other concerned international organizations to strengthen its partnership with other international and regional organizations, particularly civil society groups, in the implementation of the policy and programme on participatory governance;
5. Request UNDESA and other participating international organizations to provide technical and financial support for the Arab countries in need for building institutional capacities for formulating, implementing, and monitoring and evaluating strategies, policies and programmes for promoting “civic engagement” in public policy making and service delivery processes; and
6. Request UNDESA to provide its technical support for the establishment and functioning of the Arab Regional Civic Engagement Network (ARCEN);

#### Initiatives by the Host Government

1. Request the host government to bring, on behalf of the participating countries, to the attention of the Secretary-General of the United Nations the Amman Declaration on the Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab region.