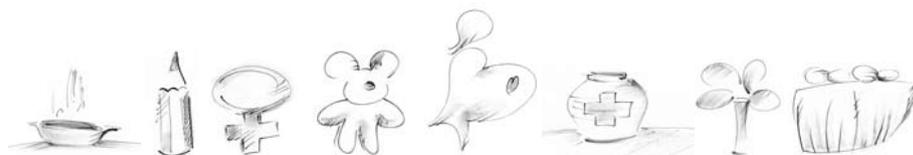


Working towards achieving the Millennium Goals in Arab Countries

Planning and Statistical Capacity Building Training

Evaluation Report 2005-2009



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The Center for Arab Women
Training and Research
(CAWTAR)



The Arab NGO Network for
Development

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the Arab NGO Network for Development (ANND) is a regional network working on three main issues in the Arab region; development policies, democracy and socio-economic reforms, and globalization and trade. ANND members include 7 national networks and 27 non-governmental organizations from 11 Arab countries.

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PREFACE



This booklet includes the first part of a detailed evaluation report for a series of related activities organized throughout four years (2005-2009) in order to build planning and statistical capacities for work on the Millennium Development Goals (MDGs) in the Arab region. These activities were planned and implemented primarily by three partner organizations, the United Nations Development Program (UNDP), the Center for Arab Women Training and Research (CAWTAR) and the Arab NGO Network for Development (ANND), in cooperation with international, regional and national partners, including the Economic and Social Council for West Asia (ESCWA), the African Development Bank, United Nations programs and offices in several countries as well as Non-Governmental Organizations (NGOs) and journalists.

This regional report was prepared by a working group from Cawtar, commissioned by the UNDP. The report covers the period extending from October 2005 to December 2008, which includes 12 main training activities, in which 20 Arab countries participated from a total of 22 Arab League Member Countries (the Comoros Islands and Oman were not among the participants during the period covered by the report).

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The following condensed report, which is printed by ANND, in coordination with CAWTAR, is part of a series of reports and papers published in preparation for the United Nations General Assembly to be held in September 2010, and dedicated to the review of progress made in the implementation of the MDGs. The series includes a report entitled “Assessing the MDGs Process in the Arab Region: A Survey of Key Issues” and a booklet of seven case studies from different Arab countries related to the MDGs on a national level.

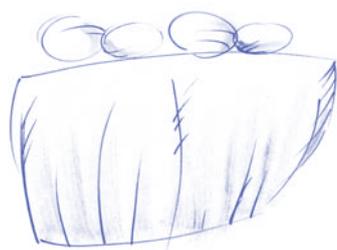
The parties responsible for the report hope it will be a contribution, if modest, to the efforts spent for change, progress and development.

The complete evaluation report of the series of planning and statistical capacity development activities for the MDGs is available at the following internet address:

<http://www.cawtar.org/index/Lang/en-en/Page/SPLEvaluationReport>

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Foreword



The Arab Countries have, upon signing the Millennium Declaration in 2000, committed, along with the rest of the world, to work on confronting the development challenges facing the region. Ten years later, effective progress is still modest overall, especially given that targets and indicators used in the Arab region are the same as those used internationally within the framework of the Millennium Development Goals (MDGs), while most Arab countries have a mid-range to high level of development which means that evaluating their progress should be based on more ambitious performance and achievements.

Throughout the past decades, the evaluation of progress in the region was less than expected when comparing development indicators with economic indicators and when taking into account available natural and human resources. This reality indicates the fact that the problem does not lie in available resources, but in the way they are invested. The choices and policies followed are not advancing development, but rather, are leading sometimes to a regress in the social and economic rights of citizens.

Based upon this, dealing with strategic policies and choices in the countries of the region should be based on the reference of human rights, on the consecration of citizen's rights delineated in international conventions ratified by Arab governments, including those which are constantly violated by local or external forces. Occupation, war and internal conflict face many Arab countries, in addition to the absence of democracy, institutional weakness and the

failure of development policies.

This complex and challenging Arab reality makes the mission of parties working on development all the more difficult. The issue is not simply related to components of political, economic, social or cultural reform, but rather, depends on a combination of all these elements and drastic change to political, social and cultural systems in place, in order to uphold human rights, law and order, accountable institutions and inclusive democracy.

In light of this, civil society can only contribute to this transformation through a comprehensive approach and complementary vision and strategies aiming to formulate alternatives and to limit the practices of local and international policy-makers, which undermine development.

Although the MDGs only represent a bare minimum of the rights owed to the people, ANND's report issued in preparation for the Global Summit to review the MDGs which will take place in New York in September 2010 has reached the conclusion (as other regional and international reports have) that the Arab region will not achieve the MDGs by 2015.

The report established that the macroeconomic structure of most countries in the region has become more connected, from a subservient stance, to the global economy which is suffering from structural crises, limiting its ability to provide much needed aid, foreign investment or even negotiate for debt alleviation. The report also revealed that policies implemented in most Arab countries ignore the MDGs in their economic and social strategies and do not consider them necessary. Subsequently, international commitments such as signing the Millennium Declaration do not translate into national policies that contribute to fighting poverty, unemployment and social marginalization. Furthermore, there has been no attempt to adapt and mainstream MDGs in national and regional strategies, which is a key condition to ensuring their effectiveness and sustainability.

Three partner organizations have been working consistently throughout the past five years - namely the United Nations Development Program (UNDP), the Center for Arab

Women's Training and Research (CAWTAR) and the Arab NGO Network for Development (ANND) - to develop a training manual aimed at professionals working on the MDGs and prioritizing the adaptation of the MDGs to the national context and the essence and spirit of the MDGs as tools and not merely idle texts or readymade prescriptions. This cooperation has succeeded in achieving several objectives, some related to the process of building a solid and stable partnership between cooperating organizations and others having contributed to this work, in addition to real capacity building for a group of active development players in the region, leading to the preparation and publishing of the training manual in late 2008 and using it on a wide-range of training and intervention activities for the achievement of the MDGs.

The preparation of this manual, as well as most activities related to it, aims to complement the research and analytical work undertaken by CAWTAR and ANND to determine the obstacles facing development efforts in Arab countries, and subsequently to develop the resources that would allow them to build the capacity of Arab civil society and journalists, so that they can become strong and active partners in influencing national and regional policies and choices that would build national economies and local development capacities, reduce subservience to international markets, reinforce national capacities to face the challenges of poverty, unemployment and social marginalization.

The training manual - and training activities which have preceded and followed its creation - is all the more important as it represents a thoroughly local production. The manual includes six axes starting with the definition of development and its concepts in the Arab region, leading to the presentation of the MDGs as working tools. It also delves into the use of indicators and statistics to deepen understanding of development challenges as well as economic and social policies, directed at journalists and civil society organizations. Furthermore, the importance of the manual rests in the fact that it was the product of a shared effort of two Arab NGOs, ANND and CAWTAR, linking

experiences and providing a positive model of purposeful and constructive cooperation.

The manual is now an essential resource for capacity building for government officials, civil society organizations and journalists involved with MDGs in the Arab Region. It represents, in our opinion, along with the many training activities that have accompanied it and the partnerships that were built through its preparation, a unique experience that, to our knowledge, has not been reproduced in other regions of the world. It also represents a distinguished contribution from Arab civil society in the MDG process that we hope will be useful in the coming years until 2015.

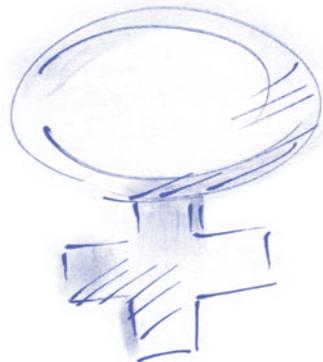
We present a summary of the evaluation report that was prepared by the CAWTAR team and commissioned by the UNDP and which includes a series of training activities between 2005 and 2009. The evaluation report specifically includes a detailed evaluation of 12 training activities attended by 255 participants from 20 Arab countries. These are rare capacity building instances to be evaluated two to three years after the conclusion of training, and include an attempt to monitor the effect of training and its use in actual work.

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Working towards achieving the Millennium Goals in Arab Countries

Introduction

During the 3 years extended from October 2005 through December 2008, a group of development partners in the Arab region managed to implement a package of 14 interrelated training activities, which included 20 Arab countries, and benefited many participants from civil society organizations, government agencies and international entities. Also, other activities, which are not covered by this evaluation, were implemented during the first half of 2009.

This significant outcome is a unique experience. In fact, there was basically no international or regional program under which these training activities were listed. There were, however, international projects each of which contained activities that are not necessarily linked to other activities.

As for including all activities in a common framework in the Arab region, it is because of the development partners in the same area, whose initiative aimed at developing a common logical framework for their efforts, cooperating together and contextualizing training activities in a rational, common and operational way. Hence, we have the current situation.

This initiative is the main distinguished element in this experience that could employ a series of ample and comprehensive tools that led to this result. This



initiative is the most important thorough component of this assessment, and it should be read in light of other assessment elements which are in the following sections. This section sets forth the context in which the activities emerged and were carried out, and how they turned into an ongoing program or capacity-building working strategy on the use of the Millennium Goals by various development partners.

This experience can be divided into three or four stages:

1 - First phase: it extended from the first workshop on statistical capacity-building in Tunis - Hammamet on October 2005 until the training session for civil society organizations and journalist on December 2006 in Rabat.

2 - Second phase: it extended from the beginning of 2007 until the completion of the Cairo session on May 17, 2008.

3 – Third phase: it started on June 2008 and continues until the end of the reporting period (December 2008)

4 - Additional phase which contained a summary of the relevant training activities during the first half of 2009 that were not covered in the assessment.

This section will therefore shed light upon these three stages and their characteristics after presenting the first steps at the international level, and how the Arab region participated in these projects.



Beginnings:

The first training activities in the Arab region consisted in two international projects (2005), which are respectively:

1 - Statistical Capacity Building Project for the Millennium Development Goals: is an international project launched by a group of United Nations Development Program, and coordinated by the Office of Development Studies at the United Nations Development Program - a group of poverty in New York (Lynn MacDonald was the coordinator at the international level), and included various regions of the world.

The Economic and Social Commission for Western Asia (ESCWA) - Statistics Division, was assigned the responsibility for coordinating and managing this project in the Arab region in collaboration with other partners.

2 – Preparing a draft training manual and a guideline for national development planning process based on the Millennium Development Goals: the project was also launched by the United Nations Development Program, and its implementation was the responsibility of a group of poverty in the Office of Development Studies in the United Nations in New York. (The people

in charge of implementation of the follow-up were Dorothy Rosenberg and Craig Fagan in collaboration with policy advisers in the regional offices, and other units in New York.)

At a later stage of the work, new elements came into play.

- A. During 2005 and 2006, the first and second sections of the Guide to the national development planning based on the Millennium Development Goals were issued, and work started mainly on the **third part which focuses on the role of CSOs in the MDGs (*)**. A working group was formed of the New York Office of Development Studies at the United Nations Development Program, the Office of partnership with civil society organizations in the United Nations Development Program (Barati Sadasivam), and three policy advisers in the offices of the United Nations Regional Development in Johannesburg, Bratislava and Beirut (Christine Mossissi, Jeff Pruett, Adib grace). The team started work on the preparation of Part III of the guide, making the work with civil society organizations a priority, and giving a signal to the regional offices to work in this direction.
- B. In the same period, in parallel with the preparation of a Millennium Development Goals Guide, the Regional Office of the UN Development Program in Bratislava launched a **capacity building project for civil society organizations in assessing the social impact of poverty/ PSIA** to support their ability to use this methodology and participate in studies that are often conducted by governments using this methodology, which is developed by the World Bank. The Regional Office of the UN Development Program in Bratislava managed the coordination of this project, which includes the

three provinces: Central Europe (Center Bratislava), Africa (Johannesburg office) and the Arab countries (Beirut Regional Office).

In the Arab region, we will find out how these four projects represented interrelated components of the work of the Beirut office of the regional United Nations Development Program, its key partners, particularly the Center of Arab Women for Training and Research (Cawtar), a network of Arab non-governmental development organizations (the network), a large number of UNDP offices, ESCWA, non-governmental organizations and media figures in different Arab countries.

Phase I: From Hammamet Session (October 2005) to the Rabat Session (December 2006).

This phase incorporated the implementation of 4 training sessions.

1 - First session in Hammamet (October 4 – 8, 2005).

This session was somewhat the first experiment of the Arab region with the statistical capacity-building project for the Millennium Goals. The responsible for the project management in New York (Office of Development Studies at the United Nations Development Program) initiated the organization of this session in cooperation with the responsible in charge of preparing the draft National Planning Guide, which is an introductory course of the project that was to be confined to a limited number of participants from the officials and staff the African Development Bank (based in Tunisia) in order to introduce the project and persuade them to establish a partnership so as to contribute to the financial support of the program and the implementation of activities in Africa. An invitation was sent to the Regional Office of the UN Development Program in Beirut (Adib Nehme)

to participate in order to observe this project and develop helpful ideas about implementing similar activities in the Arab region. At the suggestion of the Beirut office, in coordination with the Office of Development Studies - Poverty Group (New York), the adoption of the proposal to extend the invitation to include, along with the African Development Bank (Beirut Regional Office), both the Census Bureau and the Office of the UN Development Program in Tunisia, and the Regional Office of the United Nations Development Program in Johannesburg.

During the session, a consultation took place between the participants upon the initiative of the Beirut office, and an agreement was reached on building partnerships and future activities as follows:

- Agreement with the Office of the UN Development Program in Tunisia and the Department of Statistics of Tunisia on the implementation of a pilot training session to assess the National Development Planning Guide on the objectives of the Millennium Goals, which was under preparation.
- Agreement between the Office of Development Studies, Beirut Regional Office and the Center for Arab Women for Training Research (CAWTAR) on submitting an application for funding a regional training session for civil society organizations and media figures in the Arab region that aims at statistical and planning capacity building for the Millennium Development Goals, benefiting civil society organizations and journalists. There was a possibility of funding from the international project to implement two training sessions in the Arab region one of which was meant for the

media and another for civil society organization representatives. While it was discussed that CAWTAR would embark on the first training session, the Network of Arab Non-Governmental Development Organizations (the Network) was going to be contacted to touch base on its preparedness to implement the second training session.

No information was available about whether the African Development Bank had subsequently undertaken any activity relevant to statistical capacity-building on the Millennium Goals, but at the end of the session, the agreement had been reached on the implementation of two training activities, and the first building blocks of a partnership were established between various parties in this area. For instance, the role of the United Nations Regional Development Office in Beirut was launched to coordinate with the Economic and Social Commission for Western Asia (ESCWA), which was in charge of coordinating statistical capacity-building project in the Arab region.

After the session, the link was created between the Regional Office of the United Nations Development Program in Beirut, ESCWA - Statistics Division, which was handling the translation of the training manual on statistical capacity-building of the Millennium Goals into Arabic, and the development of examples and exercises to better suit the area. Beirut Regional Bureau contributed to the preparation of training material in Arabic, and an agreement was reached to work together to implement the training activities.

2 - Tunis session (December 13-15, 2005). This session was implemented based on the initial agreement that was reached on October of the same year during Hammamet session between four parties: the Office of Development Studies (New York), Beirut Regional

Office, the Office of the UN Development Program in Tunisia and the Department of Statistics in Tunisia. The latter two parties were organizing a national workshop with the participation of European experts to hone their statistical skills, and agreed on starting a new activity; i.e. assess the training manual for national planning for the goals of the Millennium Goals, which was being prepared by a working team in New York, United Nations Development Program (in collaboration with the regional offices). It is the first assessment of this guide at the international level.

The training session was, in essence, a national one (Participants from Tunisia only) whereas the trainers team was working in the United Nations Development Program in New York and Beirut office. The main objective, which was eventually achieved, was to assess the training material.

As a result of this training session, another minor goal was achieved. In fact, Tunisia's interest had arisen with regard to using the framework of the Millennium Goals, work to adapt the goals to the Tunisian specific characteristics and the development of their statistical capacities in this area.

3 - Amman session (November 27-December 3, 2006).

It was organized by ESCWA with the contribution of the United Nations Regional Office in Beirut. It was the first regional training session in the Arab region as part of a statistical capacity building project. In fact, it was a trainers training session that witnessed the participation important groups from the Jordanian and Palestinian governments (from the departments of statistics in the first place). Given the cooperation between UNDP and ESCWA, representatives of the United Nations Development Program in Amman, Beirut Regional Bureau (one participant as well as a trainer), and one participant from the Network of Arab

non-governmental development organizations were invited. It is noteworthy that the statistical aspect was essentially the most crucial component of the training, but the session also included material on the adaptation of the MDGs and national planning cycle, in addition to training on the program «DevInfo».

Amman Session was the first test session in which an Arabic version of the Guide on statistical capacity building training was tested. The session also encompassed a partial assessment of lectures related to adapting the MDGs and anticipated to be developed later.

The session was concluded with an approval to implement an action plan in both Jordan and Palestine to build statistical capacity in the framework of the Millennium Goals.

The training was entirely in Arabic. Throughout this session, a high level of cooperation and coordination between ESCWA and the UN Development Program regional Office in Beirut was closely witnessed, and it is, in fact, a partnership that will continue in the future.

4 – Rabat Session (December 15-20, 2006).

Immediately after the first introductory session in Hammamet, both the Center of Arab Women for Training and Research (CAWTAR) and the Network of Arab non-governmental development organizations submitted a proposal for funding two workshops to train media professionals and civil society organizations in the Arab region. The application was submitted to the Office of Development Studies in New York, and the plan was to organize the two sessions with the participation of the Regional Office of the United Nations Development Program in Beirut.

The organization of two separate sessions during the summer of 2006 was approved. However, the

outbreak of the July war against Lebanon hindered the possibility of implementing activities in the previously scheduled time. The Regional Office in Beirut, CAWTAR and the Network agreed to integrate the two activities in one training session for journalists and civil society organizations before the end of 2006, due to administrative considerations as well. The training session was held in Rabat on December 2006 in partnership with the Associative Space in Morocco that is a member of the Network as well, and was attended by media figures and representatives of associations. This first training session was thorough to a certain extent - in terms of content – for it incorporated the concept of human development, reinforcement of the Millennium Development Goals and the role of civil society and media, along with the statistical component and training for DevInfo users.

The training was entirely in Arabic. The content of the statistical capacity-building guide, which had been translated into Arabic, was developed, and examples of new topics and exercises stemming from the experience of civil society organizations and media in the region were added.

During the training session, a brochure on the activities of the session or rather a practical training for media professionals was issued. At the end of the training session, the following results had been achieved:

- Introduce the Millennium Goals and their deployment to 36 participants from 15 Arab countries.
- Assess new training material that is more developed than those used in traditional and internationally adopted statistical capacity building program.
- Establish a partnership between the Regional

Office of the United Nations Development Program in Beirut, CAWTAR and the Network, and agree on continuing the joint work in the framework of the Millennium Goals.

- The participation of the Associative Space in Morocco in the Organization of the training session that was held in Rabat was a motivating factor to expand the organization of similar national activities in Morocco, with the participation of civil society and the Office of the UN Development Program in Morocco.
- Commitment of the participants, particularly media professionals to implement a number of media activities based on the newly acquired skills during the training.
- **Agreement between the Regional Office of the United Nations in Beirut, CAWTAR and the Network to form a working team of the three parties in order to prepare a training manual on the Millennium Goals** that could be responsive to the needs of the Arab region, civil society organizations and media professionals in particular.

Thus, the Rabat session blazed a trail on a new development at work and **remarkably engaged civil society organizations in capacity-building work and planning for the Millennium Goals**. Rabat session concluded the first phase, and paved the way for the second phase of this path.

Phase II: from early 2007 until the Cairo session (May 2008)

This phase included the implementation of 4 training sessions in addition to the national training activities in Morocco and work on preparing the training manual.

1 - Preparation of a training manual draft on the

Millennium Goals. Immediately after the training session in Morocco and following the implementation of the agreement between the three involved partners, a working team of four people was created (Ziad Abdel Samad, Kinda Mohammdia of the Network, Itidel Mejbere of CAWTAR and Adib Nehme of UNDP - Beirut Regional Bureau. This team received institutional support from their respective work places). It took on the responsibility for the preparation of the training manual. **Despite the fact that a budget was had not been in place to prepare the training manual, partners agreed to use the remainder of the budget allocated to the training session (Rabat), their institutional expertise and individual efforts in order to prepare the training material.**

The three partners agreed that the training manual essentially consists of six training modules, which are as follows:

1. Unit I: the concept of human development
2. Unit II: Millennium Development Goals and reinforcing them
3. Unit III: policy formulation session
4. Unit IV: Statistics in the service of the MDGs
5. Unit V: Media and the Millennium Goals
6. Unit VI: the role of civil society in achieving MDGs

Work on the preparation of training material for all of 2007 and the first two months of 2008 continued. The material had then almost become ready for the first assessment in the session in Bahrain (April 2008) and the Cairo session (May 2008). Indeed, the assessment took place.

2 – Diverse training activities in Morocco during 2007

The set of training activities organized in Morocco

on 2007 represents a special case because it allowed the assessment of training material's resilience, ability to adapt to the national specific characteristics and responsiveness to the capacity building needs for various social groups. There are three specific training activities that could be reflected in the current assessment:

A – Training session for Youth and the Millennium Goals: a three-day session (Sept 10-12, 2007), funded by the Ministry of Social Development, Family and Solidarity and organized by the Regional Office in Beirut, the Office of the UN Development Program in Morocco, and Citizenship Forum in Morocco. Fifteen instructors from the Forum for citizenship in Morocco attended the training session. These instructors were in charge of moderating discussion panels among young participants about the development options in Morocco. In addition, they were briefed on the Millennium Goals and how to make them suitable for youth through practical examples of the role of youth in specifically achieving the second goal of the MDGs. This training is directly linked to the project of national debate among youth. Eventually, a draft code of honor for Moroccan youth was put together to support the achievement of MDGs, and it turned into a discussion document among youth throughout Morocco (electronic platform for debate and in discussion panels).

B - Workshop on the MDGs held in the national meeting of representatives of Moroccan youth: 800 participating delegates met for three consecutive days (November 16-18, 2007) as a culmination of a campaign debate, which lasted 8 months. One of the meeting's workshops, in which about seventy participants attended, specifically tackled the Millennium Goals.

This workshop was moderated by the Regional Office in Beirut and the Office of the UN program in Morocco.

C - Lecture and workshops for Moroccan centers to attract the youth - AjialCom - as part of a national meeting for officials of the Youth Hostels (December 8-9, 2007). 270 young men and women attended the lecture and participated in workshops during which training material for the nationally-adapted MDGs were presented. Six working groups of participants were then formed in order to prepare the centers' work curriculums in the hope to mainstream the MDGs in their work curriculums.

The great benefit of these activities is proving the great flexibility of the training material, and their ability to grab the attention of a wide audience of young people.

3 - Hammamet session II, July 31, 2007. This session was organized by ESCWA, with the participation of the Regional Office of the United Nations in Beirut. National partners were representatives of Statistics Department of Tunisia as well as other ministries and the Office of the UN Development Program in Tunisia. It is the second regional training session that took place in the Arab region as part of a statistical capacity building project. The participants were primarily from Tunisia (representatives of various government agencies), and there was limited participation from four non-Tunisian guest participants. A representative of CAWTAR also took part in this training. The statistical component was ubiquitous in the training, but the session also included material on mainstreaming the MDGs and the national planning course that was more advanced than the one used in Amman session. The training also encompasses training on DevInfo.

The session concluded with a decision to approve

a draft of a national action plan within the MDGs in Tunisia.

This training coincided with a parallel joint work between the Government of Tunisia and the United Nations Development Program towards the preparation of reports on the Millennium Goals at the level Tunisian regions.

ESCWA also followed up on and kept the linkage with Tunisia in order to prepare a national database system using the DevInfo.

4 – Casablanca Session (December 3-7, 2007). This session was organized by the Regional Office of the United Nations Development Program in Beirut, in coordination with the UNDP office in Morocco. It was about capacity building of civil society organizations to use the methodology of assessing the social impact and poverty PSIA. This session was implemented in the framework of the project referred to in the preceding paragraph, and funded by the Office of Development Studies in New York, led by the Office of the Regional Center for the UNDP Bratislava. This international project included a preparation of a handbook on the methodology-oriented civil society organizations, and implementation of two assessment sessions of the training material. The first session was organized in Istanbul for the countries of Central Asia in late November 2008 (and was attended by the Regional Office in Beirut) whereas the second session was in Casablanca.

Eighteen participants from Moroccan civil society organizations took part in the national training session. The underlying purpose was to test the material (which was translated into French). The session included practical training examples of the situation in Morocco. The session was attended by the representatives

of the Associative Space, which contributed to the organization of Rabat session on the Millennium goals, as well as a number of associations and individuals, who participated in activities related to the Millennium Goals, organized by the UN Development Program on 2007.

The session outcome-based achievements are the following:

- ◆ Reinforce the partnership with civil society organizations in Morocco, and expand the range of issues that were covered by the capacity-building project. A partnership was also buttressed with the Moroccan universities. A number of university professors from various universities took part in this training session.
- ◆ Test the training material and provide real contributions to adjust the content, examples and suggestions which were recorded so as to be included in the final version of the training manual.
- ◆ Agree on forming a core of three working teams of participants with regard to the impact assessment study in Morocco (there was an impact assessment ongoing study of trade agreements vis-a-vis the social situation in Morocco), human rights, and gender equity issues.
- ◆ Agree to seek the involvement of representatives of civil society in the studies, which will be conducted in Morocco. A study was undertaken at a later stage on the impact of trade (the trade and globalization in the United Nations Development Program and the Government of Morocco), and it was agreed that one of the researchers participating in the training session

would do research along the same lines of this study.

5 - Bahrain session (April 20-24, 2008). This session was organized by the Regional Office in Beirut in partnership with the Office of the UN Development Program in Bahrain. This session was held under the request of the Bahraini office to provide training in the planning for the Millennium Development Goals and assess the draft training manual, which was almost ready. The participants were mainly from civil society organizations in Bahrain. In consultation with the Office of Bahrain, it was agreed to alter the course of training from a national session to a regional one that encompassed countries of the Gulf Cooperation Council, with the participation of Yemen and Djibouti. The idea was met by approval and an agreement was reached with the training manual preparation team to take on the training themselves so as to participants would take advantage of the training experience and thus verifying the training material before the final printing would be needed.

The training session witnessed the participation of media professionals, representatives of civil society organizations and the offices of the UN Development Program in the respective countries. CAWTAR, the Network took part in the training, in addition to the Beirut Regional Bureau. This training session was the first test of the most focal part of the training material contained in the training manual, and included examples and practical exercises on the situation in Bahrain. A total of 36 participants from 6 Arab countries attended the training session in which the following objectives were met:

- ◆ Train participants and agree with them on

forming the core work for the MDGs in their respective countries, and seek their commitment to a continued cooperation among themselves.

- ◆ Primary test for of the training manual and feedback from the trainees, thus, allowing assessment of the response of the manual to their needs and requirements of their work.
- ◆ The office of Bahrain continued to work with the participants on more than one subject matter. At least one the participating organizations submitted a proposal to receive funding so as to implement a local project that aims at warding off poverty at the local level based on the example presented in the training session.
- ◆ Later on, the representative of CAWTAR and trainer in the training session, embarked on a mission to Bahrain under the request of the UN Development Program. This representative helped establish a network of journalists for Development (mainly the participants in training). The network was actually founded, but it faced perennial difficulties.
- ◆ Continue the joint work between the UN Development Program Office in Beirut, the regional UNDP office in Bahrain and in cooperation with the appropriate ministries. The joint work between the previously-mentioned parties went towards the preparation of the report of the national MDGs. Furthermore, several representatives of civil society organizations - including those, who participated in the training - were involved in the preparation process of the report. Work continues to operate in this direction.

6 - Cairo session (May 11 - 17 2008). This session

was organized by CAWTAR under the request of the Regional Office in Beirut, and funded by the Bureau for Development Policy. It was the first complete training session that witnessed the utilization of the training manual the draft of which had already been put together. The Cairo session was also organized with the participation of the Network. However, the security incidents that occurred in Lebanon in the same period as well as the shutting down of Beirut International Airport prevented the Network Director from taking part in the training. Similarly, the security turmoil prevented all participants coming from Lebanon from attending the Cairo training session. Eventually, 18 participants from 8 countries took part in whereas both CAWTAR and the Regional Office were in charge of the undertaking the training.

During this session that lasted six full days, the entire training manual - a photocopy of the draft – was distributed among participants, and emphasis was laid on the six training units, along with practical examples from the participating Arab countries. No significant attention was given to the Statistical Training under the request of participants and due to time constraints.

The Cairo training session brought about the achievement of the following objectives:

- ◆ Train participants, media professionals and representatives of associations, on the training manual and foster communication among them in a way they would be still in touch through electronic discussion and exchange on the Internet.
- ◆ Test almost the entire training material, and obtain feedback and responses in this regard.
- ◆ Reach an agreement on the follow-up activities after the training session: some activities through the production of information materials

produced by journalists and other activities through a monitoring conducted by CAWTAR as the implementer of the training session and responsible for providing follow-up.

- ◆ During the session, participating journalists produced three issues of a special newsletter focusing on the training session and the Millennium Goals.
- ◆ After the session, CAWTAR followed up with the participants. A special electronic newsletter was issued to feature numerous contributions of multiple participants, trainers and officials of the United Nations Development Program, CAWTAR and the Network.

By the end of the training session, the second phase had ended. The training manual draft became then ready and had already been tested in two sessions of Bahrain (partially) and Cairo. Completion of supplements and additional readings, and the production and printing of the training manual and CD-ROM is required.

Also, quite a few representatives of civil society organizations and media of most Arab countries had been introduced to the Millennium Goals, and they became better prepared to participate in the process for the preparation of national reports, and to participate in the dialogue leading to development planning based on the Millennium Goals.

Finally, with the completion of the training material, expanding the capacity-building process to include other partners, and assess the validity of the training manual for entities other than civil society organizations became possible. Hence, the activities that took place in the third phase.

Third phase: June 2008 until the end of the reporting period (December 2008).

During this stage, the reporting team continued to work on completing the final draft and accessories in preparation for its printing, as well as the organization of three training activities aimed at new categories of beneficiaries.

1 - Completion of work on the training manual

Sessions of Bahrain and Cairo enabled the three partners, CAWTAR, Network and the Regional Office to test the semi-finished training material. The team members, who had put together the training manual, undertook the training application process and collected feedback from participants. In the period from June to December 2008, the reporting team conducted a final review, made the necessary modifications on the training texts and power point presentations and prepared the supporting documents and additional readings. As for the design and final outline of the training manual, they were carried out by CAWTAR whereas the Network took over directorial final adjustments, printing process and preparation of CD and brochure. Funding was provided by the United Nations Development Program. By the end of 2008, the report had been sent to print, as well as equipped with CD-ROM. (The report was released at the beginning of March - March 2009).

The positive feedback about training on the new manual covered the offices of the UN Development Program in the Arab countries that were asking the Regional Office in Beirut to develop the capacity of office workers on the use of the MDGs in policy-making and preparation of national reports. In this context, there was an agreement between the Beirut Regional Office and the Arab Bureau in New York on the organization of capacity-building training sessions for national

staff in the offices of the United Nations Development Program, and the involvement of representatives of other UN agencies at the national level and also the national government which are close partners on the Millennium Goals. Accordingly, the Arab Bureau funded two training sessions for United Nations staff members and national partners, one of the countries of the Maghreb and Djibouti (speaking French as a second language), and the second session of the Arab countries living in conditions of war and crises. The Regional Office in Beirut implemented consecutively the two sessions in Tunisia while The Office of Policy Support contributed with training.

2 - Tunis session of the Maghreb countries (November 24-27, 2008). This session included the offices of the UN Development Program in Tunisia, Morocco, Algeria, and lasted four days. The UNDP Office in Tunisia was in charge of the organizational aspects, whereas the 4-day training was the responsibility of the Regional Office in Beirut and the Office of policy support. There were 18 participants in this training session from 4 countries: Morocco, Tunisia, Algeria and Djibouti. The training manual was used and it included exercises with case studies from participating countries. The list of participants also encompassed representatives of the United Nations Development Program and other UN agencies, as well as representatives of the Ministries concerned with the Millennium Goals. The session contributed to fostering ties between the United Nations organizations operating nationally in the same country, as well as with the governmental party. The primary focus was on the need to adapt the Millennium Goals nationally and mainstream it into national planning.

3 - Tunisia session of the countries in situations of crisis (November 28-December 1). The session was attended by 16 participants from Palestine, Iraq,

Sudan, Somalia, in addition to one participant from CAWTAR (Tunisia). The representatives of these countries repeatedly expressed in the regional meetings of the offices of the UN Development Program that the traditional form through which to deal with the Millennium Goals were dealt with was unsuitable. They called for the organization of special workshops to discuss how to use the MDGs in development work in conditions of war or occupation, or state failure due to chronic crises. Along with the representatives of the UN Development Program and other agencies, representatives from government bodies joined as well. The workshop included the presentation of examples and case studies from participating countries and it also incorporated a round table which everyone utilized to identify priorities and raise concerns, present many ideas on the priorities and standard operations procedures. Beirut Regional Office and the Office of Development Studies and the Arab Bureau - New York conducted the training.

4 - Morocco for training trainers (December 6-7, 2008). This training was organized jointly by the Office of the UN Development Program in Morocco and the Regional Beirut office upon agreement with the Ministry of Social Development, Family and Solidarity. It is a national session that was attended by 22 trainers from Morocco. It lasted two days and included the first three units of the training manual. The participants were 18 from civil society organizations and 4 from the social ministries. The training style was designed in a way to suit the training of trainers. In fact, there were practical examples and wide contribution from the participants. The session was held in the context of the broader inter-office project between the United Nations Development Program and the Moroccan

Ministry of Social Development as part of building the capacity of civil society organizations in Millennium Development Goals, and the process of elaboration of the national strategy to combat poverty in Morocco, which was under preparation. This session helped assess the flexibility of the material used for training of trainers, and the results were positive.

The Morocco session to train trainers marked the end of the evaluation period. However, there were some remaining relevant activities. Work continued to take place during the first half of 2009, which witnessed another set of activities related to the training manual. We briefly present these additional activities in the following segments:

Additional Period:

Activities in the first half of 2009

As previously mentioned, the period covered in the assessment ended on December 2008. In this first part, however, we will briefly present some training activities that relate to the training manual and the process already spelled out in previous segments.

This additional period covers the first six months of 2009 and was marked by the implementation and launching of the training manual. During the same span of time, the training manual was widely used in capacity building activities for governmental agencies, United Nations offices within the framework of mainstreaming the Millennium Development Goals directly by somehow national planning based on the MDGs, and preparing national reports of a higher quality than adapting goals and indicators.

1-Preparing and Launching the Training Manual (March 4, 2009)

During the months of February and March 2009, all details related to the completion and funding the printing

process of the training manual were taken care of. On March 4, 2009, this manual was issued and launched in Beirut with the participation of interested Lebanese as well as Arab and international guests who took part in the Regional workshop in Beirut with the partnership of UNDP, the Network and CIVICUS coalition. At the ceremony, a presentation of the preparation process and content took place. The flyer and CD were distributed whereas the printed copies of the training manual were out for sale for those who were interested.

Up to the moment of putting this report together, a copy of the CD was given away, a copy of the training manual was sold and another was distributed among partner agencies.

The three partner agencies (CAWTAR, Network and UNDP) that prepared the training manual agreed on the following:

- ◆ Use the training manual in training during 2009 and plan to meet again in early 2010 in order to seek ways to incorporate the necessary adjustments and improvements on the manual according to outcome-based results of the experience.
- ◆ Agree to work jointly, based on the feedback the implementer partners received, on preparing four new training units and adding them to the manual. These training units touch on the following:
 - Millennium Development Goals, gender equity and women's empowerment
 - Local Development
 - Human rights Development Approach
 - Studies on assessing the social impact of poverty

All these units will be written from the same perspective,

revolve around the Millennium Development Goals, and will also be practical and user friendly for the development partners altogether.

There is a current discussion about implementing this work, and additional partners are being sought in order to ensure a smooth implementation of this work. (Important-clarify where/when)

2- Training Activities in Jordan (March-April 2009).

Jordan was actively involved in the implementation of the executive plan of the three years, 2009-2011. The demands of the Ministry of Planning were intertwined with the UNDP, ESCWA for technical support of strategic planning process and capacity building in addition to mainstreaming the Millennium Development Goals in this process. Thus, several training activities were organized in cooperation with UNDP and ESCWA. These activities witnessed the use of the training manual and covered the following:

a- Introductory Lecture about National Planning (March 24, 2009). A team of 20 representatives from the Ministry of Planning attended this lecture, which was just an introductory presentation of the third training unit, touching on policy development session. This lecture served as a mere introduction that would prepare for the following activities.

b- Training Representatives of Jordanian Ministries (March 30-31, 2009). About sixty participants from all ministries and governmental agencies took part in this training, which included a general introduction about planning, development and MDGs, and then included practical exercises that served as analytical review of training units drafts the ministries had prepared for the executive plan.

c- Training of Ministries Representatives and UN Agencies in Jordan to mainstream MDGs (April 2-3, 2009). This training, which was attended by 40

participants, was held in the Dead Sea. It included a specialized training on MDGs to adapt them to characteristics of Jordan and link them to the executive plan.

Participation in the Training

3-Training on MDGs of UN programs in Northern Lebanon (March 28-29, 2009)

Fifteen participants from various UN projects in Northern Lebanon took part in this session. In addition, there were representatives of Tripoli City Council and the Ministries of Education and Social Affairs. Training included the first, second and third units of the training manual. Throughout the training, problems related to development intervention in Northern Lebanon were discussed from a developmental work perspective.

4-Training on adapting the MDGs in Iraq (April 2-3, 2009). The session was held in Amman, Jordan and attended by about fifty participants from various Iraqi Ministries and UN agencies working in Iraq. The training particularly covered the adaptation of the MGDs and included practical exercises about the situation in Iraq as well as suggested ideas about Iraq specific priorities in the hope to incorporate them in to the upcoming national report about the MDGs.

5-Masqat Training Session for Gulf Cooperation Council (and Yemen) about MDGs (May 17-20, 2009).

This session was organized in partnership between the Council of Ministers of Labor and Social Affairs in the GCC and the UN Development Program. ESCWA attended and participated in the training. 65 participants from 7 Arab countries took part in this session (Saudi Arabia, Oman, Bahrain, UAE, Kuwait, Qatar, and Yemen). This applied session included training on and adjustment of the Millennium Development Goals as well as a discussion of case studies from participating countries, including one on how to present one of the

target goals as spelled out in the report of the MDGs in the respective country. The training manual and CD-Rom were distributed to all participants. This session brought about recommendations of preparing common guidance for national reports of the MDGs in the member countries of the Gulf Cooperation Council. Work continues to be done towards putting these recommendations into practice.

Overall Conclusions

This narrative of the training activities is necessary in order to clarify the framework within which they fell over three years. **This rendered scattered activities coherent and meaningful whole. As previously mentioned, this constitutes the most prominent element of success and the hallmark of the Arab region compared to other regions of the world.** Thus, it is noteworthy to point out the following highlights and outputs:

- o The implementation of a large number of training sessions that included a relatively considerable number of participants, Arab countries, governmental institutions, non-governmental organizations and United Nations agencies.
- o The production of systematic and advanced training material, in Arabic, on planning and working for the Millennium Development Goals. This training material was put together according to the available resources and capacities and having taken advantage of previous experience in the world.
- o Building a strategic partnership between the United Nations Development Program and two regional civil society organizations, which are the Center of Arab Women for Training and Research (CAWTAR) and a Network of Arab non-governmental Authority on Development

(Network). It is indeed a true and solid partnership and not merely a formal or temporary contract.

- o Succeed in building cooperation between UNDP and ESCWA that consisted of the implementation of joint sessions, continued exchange of information and mutual participation in various forms in related activities.
- o Civil society organizations involvement as key beneficiaries of training sessions in the entire course of planning and work for the MDGs in the region, and enabling them to participate more effectively in some of the National Committees for the preparation of national reports.
- o The inclusion of government bodies representatives and the United Nations agencies in the training.
- o Achieve advanced levels of cooperation between the team of the Office of Policy Development and the Office of Partnership with civil society in the United Nations Development Program in New York, and regional offices in Johannesburg, Bratislava and Beirut.
- o True involvement of media professionals in the training and the establishment of a cooperative relationship among civil society organizations and media, as partners in development.
- o Real post-training follow-up in terms of keeping in touch with the participants, issuing an electronic newsletter, producing journalists' press materials (written, radio and television) of a relevance to the Millennium Goals, and disseminating them in the media outlets in which they operate.
- o Some participants benefited from the training they had in a way that enabled to contribute to

the development of programmatic operations in their respective associations in the framework of implementation of local programs based on the MDGs.

- o Work of United Nations organizations continued with governments and national partners to deploy the ideas of the Millennium Goals in the national planning process in addition to mainstreaming the Millennium Development Goals at the national level and preparing national reports accordingly.

Despite all this success, there were also flaws, including the following:

- No significant success was achieved in terms of preparing a sufficient number of trainers capable of utilizing the training manual that was produced. This remains a key responsibility for the team that prepared the report, in addition to some trainers who participated in courses and proved capable of training on only a limited number of lectures and topics. Having highly-qualified trainers should be absolutely a top priority for the upcoming phase.
- The training sessions did not include all countries in a proportionate way. This is also a shortcoming that must be addressed in the next phase.
- The need to prepare training modules covering the topic of gender equity and women's empowerment, human rights approach, local development, social impact assessment studies, as important issues that were not covered in the report at all, albeit not adequately covered.
- There is a possibility that the momentum and enthusiasm that characterized work during the years 2006-2008 would possibly wither in

case well-defined institutional arrangements between partners do not take place, and there is not commitment and adherence of new parties, especially by the UNDP and ESCWA to provide sustained support to the Network CAWTAR. In addition, it is imperative to encourage partnership with other agencies in order to make a good use of the training manual on a larger scale and as a component of technical assistance provided by UN agencies in order to achieve the Millennium Goals, and a higher level of direct interdependence between the training activity, capacity-building, planning, policies and programs.

Tables

Table A: Training Courses- Basic Information

No.	Name	Name of the Course	Organizers	Date	Country	Coverage	No. of the countries
1	Hammamet I 05	Tunisia -Hammamet 2005: A training course on statistical capacity building	UNDP-ADB	4-8 October 2005	Tunis	International	5
2	Tunis I 05	Tunisia 2005: A training Course on the Millennium Development Goals guide	UNDP	13-15 December 2005	Tunis	National	1
3	Amman 06	Amman 2006:	ESCWA	27 November-December 2006	Jordan	Regional	6
4	Rabat I 06	Rabat 2006: Training civil society organizations and media about the goals of the Millennium	CAWTR UNDP ANND	15-20 December 2006	Morocco	Regional	16
5	Rabat II 07	Rabat 2007: Training on the MDGs and the adaptation on the 2 nd goal	UNDP	10-12 September 2007	Morocco	National	1
6	Hammamet II 07	Hammamet 2007: The 2 nd training course for the training of trainers on statistical capacity-building for the MDGs	ESCWA	23-31 July 2007	Tunis	National	4
7	Casablanca 07	Casablanca 2007: Training course on social impact assessment and poverty	UNDP	3-7 December 2007	Morocco	National	2

8	Bahrain 08	Bahrain 2008: Statistical capacity building for civil society organizations and media	UNDP	20-24 April 2008	Bahrain	Regional	6
9	Cairo 08	Cairo 2008: course on training trainers for civil society organizations and media	CAWTAR UNDP	11-7 May 2008	Egypt	Regional	8
10	Tunis-Maghreb Countries 08	Tunis 2008: Session for the Arab Maghreb countries and Djibouti of French-speaking on the adaptation on the MDGs	UNDP	24-27 November 2008	Tunis	Regional	4
11	Tunis-Crisis Countries 08	Tunis 2008: Session for the Arab countries which are under the conditions of crises (Sudan, Somalia, Palestine, Iraq) on the adaptation of the MDGs	UNDP	28 November -1 Decembe 2008	Tunis	Regional	5
12	Rabat III 08	Rabat: Training of trainers from the Ministry of Development and civil society to adapt the goals of the Millennium	UNDP	6-7 December 2008	Morocco	National	1

Table B: Schedule

No.	Name	Participants			Participated Institutions					
		Total	Men	Women	CSO's	Media	Government	United Nations	Universities-Researchers	Others
1	Hamamet I 05	8	6	2			2	1	1	4
2	Tunis I 05	29	20	9	2		12		15	
3	Amman 06	26	17	9	2		15	6	3	
4	Rabat I 06	30	18	12	15	12				3
5	Rabat II 07	15	15	0	15					
6	Hamamet II 07	18	14	4			13	2	2	1
7	Casa Blanca 07	17	13	4	9	1	2	5		
8	Bahrain 08	36	16	20	18	6	6	1	5	
9	Cairo 08	19	6	13	6	9	1	1		2
10	Tunis- Maghreb Countries 08	17	11	6			6		11	
11	Tunis- Crisis Countries 08	16	7	9			9	6		1
12	Rabat III 08	24	12	12	19	3	66	33	26	2
Total		255	155	100	86	31	66	33	26	13