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**Management issues: partnerships, extrabudgetary contributions
and capacity development**

Overview of partnerships, extrabudgetary contributions and capacity development

Note by the secretariat

Summary

In the present note, an overview is provided of the secretariat's partnerships, extrabudgetary contributions and technical cooperation work in 2015. The importance of effective partnerships in all of the work carried out by the Economic and Social Commission for Asia and the Pacific is highlighted, in particular through its role in facilitating the work of the United Nations to deliver as one at the regional level and engagement with regional and subregional partners. The steps taken by the secretariat to strengthen its relations with partners and donors are described, a summary of extrabudgetary contributions made available to the secretariat in 2015 is provided, and the delivery of the Commission's technical cooperation work in 2015 is elaborated on, including by offering examples of results achieved in cooperation with some of the key partners of the secretariat. The Commission may wish to review the note and provide the secretariat with guidance on the development, direction and priorities of its partnerships, extrabudgetary contributions and technical cooperation work.

* E/ESCAP/72/L.1.

I. Introduction

1. The year 2015 marked a particular milestone in the secretariat's efforts to enhance its partnerships, raise and manage extrabudgetary resources and deliver its capacity-development work.
2. First, as the final year of the period in which the Millennium Development Goals were to be achieved, the secretariat put considerable effort in delineating its role in the implementation of the 2030 Agenda for Sustainable Development.
3. Second, the secretariat changed over on 1 June 2015, well ahead of most other participating United Nations entities, to the Umoja enterprise resource planning system, which includes a solution for managing grants and projects that necessitates a coherent approach to the receipt and management of extrabudgetary contributions and the design and implementation of capacity-development projects in line with United Nations guidance.
4. Third, 2015 constituted the final year of the approach to the design and implementation of capacity-development projects, funded from the regular programme of technical cooperation, Development Account and extrabudgetary contributions, which had been in place since 2011. The secretariat, therefore, spent a great deal of effort devising a capacity-development strategy, in conjunction with associated guidelines and templates, for the 2016-2017 and 2018-2019 bienniums.

II. Partnership developments in 2015

A. Introduction

5. Partnerships, together with people, planet, prosperity and peace, are at the heart of the 2030 Agenda for Sustainable Development adopted in September 2015. As recognized in the related resolution, the scale and ambition of the 2030 Agenda requires a revitalized global partnership to ensure its implementation.¹ Sustainable Development Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development) emphasizes in this context the importance of addressing finance, technology, capacity-building and trade, as well as systemic issues such as policy and institutional coherence, multi-stakeholder partnerships and data, monitoring and accountability.
6. The Economic and Social Commission for Asia and the Pacific (ESCAP) – with more than 70 years' experience of working to address regional challenges and priorities in partnership with a wide and diverse range of Governments, the rest of the United Nations system and other international agencies, non-governmental organizations, the business sector and research and academic institutions – is well positioned to play a key role in the implementation of the 2030 Agenda in Asia and the Pacific.

¹ General Assembly resolution 70/1, para. 39.

7. The role of ESCAP in partnerships for sustainable development in the region, as well as globally, has several dimensions. One such dimension is South-South cooperation, which is at the very heart of the ESCAP mandate and role, and covers its intergovernmental meetings, its role as a regional hub for sharing development knowledge and good practices and its technical cooperation programme, as well as interregional cooperation through working with other regional commissions to strengthen region-to-region links for mutual benefit. Details of the recent work of ESCAP in the context of South-South cooperation are extensively covered elsewhere in the documentation for this session.

8. The remainder of this section focuses on three other important dimensions of the partnership work of ESCAP: (a) facilitating the work of the United Nations to deliver as one at the regional level; (b) working with regional and subregional partners; and (c) partnerships for the implementation of the programme of work.

B. Facilitating the work of the United Nations to deliver as one at the regional level

9. Strong partnerships and coordination with other agencies in the United Nations system – within the framework of system-wide coherence and the United Nations “Delivering as One” approach at the regional level – are vital to ensure the effectiveness of the capacity-development work of ESCAP.

10. The Asia-Pacific Regional Coordination Mechanism, convened and serviced by the secretariat, has a membership of 31 United Nations and affiliated entities, including the Asian Development Bank (ADB) and the World Bank. Currently, seven thematic working groups operate as subsidiary bodies of the Regional Coordination Mechanism, namely on education for all; environment and disaster risk management; gender equality and empowerment of women; health; international migration, including human trafficking; poverty and hunger; and youth (a joint group of the Regional Coordination Mechanism and the United Nations Development Group for Asia and the Pacific).

11. The Asia-Pacific Regional Coordination Mechanism organized five meetings in 2015. The focus of much of its work was on three key issues: (a) inputs to the post-2015 United Nations development agenda processes; (b) initiation of the reconfiguration of the Regional Coordination Mechanism thematic working groups to better address the implementation of the Sustainable Development Goals; and (c) the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations (ASEAN) and the United Nations.

12. Under the ASEAN-United Nations Comprehensive Partnership, the Regional Coordination Mechanism continued to implement the activities under the economic cooperation pillar and sociocultural pillar of the ASEAN-United Nations Work Plan for 2015, adopted at the sixth ASEAN-United Nations Summit in November 2014 in Myanmar. The Regional Coordination Mechanism also provided inputs to the joint report on the Comprehensive Partnership for the period 2013-2015, which took stock of the partnership, including its progress, challenges and recommendations for the way forward.

13. Some of the highlights of the work of the thematic working groups under the Asia-Pacific Regional Coordination Mechanism in 2015 include:

(a) Implementation of the second phase of the ASEAN-UN Joint Strategic Plan of Action on Disaster Management;

(b) Development of a regional core set of gender indicators for Asia and the Pacific to be used to guide and support Governments to strengthen gender-responsive data collection;

(c) Advocacy activities and follow-up to implement the outcomes of the 20-year review of the implementation of the Beijing Declaration and Platform for Action and outreach to mainstream gender into regional and global development forums and intergovernmental processes;

(d) Initiation of the *Asia-Pacific Migration Report*, to be a landmark advocacy report focusing on the contribution of migrants to development in countries of origin and destination;

(e) Finalization of the Asia-Pacific youth situational report, the first ever regional report on youth.

14. Engagement of the secretariat in the work of the United Nations Development Group for Asia and the Pacific, which focuses on helping the United Nations to deliver as one at the country level, continued to provide another important means for ESCAP to coordinate and interact with other entities in the United Nations system in 2015, including through selective involvement in the United Nations Development Assistance Framework processes.

15. The secretariat continued to work with the Economic Commission for Europe in supporting the United Nations Special Programme for the Economies of Central Asia. Its engagement in this effort was mainly centred on organizing the tenth session of the Governing Council of the Special Programme, held in Dushanbe on 11 November 2015, at which it adopted a declaration and a work plan for 2016-2017. The secretariat contributed to the work of the Special Programme's project working groups that covered areas in which ESCAP has strong expertise and in general a comparative advantage, namely connectivity (transport and information and communications technology (ICT)) and water and energy resources.

C. Working with regional and subregional partners

16. ESCAP continued to work closely with regional and subregional organizations that serve the region in pursuit of its mandate to build regional consensus on shared priorities and common solutions for common problems, and to provide a regional hub for sharing development knowledge and good practices across Asia and the Pacific. In this context, ESCAP works with a range of regional and subregional partners, including under formal cooperation agreements.

17. In 2015, under existing agreements, ESCAP continued to work with ADB, ASEAN, the Economic Cooperation Organization, the Eurasian Development Bank, the Eurasian Economic Commission, the Greater Tumen Initiative, the Pacific Islands Forum Secretariat, the secretariat of the Integration Committee of the Eurasian Economic Community (under a trilateral arrangement also including the Economic Commission for Europe), the Secretariat of the Pacific Community, the Shanghai Cooperation Organization and the South Asian Association for Regional Cooperation. In addition, cooperation was initiated in 2015 with the Electric Power Council of the Commonwealth of Independent States through the signing of a memorandum of understanding.

18. In April 2015, the Executive Secretary signed a new memorandum of understanding with the President of ADB that primarily focuses on the implementation of the Sustainable Development Goals and enhancing regional connectivity and cooperation in Asia and the Pacific. An annual consultation meeting with ADB was held in November 2015 to agree on the cooperation priority areas under the new memorandum of understanding, which include the Sustainable Development Goals, regional connectivity (trade facilitation, transport and ICT), statistics (including civil registration and vital statistics), environment and climate change, water and social protection.

19. The Executive Secretary also contributed to the development of the ASEAN vision document entitled “ASEAN 2025: Forging Ahead Together” through her participation in and provision of inputs at a meeting of the ASEAN High-Level Task Force on ASEAN Community’s Post-2015 Vision, which took place in Cambodia in June 2015.

20. The secretariat also supported ASEAN in 2015 with the implementation of the Master Plan on ASEAN Connectivity in developing integrated transport and logistics systems. In November, three events were held, including with the participation of ASEAN member States, on the Asian Highway, on the Trans-Asia Railway and on dry ports. ESCAP also continued supporting ASEAN in the implementation of its ICT Master Plan. Furthermore, the secretariat assisted ASEAN in the areas of trade facilitation, disaster risk reduction and the graduation process from the status of least developed country through training and the provision of relevant expertise.

D. Partnerships for the implementation of the programme of work

21. The ongoing development of a diverse and wide range of partnerships, involving funding and other forms of cooperation, is a critical foundation for the Commission’s ability to deliver its programme of work efficiently, effectively and accountably.

22. The secretariat implemented a number of measures and actions in 2015 to further develop relations and cooperation with development partners and donors. These included:

(a) Negotiation and signing of a donor agreement with Japan on a voluntary contribution in support of strengthening multi-hazard risk assessment and early warning systems in Pacific island countries;

(b) Negotiation and signing of a donor agreement with India on a voluntary contribution in support of the Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian countries;

(c) Negotiation and signing of a donor agreement with Kazakhstan on a voluntary contribution in support of the Pacific voice on climate change and renewable energy;

(d) Annual consultation meeting with the Republic of Korea that reviewed achievements of projects funded, and agreed on priorities of future funding, from the Korea-ESCAP Cooperation Fund and other partners from the country;

(e) Regular discussions and engagements with other existing and potential new donors, including Germany, Japan, Russian Federation, Sweden, Switzerland and the European Union.

23. The importance of the business sector and civil society organizations in the advocacy and capacity-development work of the secretariat has been increasing. In this context, ESCAP continued to work in 2015 with, among others, Goldman Sachs Group, Inc., and the Hilti Foundation. The secretariat continued to pursue new partnership opportunities in 2015 with a range of global and regional business-sector entities. The secretariat also conducted in-house training on modalities for enhanced collaboration with civil society.

III. Extrabudgetary contributions in 2015

24. ESCAP receives extrabudgetary contributions for its Technical Cooperation Trust Fund and its General Trust Fund. In 2015, the total extrabudgetary contributions received by the secretariat amounted to \$15.1 million (table 1).

Table 1
Summary of extrabudgetary contributions in 2015, by component

<i>Component</i>	<i>United States dollars</i>	<i>Percentage</i>
(a) Technical Cooperation Trust Fund	13 754 462	91.2
(b) General Trust Fund	1 320 000	8.8
1. Subregional Office for East and North-East Asia: <i>Republic of Korea</i>	1 141 000	7.6
2. Subregional Office for North and Central Asia: <i>Kazakhstan</i>	100 000	0.7
3. Subregional Office for South and South-West Asia: <i>India</i>	79 000	0.5
Total	15 074 462	100.0

25. It should be noted that the contribution of the Republic of Korea to the Subregional Office for East and North-East Asia covers the institutional costs of the office but also contributes to the implementation of its programme of work. The contributions of Kazakhstan and India to the Subregional Office for North and Central Asia and Subregional Office for South and South-West Asia respectively cover the institutional costs of these offices only.

IV. Delivering the Commission's technical cooperation programme in 2015

A. Contributions to the Commission's technical cooperation programme

26. In 2015, the secretariat's technical cooperation programme continued to focus on capacity development that encompassed: (a) policy advocacy and dialogue on critical and emerging issues, including follow-up to global and regional commitments; (b) regional knowledge networking aimed at enabling the members and associate members of ESCAP to share and discuss information and experiences on good and innovative practices; and (c) training, advisory services and other forms of technical assistance aimed at strengthening the capacity of the members and associate members of ESCAP to formulate and implement effective policies and programmes in a range of key development areas.

27. ESCAP technical cooperation work in 2015 was funded from both the regular budget of the United Nations and extrabudgetary resources. The regular budget comprised: (a) the regular programme of technical cooperation (section 23); and (b) the United Nations Development Account (section 35). Extrabudgetary resources included voluntary contributions provided by individual Governments, entities of the United Nations system and other intergovernmental organizations, the business sector and non-governmental organizations (NGOs). Such contributions were provided as cash (funds-in-trust) or in kind.

28. The total cash contributions received by ESCAP in 2015 for technical cooperation, from sources within and outside the United Nations, amounted to \$17.1 million. Bilateral voluntary cash contributions by ESCAP member and non-member States remained the main extrabudgetary source of funding. A summary of the financial contributions by source in both dollars and percentage terms is provided in table 2.

29. Representing 60.8 per cent of the total financial contributions in 2015 for technical cooperation, bilateral donor country contributions amounted to \$10.4 million. Further details on the extrabudgetary resources (funds-in-trust) received from bilateral sources are provided in annex I to the present document. The largest overall bilateral donor contributions were received from the Republic of Korea, Japan, the Russian Federation, Kazakhstan and China.

30. The United Nations contributed \$5.2 million, representing 30.5 per cent of the total funds received for technical cooperation in 2015 (see table 2).

Table 2
Summary of financial contributions for technical cooperation in 2015, by source

<i>Source</i>	<i>United States dollars</i>	<i>Percentage</i>
(a) Donor countries (see annex I)	10 369 853	60.8
(b) United Nations system	5 199 428	30.5
1. United Nations regular programme of technical cooperation (section 23)	2 804 200	16.4
2. United Nations Development Account (section 35)	499 000	2.9
3. United Nations programmes, funds and specialized agencies	1 896 228	11.1
(c) Other intergovernmental and non-governmental organizations (see annex II)	1 489 381	8.7
Total	17 058 662	100.0
Regular budget ((b) 1 + (b) 2)	3 303 200	19.4
Extrabudgetary contributions ((a) + (b) 3 + (c))	13 755 462	80.6

31. Other intergovernmental organizations, the business sector and NGOs contributed \$1.5 million of the total funds received in 2015. The three largest contributors under this category were the European Union, the Korean Expressway Cooperation and the World Trade Organization. More detailed information on contributions from other intergovernmental organizations, the business sector and NGOs for technical cooperation is given in annex II.

32. The Commission's technical cooperation work in 2015 was further facilitated by contributions in kind, such as the provision of the services of experts and of host facilities and equipment. The former included a total of 79 work-months of services of experts in various disciplines provided by ESCAP member States and the Waste to Resource Fund on a non-reimbursable loan basis.

33. The volume of the secretariat's technical cooperation delivery in 2015 in financial terms totalled approximately \$20.1 million.

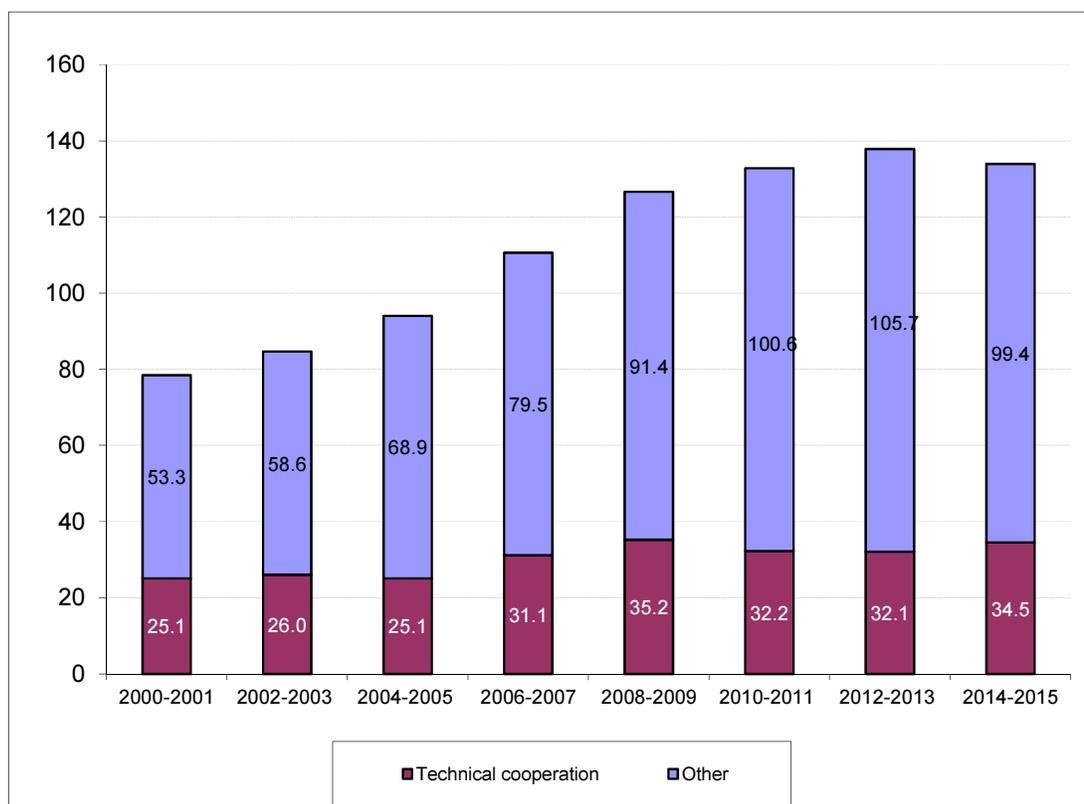
34. The distribution of extrabudgetary resources over the eight ESCAP subprogrammes in 2015 is shown in table 3.

Table 3
Distribution of extrabudgetary contributions to the Commission's subprogrammes in 2015

<i>ESCAP Subprogramme</i>	<i>Percentage</i>
Subprogramme 1: Macroeconomic policy and inclusive development	8.5
Subprogramme 2: Trade and investment	9.5
Subprogramme 3: Transport	6.8
Subprogramme 4: Environment and development	13.7
Subprogramme 5: Information and communications technology and disaster risk reduction and management	30.1
Subprogramme 6: Social development	5.0
Subprogramme 7: Statistics	17.9
Subprogramme 8: Subregional activities for development	8.5
Total	100.0

35. The evolution of ESCAP expenditure on technical cooperation in relation to total expenditure over the past 15 years is shown in the figure below.

Figure
Evolution of ESCAP expenditure, 2000-2015
 (Millions of United States dollars)



B. Highlights of the technical cooperation work in 2015

36. Underpinned by evidence-based analysis and normative work, capacity development remained the main driver of the secretariat's technical cooperation work during 2015. Effective and inclusive partnerships remained central. Through various modalities, such as analytical studies, training workshops, advisory services, communities of practice and networks to facilitate the exchange of knowledge and good practice, ESCAP continued to provide a vital platform for the sharing of knowledge, information and experience among member States within the Asian and Pacific region.

37. The secretariat endeavoured to maximize the impact of the resources, experience, skills and linkages that partners bring to the implementation of the work of ESCAP in all its subprogrammes. Some of the key achievements under the ESCAP technical cooperation programme in 2015 are illustrated by the following selected examples:

(a) In cooperation with the Republic of Korea, ESCAP continued implementing the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific and promoting eGovernment for women's empowerment policies and tools. ESCAP also partnered with the Republic of Korea in support of trade facilitation, transport, connectivity, income security for older persons, green growth policies and solutions, and

the dissemination of capacity-building programmes on the use of ICT for development. At its seventieth session, the Commission decided to establish the state-of-the-art Accessibility Centre at the United Nations Conference Centre in Bangkok to support the participation of persons with disabilities in United Nations intergovernmental processes and meetings, through a generous contribution from the Government of the Republic of Korea;

(b) With support from Japan, the secretariat initiated a project to strengthen multi-hazard risk assessment and early warning systems in Pacific island countries through enhanced institutional capacity-building to use space and geographic information systems, and to promote regional cooperation platforms on sharing of geospatial data for disaster management;

(c) The partnership with the Russian Federation was instrumental in promoting the policy, normative and capacity-development work of ESCAP in support mainly of the energy and transport sectors, as well as in other joint priority areas, such as migration, statistics, trade facilitation and disaster risk reduction;

(d) In collaboration with China, the secretariat worked in areas of social development and regional connectivity. This included the provision of training of national women's machineries to improve mainstreaming of gender in national policies, and the production of a gender-responsive budgeting guide which was disseminated to ESCAP countries. Furthermore, the secretariat continued improving regional connectivity through trade facilitation, freight forwarding, multimodal transport and logistics policies and measures with funding support from China;

(e) With support from India to the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries, the secretariat helped to improve disaster risk management in the region, with a focus on strengthening early warning systems for coastal hazards including tsunamis, coastal zone flooding, storm surges and tropical cyclones;

(f) Partnering with Germany, in particular the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), ESCAP worked to strengthen early warning systems for coastal hazards in the Asia-Pacific region through its Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries. This partnership with Germany is part of the Global Initiative on Disaster Risk Management that is implemented through GIZ. The initiative brings together a wide range of stakeholders from Germany and the Asia-Pacific region, providing a forum for new and innovative ways of cooperation in disaster risk management;

(g) With support from the European Union, ESCAP worked towards: (i) improving the capacity of the Pacific island countries to address the impacts of climate change on migration; and (ii) improving the food security and nutrition of the poorest and most vulnerable people through its Network for Knowledge Transfer on Sustainable Agricultural Technologies and Improved Market Linkages in South and Southeast Asia (SATNET Asia);

(h) Partnering with Kazakhstan, ESCAP increased the capacity of policymakers and national experts of the Pacific island countries to formulate and implement green growth strategies to achieve sustainable development, including through the development of national action plans for the implementation of a renewable energy and biogas energy system methodology tailored to the needs and priorities of Pacific island communities;

(i) In partnership with the United Kingdom of Great Britain and Northern Ireland, ESCAP continued to promote the improvement of economic statistics in Asia and the Pacific, in particular through the strengthening of national statistical systems to produce high-quality economic statistics.

V. Conclusion

38. Working with a wide range of partners including Governments, donor agencies, United Nations entities, other international and regional organizations and the business community, the secretariat achieved further progress in strengthening member State capacity to develop and implement inclusive and sustainable economic and social development policies in Asia and the Pacific.

39. In particular, further steps were taken to enhance the impact, focus and integration of the secretariat's technical cooperation work, with a particular focus on capacity development and special attention to the needs of least developed countries, landlocked developing countries and Pacific island developing countries. Additional steps were taken to increase and diversify the secretariat's resource mobilization and partnership capabilities and base. Enhancing relations with key partners and donors through regular communication and engagement remained at the core of the secretariat's resource mobilization efforts.

40. The secretariat will continue to strengthen the application of results-based management approaches to ensure that maximum impact is achieved from its technical cooperation work with member States. Recommendations and lessons identified through evaluations and evaluative reviews will be actively drawn upon to strengthen performance and results. The secretariat will furthermore continue to create the necessary strategic and operational synergies with United Nations entities and subregional organizations to ensure United Nations system-wide coherence at the regional level.

Annex I

**Extrabudgetary resources provided by bilateral donors in
cash for technical cooperation in 2015 (funds-in-trust)**
(United States dollars)

<i>Donors</i>	<i>Resources</i>
Bangladesh	9 000
Brunei Darussalam	16 000
Cambodia	12 000
China	633 575
Fiji	9 024
Germany	18 645
Hong Kong, China	30 000
India	378 547
Indonesia	125 576
Iran (Islamic Republic of)	55 000
Japan	2 801 984
Kazakhstan	723 000
Kiribati	5 000
Macao, China	33 000
Malaysia	45 027
Micronesia (Federated States of)	5 000
Mongolia	7 478
Myanmar	4 000
New Caledonia	4 468
Pakistan	22 218
Republic of Korea	3 753 197
Russian Federation	1 200 000
Samoa	2 000
Singapore	15 000
Sri Lanka	30 000
Thailand	87 309
United Kingdom of Great Britain and Northern Ireland	305 805
Vanuatu	5 000
Viet Nam	32 000
Total	10 368 853

Annex II

Technical cooperation resources provided by the United Nations system and by intergovernmental and non-governmental organizations and the business sector in 2015 (United States dollars)

<i>Entity</i>	<i>Contributions</i>
United Nations system	
Regular budget resources	
United Nations regular programme of technical cooperation (section 23)	2 804 200
United Nations Development Account (section 35)	499 000
Subtotal	3 303 200
Extrabudgetary resources	
United Nations Development Programme	157 000
Food and Agriculture Organization of the United Nations	299 814
International Fund for Agricultural Development	850 000
United Nations Educational, Scientific and Cultural Organization	51 771
United Nations Entity for Gender Equality and the Empowerment of Women	45 000
United Nations Office for Project Services	492 643
Subtotal	1 896 228
Total of resources from the United Nations system	5 199 428
Other organizations	
Agence Française de Développement	73 712
European Union	731 059
Goldman Sachs Foundation	67 500
International Institute for Trade and Development	5 915
Korea Expressway Corporation	350 000
Korea Internet and Security Agency	69 384
Korea Maritime Institute	50 000
Korea Telecom Economics and Management Research Institute	8 673
Stockholm Environment Institute	22 000
World Trade Organization	111 137
Total of extrabudgetary resources from intergovernmental and non-governmental organizations and the business sector	1 489 381
Grand total	6 688 809

Annex III

Extrabudgetary assistance in kind (non-reimbursable loans) in 2015

Republic of Korea

(Total 73 work-months)

Mr. Myung Soo Yoo

Expert on Environment Policy

Environment and Development Division

12 work-months

Mr. Kwang Dong Kim

Expert on Information and Communications Technology

Information and Communications Technology and Disaster Risk Reduction Division

12 work-months

Mr. Bong Seok So

Expert on Regional Cooperation in North-East Asia, with a particular focus on the Democratic People's Republic of Korea

Macroeconomic Policy and Development Division

9.5 work-months

Mr. Joonghoon Cho

Expert on Regional Cooperation in North-East Asia, with a particular focus on the Democratic People's Republic of Korea

Macroeconomic Policy and Development Division

6.5 work-months

Mr. Young Hun Jeong

Expert on Social Policy

Social Development Division

0.5 work-months

Ms. Hyun Soo Yeob

Expert on Social Policy

Social Development Division

8.5 work-months

Mr. Jun Ho Shin

Expert on Regional Trade and Monetary Cooperation

Trade and Investment Division

11.5 work-months

Mr. Dong Oh Nam

Expert on Regional Trade and Monetary Cooperation

Trade and Investment Division

0.5 work-months

Mr. Jeongsu Park

Expert on Railway Transport

Transport Division

12 work-months

Waste to Resource Fund

(Total 6 work-months)

Mr. Aleluia Joao

Expert on Solid Waste Management and Climate Financing

Environment and Development Division

9 work-months