

UNITED NATIONS DEVELOPMENT PROGRAMME
Project of the Government of Syria

Project Budget Number: SYR/98/005/A/01/99

Project Title: National Action Programme to Combat Desertification in Syria

Estimated Start Date: 1 July, 1999
Estimated End Date: 31 December, 2001

Executing Agent: NEX National Execution
MOEA Ministry of State for Environmental Affairs

Implementing Agent(s): MOEA Ministry of State for Environmental Affairs

Project Site: Damascus
Beneficiary Countries: Syria

LPAC Approval Date:
BPAC Approval Date:

Programme Officer:

Summary of UNDP & Cost Sharing	
<i>(as per attached budgets)</i>	
UNDP:	
TRAC (1&2)	\$ 180,000
TRAC (3)	
Cost Sharing	
Government	\$ 90,000
Total	\$ 270,000
Administrative and operation services (where applicable)	
SOF 03	\$ 0
SOF 07	\$ 0
Other	\$ 0
Total	\$ 270,000

Classification Information:

DCAS sector & sub-sector:

- 3 Natural resources
- 15 Environmental Preservation and Rehabilitation

ACC sector & sub-sector:

- 20 Environment
- 30 Environment Enhancement and Management

Primary areas of focus/sub-focus:

- 3 Promoting Environmental and Natural Resources Sustainability
- 18 Establishment of Policy, Strategy, Planning and Programme Frameworks for Sustainable Development

Secondary areas of focus/sub-focus:

- 1 Promoting Poverty Eradication and Sustainable Livelihoods
- 5 Reduction of Poverty through Natural Resources Management
- 3 Promoting Environmental and Natural Resources sustainability
- 20 Desertification Control and Drought Mitigation

Primary type of intervention:

- 1 Capacity Building
- 1 Institution-building

Secondary type of intervention:

- 2 Direct Support
- 9 Advocacy and Strategic-oriented



Primary target beneficiaries:

- 2 Target Organizations
- 5 Government
- 38 Government Organizations

Secondary target beneficiaries:

- 1 Target Groups
- 3 The Poor
- 20 Rural Poor
- 1 Target Groups
- 1 Women
- 3 Rural Women Poor
- 2 Target Organizations
- 6 Non Government
- 40 Civil Society Organizations, including NGOs

Brief Description: The main objective of this project is support the Government of Syria in successfully implementing, the Convention to Combat Desertification through establishing and implementing a National Action Programme. Toward goal, the project will strengthen capacities of staff at ministries and institutions dealing with issues of desertification, public awareness of people with special attention to empowerment of women. Following a participatory approach, the project will help in collecting and updating relevant data, identifying gaps and priorities, and conducting national forum workshops.

	Signature	Date	Name/Title
On behalf of Government		27.6.1999	H.E.Mr. Abdul Rahim Al Subei Minister of State for Planning Affairs
Executing Agency		28.6.1999	H.E. Mr. Abdul hamid Al Munajjed Minister of State for Environmental Affairs
UNDP		28/06/1999	Taoufik ben Amara

* United Nations official exchange rate at the date of last signature of project document: \$ 1.00 = SP 46.00

TABLE OF CONTENTS

	Page
A.CONTEXT	1
1. Description of the sub-sector	1
2. Host country strategy	2
3. Prior and on going assistance	3
4. Institutional framework for the sector	4
B. PROJECT JUSTIFICATION	4
1. Issues to be addressed	4
2. Expected end of programme situation	5
3. Target beneficiaries	5
4. Project strategy and institutional arrangements	5
5. Reasons for UNDP assistance	7
6. Special considerations	7
7. Coordination arrangements	7
8. Counter part support capacity	7
C. DEVELOPMENT OBJECTIVE	7
D. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES	8
E. INPUTS	15
F.RISKS	15
G. PRIOR OBLIGATIONS AND PREREQUISITES	16
H. PROJECT REVIEW, REPORTING AND MONITORING	16
I. LEGAL CONTEXT	17
J. BUDGETS	1-4
K. ANNEXES (to be provided later)	
Annex 1 Work Plan	
Annex 2 Terms of Reference for the National Coordinator	

A. Context

Desertification is, quite simply, land degradation in the drylands due to a number of factors including climatic variations and human activities. Man-made causes include expansion of agriculture, over-cultivation, poor irrigation practices, deforestation and overgrazing. The disruption of social systems, the under-valuation of traditional know-how, inappropriate government policies, weak institutions, increasing population pressure and poverty often induce such unsustainable resource management practices.

The UN Convention to Combat Desertification (CCD) was adopted in Paris on 17 June 1994 and entered into force in December 1996. Its objective is to "combat desertification and mitigate the effects of drought in countries experiencing serious drought and/or desertification, particularly in Africa, through effective action at all levels, supported by international co-operation and partnership arrangements with a view to contributing to the achievement of sustainable development in the affected areas" (Article 2). The objectives and scope of the CCD reflect not only the integrated approach to environment and development advocated at the 1992 United Nations Conference on Environment and Development (UNCED), but converges well with objectives of poverty eradication and Sustainable Human Development (SHD). With its recognition of the strong linkages between desertification and socio-economic factors such as poverty, food security, migration and demographic factors, the CCD puts concerns for human welfare at the center of efforts to combat desertification. This makes implementation of the Convention one of the principal tools for achieving sustainable human development in affected countries and regions.

The key frameworks for implementing the Convention are Action Programmes. The Convention calls upon the affected countries to establish National Action Programmes (NAP) with full participation of all parties concerned with the issue of desertification in the process.

1. Description of the Subsector

Situated on the eastern coast of the Mediterranean, the S.A.R. occupies a total area of 185,000 sq. km, 58% of which is desert steppe. The country is characterized by a semi arid climate, arable land amounting to less than 33%, forest, about 3%, and badia, about 55% of the whole area. The topography changes from mountains in the west and southwest to largely flat plains and valleys in the middle and deserts in the east and southeast. The 180 km coastline is mostly rocky with narrow sand beaches and a few islands. In addition to semi aridity, Syria is characterized by erratic rainfall patterns, in which the average rainfall decreases from 1000 mm in the coastal area to less than 200mm in the dry plains and steppes in the east. In most places, it is around 500 mm.

With an annual growth rate of 3.3%, Syria's total population was estimated in mid-1997 by the Central Bureau of statistics to be around 15.1 million. In addition, according to the same report, 44.8% of the inhabitants are less than 15 years old and 56.4% of the population is under the age of 20. In fact, each year large numbers of people with varying degrees of education and skills enter a labour market that does not offer sufficient job opportunities. Considerable investments are needed in order to accommodate a growing

demand for jobs that currently stands at an annual level of approximately 150,000.

Syria can be divided into six distinct regions: a) Mediterranean in the north-west; b) agricultural area of the north Syrian plateau; c) mountains and irrigated oasis in the west-central part; d) southern basalt areas; e) rivers and agricultural plains in the northeast; and f) deserts and steppes in the southeast.

The different regions or ecosystems in the country are threatened by various human activities, notably modern and extensive agriculture, overgrazing, and urban expansion which contribute to the intensification of soil erosion, desertification, water pollution from dumping of raw sewage and wastes from petroleum refining and deforestation. The numerous cattle depend on the grazing of natural pastures that exceed the capacities of these areas. Inadequate supplies of potable water as well as water scarcity pose additional threats to the local population and future generations.

In addition to the above, loss of biodiversity is one of the main consequences of habitat loss and fragmentation. This is a serious problem in Syria, which is well known for its rich biological diversity and endemism of many of its species. In addition, it is very rich in agrobiodiversity since it forms part of a region (Syria, Lebanon, Palestine, Jordan) where many of the world's agricultural plants have evolved.

2. Host country strategy

The Syrian Government is increasingly aware of the need for the protection of the environment and its linkage to the overall development process. In 1991, after the enactment of environmental legislation, a General Commission for environmental affairs was formed through a Presidential Decree. As a follow up to UNCED, Syria has pledged to prepare a National Strategy and Policy for Environmental Safety as Syria's Agenda 21 and a concomitant comprehensive Environmental Action Plan (EAP) for its implementation. Subsequently, UNDP's assistance for that purpose was sought and a project of strengthening national capacity for environmental affairs was implemented.

Also, bearing in mind its recognition of desertification and soil deterioration as major problems that have many severe environmental impacts, Syria ratified the UN Convention to combat Desertification in June, 1997.

Currently, there exists a National Action Programme to combat desertification. This programme includes afforestation activities, establishment of pastoral protected areas, efficient use of irrigation methods, and involvement of the indigenous population. In total, the programme consists of 29 projects, of which some have been already completed; others are ongoing. A number of projects are awaiting financial support.

In terms of responsibility, the Ministry of Environment has been designated as the focal point for implementing the national action programme to combat desertification. Its duties include: (i) setting up an integrated plan for combating and monitoring desertification and alleviating the impact of drought on the environment and; (ii) working in collaboration with the Ministry of Information on raising public awareness with respect to desertification and ways of combating it, and mitigation of the impact of

drought on the environment through educational programmes.

In addition to the direct involvement of the Ministry of Environment in combatting desertification through the specific duties assigned to it, there is a National multi-sectoral committee that meets regularly to tackle all issues related to desertification. This committee, headed by the Ministry of the Environment, consists of representatives from different Ministries and NGOs, including the Ministry of Agriculture and Agrarian Reform; Ministry of Irrigation; Ministry of Housing; State Planning Commission; Higher Council for Afforestation; General Women's Union; Youth Union and; the Peasants Union.

3. Prior and Ongoing Assistance

UNDP

To assist the Government of Syria in environmental management, a UNDP Capacity 21 project SYR/94/004 – “Strengthening National Capacity for Environmental Affairs in Syria” has been implemented over a period of three years. Under this project, the country was divided into seven drainage basins. Environmental profiles were prepared for all the seven basins, along with corresponding basin environmental action plans. Moreover, a National Environmental Action Plan (NEAP) has recently been completed. Parallel to the production of the action plans, the project contributed to institutional and capacity building through training and participation of central and local authorities and national expertise (participatory approach).

In addition to the above-mentioned project, which was operationally completed in July 1998, another project SYR/97/G31- “Biodiversity Strategy and Action Plan and Report to the CBD” was initiated in August 1998. This project is very much related to the current project since desertification leads to loss of habitat of many species, which in turn become endangered or even extinct.

Due to the fact that natural factors, such as drought and high rainfall availability, and anthropogenic factors involved with inappropriate agricultural practices contribute greatly to desertification, any project tackling this phenomenon should also look into water resources and agricultural practices in the country in question. Thus, the results of the two phases of project “Improved Management of Water for Agricultural Use” (SYR/86/015 & SYR/90/001) that both introduced modern irrigation techniques and worked on increasing water use efficiency should be taken into consideration when implementing the current project.

In addition to the above projects, two projects which are also directly related to water resources and agricultural practices are on UNDP's pipeline list of projects for the current Country Cooperation Framework (1997-2000): (i) Integrated Water Resources Management Programme in the S.A.R. and (ii) Demand-side Management of Water for Agricultural Purposes. Hence, the current project should run in parallel with these two projects.

Other Agencies

A number of other international organizations, including ICARDA, ACSAD, FAO, AOAD, etc. have conducted a variety of projects related to desertification and conservation of natural resources.

4. Institutional Framework

Under the overall guidance of UNDP, the Ministry of State for Environmental Affairs will implement the current project (assigned by the Government as the focal point for CCD in Syria). The Ministry of State for Environmental Affairs will designate a Project Coordinator who will lead the already formed multidisciplinary team, and who will report directly to a steering committee. The steering committee will consist of representatives from the various concerned Ministries in addition to the UNDP Country Office.

B. Project Justification

1. Issues to be addressed

Having been known in the past for its dense and rich forests and endemism of many of its species, Syria is witnessing a severe depletion of its natural resources, and different forms of land degradation due to multiple interacting socio-economic factors. These include: (i) limitation of active legislation and the lack of clear policy for the conservation and management of natural resources, (ii) very high annual population growth, and (iii) the concentration of this population in impoverished rural areas where farming is the major source of income. The combination of the above has resulted in a situation which requires remedial action.

Desertification in Syria has a direct influence on the environment; including (i) decrease of income for agricultural producers and cattle raisers, and (ii) suffering of people from health problems, mainly respiratory diseases that result from winds carrying both sand and dust. Moreover, there is a relationship between desertification and poverty whereby they constitute a vicious circle linking deterioration of natural resources to deterioration of livelihoods, as people need to encroach further on fragile soils, sparse vegetation and limited water resources. Thus, it is clear that combating desertification is essential to the achievement of Sustainable Human Development.

Within the context of desertification, one of the main challenges of the S.A.R. is to meet its obligations to the UNCCD. Despite the efforts exerted since the ratification, the diversity of the desertification problem, the young institutional framework for environmental management in Syria is in need of external assistance (in this case, UNDP's assistance). Capitalizing on the national expertise and momentum generated during the process of the Capacity Strengthening Project and the ongoing Enabling Biodiversity project will further promote environmental awareness, consensus and commitment through a truly participatory process involving multiple sectors.

2. Expected end of programme situation

The main objective of the project is to develop a National Action Programme at the end of which, the following results would have been realized:

- Awareness of public raised and decision-makers sensitized on desertification issues;
- Effective participation of all stakeholders at all levels;
- Integrated approach to desertification problems within national development policies;
- Role of women strengthened in the implementation of the CCD;
- The coordinating unit and representatives of civil society trained;
- Strategy to mobilize resources ready to be operationalized;
- National Action Programme ready to be implemented and built on national consensus;
- Urgent actions programme launched.

3. Target beneficiaries

The project will seek to strengthen the institutional capacity and human resources of the executing agency and the other institutions involved. It will also benefit the affected populations, Government and civil society including NGOs, local populations and women by training them and raising their awareness on issues related to desertification. Research institutions such as ACSAD, ICARDA, AOAD and other universities represented in the technical committee will also benefit by working in collaboration with Government bodies, by being involved in a participatory approach in meetings, workshops, and by applying their theoretical knowledge in the field, etc. In the long run, a large proportion of the Syrian population will benefit from the project and there will be a positive impact on all the sub-region.

4. Project strategy and institutional arrangements

The project will be executed by the Government of Syria represented by the Ministry of Environment, whose mandate covers the CCD. The UNDP Country Office will provide substantive and administrative support during the implementation process. In view of the importance, complexity and multi-disciplinary nature of desertification issues, a collaborative framework will be established for the purpose of ensuring the involvement and full and effective participation of all the concerned parties, mainly Ministry of Agriculture and Agrarian Reform, State Planning Commission, universities, Women's union, Farmers' union, Youth union, research institutes such as: ICARDA, ACSAD, AOAD, and local authorities and communities, other Ministries etc...

National Coordinator

A National Coordinator who will be designated by the Ministry of Environment, will manage the project and will be accountable to the project's steering committee. National and international consultants will be hired following his/her recommendations, in accordance with predetermined terms of reference and approval of the steering committee.

He/She will:

- facilitate and manage project activities (head a coordination team)
- lead and coordinate the organization of training and consultation sessions
- Lead and coordinate the organization of the national forum
- Organize meetings with donors, key-decision makers
- Ensure the coordination with all other concerned parties
- Ensure the coherence of project activities with National Development Plans

Project Coordination Team (PCT)

The National Coordinator will head a coordination team. This team will be composed of an agricultural engineer (provided by the Ministry of Environment) who will assist him in technical matters and a full time secretary (recruited by the project) in administrative matters.

National Technical Committee (NTC)

This committee will be composed of all relevant technical institutions (researchers and technical persons at concerned Ministries, and municipalities, universities, and NGOs). The objective of the NTC will be to provide advice and guidance to the steering committee for all technical and substantive matters related to desertification. The NTC will be closely involved in all technical matters related to the organization of the first as well as the validation forum. The committee will more specifically be involved in issuing notes, and reports. The National Coordinator will be a member of the NTC. Technical persons from renowned institutions in the field, such as ACSAD, ICARDA, AOAD, regional and other international institutions will be invited to meetings as needed.

Programme Steering Committee (PSC)

The Ministry of Environment will head the PSC. It will be composed of Representatives of the *major* concerned Ministries, including State Planning Commission, NGOs, and UNDP. The National Coordinator will be a member of the PSC. This committee will be responsible for the overall guidance and coordination of the programme. All financial issues and other matters will be discussed and decided by the Steering Committee. The committee will ensure the integration of this programme within other development strategies and plans at the national level. The steering committee will meet every 6 months. However, extraordinary sessions may be organized to discuss *urgent* matters.

Technical backstopping

Throughout the implementation of the project, technical advice and backstopping will be provided by the Office to Combat Desertification and Drought (UNSO), in Headquarters. UNSO is the central entity within the United Nations Development Programme (UNDP) spearheading the organization's effort in dryland management, and desertification control. Technical missions will be organized during the project life. The DSA and per diem only will be covered by the project budget. Six technical missions will

take place during the period of implementation of the project.

5. Reasons for UNDP assistance

Unlike other international Conventions, the UN Convention to Combat Desertification does not provide for a financial mechanism. In this regard, the Government of Syria requested the inclusion of the National Action Programme to Combat Desertification, within the UNDP Country Cooperation Framework (1997-2000). In fact, the current project is fully in line with UNDP key goals of Sustainable Human Development. Two of the three thematic areas highlighted in the Country Cooperation Framework for the S.A.R are tackled in the current project: (i) capacity building for sustainable human development and (ii) sustainable use of natural resources and environmental conservation.

Moreover, although there currently exists a National Action Programme to combat desertification as a follow up to Syria's commitment to UNCCD, the activities that are being currently conducted are ad hoc. Hence, there is a need for an integrated programme that contributes to improving the National Action Programme and that assists the Government in meeting its commitment made when it ratified UNCCD.

6. Special considerations

The programme will take into account other ongoing or planned programmes, in order to avoid duplication and ensure coherence with other programmes, especially the NEAP (UNDP) and the Biodiversity Strategy (GEF).

The programme will be based on the participatory approach and thus will strengthen participation of all concerned stakeholders.

7. Counterpart support capacity

In order to ensure adequate implementation of the project activities, the Syrian Government will provide in-kind contributions in the form of office space and personnel, as follows:

- National Coordinator (full-time for the project)
- One agricultural engineer (full-time for the project)
- Two offices

The Syrian Government will also contribute US\$ 90,000 (in cash) to the funding of the project.

C. Development objective

The main objective of the programme is to support the Government of Syria in successfully implementing the UN Convention to Combat Desertification. The existing National Action Plan to Combat Desertification will be used as a baseline. The

programme will be developed based on a participatory and bottom-up approach ensuring the full participation of all affected populations and concerned stakeholders. The programme will be integrated into the National Development policies.

D. Immediate objectives, outputs and activities

Immediate objective 1: Building-up the necessary institutional framework and capacities for the preparation, implementation and monitoring of an Action Programme to Combat Desertification in Syria

This objective will include various outputs leading to the preparation of the first national forum meeting.

Output 1.1. Coordination unit set-up and fully operationalized

The designated focal point needs adequate human and material resources. The necessary authority and credibility of the focal point is a criteria for ensuring participation of all concerned stakeholders and developing an effective coordination mechanism among existing ministries and departments. A mechanism should be put in place to oversee the work of the NFP, i.e. a national steering committee with broad representation, including civil society.

Activity 1.1.1 Designation of a National Coordinator

The Government will designate a national coordinator. He/She will be in charge of the overall coordination and execution of the project activities. As soon as he is designated, the national coordinator will establish the project coordination team, mainly constituted by the agricultural engineer (provided by the Ministry of Environment and an administrative secretary (recruited by the project). He/She will start by establishing the work plan for the whole period of the project.

Activity 1.1.2: Acquisition of equipment:

In order to ensure good functioning and autonomy of the programme, it is necessary to procure essential EDP equipment for the Ministry of Environment and provide the project management with a vehicle for conducting regular field visits to the project site.

Activity 1.1.3 Recruitment of a secretary to support the programme

In consultation with UNDP, the National coordinator will hire a full time secretary. He/She will be selected based on criteria and TORs established by the National Coordinator and approved by the Ministry of Environment and UNDP. The secretary will be recruited for the entire period of the project.

Activity 1.1.4 Establishment of a Steering Committee for the Programme.

A Steering Committee for the project will be established. The members will be

designated by the concerned stakeholders and by the members of the existing National Coordinating body for the CCD. In order to ensure a broad involvement of the stakeholders, it is important to include not only representatives of *major* concerned Government bodies but also representatives of NGOs (major ones related to the project), and UNDP. The National Coordinator will elaborate TORs of the steering committee in cooperation with UNDP/Damascus.

Activity 1.1.5 Establishment of the National Technical Committee

The composition of the National Technical Committee will be proposed by the National Coordinator and in close collaboration of the National Steering Committee. This committee will not only include experts in desertification techniques but also experts in social sciences. This committee will be involved in all substantive issues.

Output 1.2. Information baseline and assessment report finalized

Local populations and Governments in many affected countries have developed strategies and programmes to address the twin scourges of desertification and drought. A review and assessment of these experiences need to be undertaken with a view to identify "best practices" as well as weaknesses and bottlenecks. This will constitute the baseline for identification and development of priority programmes to be developed under the NAP process. This will enable the determination of urgent catalytic actions jointly with consultation activities, to be discussed during the first forum meeting.

In order to produce the assessment report, the following activities will be undertaken:

Activity 1.2.1 Collecting all existing studies, surveys on scientific, institutional and social issues, and projects related to desertification

During the development of the previous National Action Plan to combat desertification, a certain amount of data has been gathered. These collected data need to be further completed especially as regards social issues. The technical committee will play an important role in ensuring quality and reliability of data.

Activity 1.2.2: Updating data when needed

Some of the available data will need to be updated. The multi-representation of key stakeholders in the Steering committee will ensure the reliability of the data.

Activity 1.2.3: Analysis of the national experience in combating desertification

Based on the previous analysis of the National Action Plan and collected data, a detailed analysis will be done with the involvement of the technical committee.

Activity 1.2.4 Identification of priorities and sites for urgent actions

Based on the previous activities and on-going national development plans, most affected areas and priority actions will be identified. All members of the National steering committee and technical committee will be involved and the National Coordinating body of the CCD will be consulted.

Output 1.3. Training, awareness and sensitization of all concerned parties

The campaigns (general and targeted) and training sessions undertaken at the appropriate levels are intended to identify the main stakeholders, build long-term commitment, mobilize support, create consensus for action and clearly identify responsibilities.

Activity 1.3.1: Identification of main stakeholders

A list of all main stakeholders will be established in consultation with all representatives of the different sectors and partners. This list will take into consideration the national, regional and international partners. It will include potential bi-lateral and multi-lateral donors, international organizations, sub-regional organizations, specialized institutions.

Activity 1.3.2 Acquisition of audio visual equipment for training

Audiovisual equipment including TVs, videos, overhead projectors will be purchased to assist in training.

Activity 1.3.3 Training for NGOs including women, farmers and youth unions on issues related to desertification and participatory approach.

Several training sessions will be organized on specific issues such as participatory approach and on related issues to desertification. The sessions will be organized at the local level. Strengthening capacities of these stakeholders will facilitate their active participation in the forum meeting and to defend their stakeholder groups interests.

Activity 1.3.4 Study tours and group training organized for main stakeholders

The main key stakeholders will need to specialize in technical matters and social issues related to desertification. Short training courses in specialized institutions will be conducted (preferably in the region) in order to strengthen the programme and to expose national staff to the experience of other countries in the regions (2-3 technical staff responsible of desertification issues at the Ministry of State for Environmental Affairs will attend the training).

Activity 1.3.5 Production of brochures (tailored to the needs of different target groups)

Activity 1.3.6 Public awareness campaigns towards local populations, including women

and school children organized by trained NGOs

Based on the training they received, NGOs will be able to organize public awareness campaigns tailored to the needs of the different sectors of the population.

Activity 1.3.7 Production of training materials to be used during various training courses

Activity 1.3.8 Several training sessions (2-3) will be organized by trained NGOs and tailored to the needs of the different target groups

Training sessions will be conducted by trained NGOs (in a participatory approach) with the aim of raising awareness of the different sectors of the population (general population, women, and school children).

Activity 1.3.9 Awareness towards key decision-makers

Special attention will be given to key-decision makers. The National Action Programme will give a strong emphasis to National policies and thus key decision-makers need to be sensitized to the CCD and to the NAP process.

Activity 1.3.10 Implementation of special programmes for media

In order to broaden the sensitization to all segments of the population, the project will develop some programmes for media through either TV spots or Newspaper.

Immediate objective 2: Preparation of a National Action Programme

Output 2.1. First national forum held

The national forum could be an important enabling mechanism for the building of national compacts, facilitating agreements among the main stakeholders that would rapidly move the CCD implementation forward.

Activity 2.1.1 : Decentralized consultations

This activity will include all the meetings with decentralized governmental authorities and local population to assess their needs.

These consultations should be used to identify enabling measures (policy, legal, institutional, etc.) that could help sustain local level initiatives and empower local populations in the management of their resources.

Activity 2.1.2 : Preparation of Key issue notes by the national technical committee

The issue notes will include:

-new priority programme areas

- funding for formulation and implementation
- possible arrangements to be put in place for coordination, monitoring, reviews and evaluation
- presentation of sites for urgent actions,
- summary of the previous National Action Plan,
- note on institutional framework and policy issues,
- note on ways to apply the participatory approach in Syria (making use of the experience of other projects) and;
- proposal for establishing mechanisms for partnership building including donors and external partners.

An annotated agenda will be prepared clearly stating the expected outputs to be addressed in the discussions on each agenda item.

Activity 2.1.3 : Organization of the first national forum

A detailed list of all national/local partners will be established based on stakeholders identified during the awareness campaigns. A comprehensive list of external donors needs to be established. High-level government representatives should sensitize donors. Sent early, detailed invitations, will state clearly, what is expected from them at the forum.

This activity will include all logistic matters (invitations, reprography, and reservations etc...). The structure of the meeting will be largely discussed with the technical committee, and will be elaborated as a road map for the meeting. In order to ensure the success of the forum, a professional facilitator will be recruited.

During the forum, several items need to be agreed upon including (i) the new priority programme areas, (ii) funding for formulation and implementation and; (iii) arrangements to be put in place for coordination, monitoring, reviews and evaluation

Activity 2.1.4 : Consolidation of outcome of the first national forum meeting

The facilitator will prepare the report of the forum including recommendations and conclusions of the national forum. The report will be done under the guidance of the National Coordinator with the support of the Steering Committee as well as the Technical Committee. The document will highlight the most important findings and agreements reached as well as follow-up activities and responsible institutions and/or persons.

Activity 2.1.5 : Meeting with decision-makers

In order to sensitize and to inform all decision-makers, a meeting will be organized. An executive summary of the national forum report including recommendations of the forum and conclusions will be presented, focusing on the legal framework and policy issues.

Activity 2.1.6 : Finalization of the forum report

Activity 2.1.7 : Implementation of catalytic urgent actions

The urgent actions have been identified during the decentralized consultations in order to respond to urgent needs at the grassroots level. When confirmed during the first national forum, the urgent actions programme will be developed and implemented. They constitute a way to generate grassroots interests and active participation in the NAP process.

Output 2.2 Elaboration of the National Action Programme

Activity 2.2.1 Development of new programmes and improvement of existing programmes

This activity will be based on an active process of consultation of all concerned parties. These programmes will be developed in line with the methodology adopted by the forum. The Programme will, as much as possible, be integrated and in total coherence with national development programmes or policies. 1-2 international consultants in specific areas might be recruited for short-term activities, to strengthen the programme. A draft Programme document will be prepared, in order to be submitted for discussion and approval during the validation forum.

Output 2.3. Validation forum

This meeting will provide opportunities to improve the draft document.

Activity 2.3.1 : Summary of the NAP Programme document

A summary of the programme document will be prepared and disseminated with the invitations.

Activity 2.3.2 : Recruitment of facilitators

In regard to the importance of this activity, professional facilitators will be hired. In addition, technical assistance of specialized institutions might be required.

Activity 2.3.3 : Organization of the validation forum

Based on the first national forum organization experience, the organization of the validation forum will be improved. This forum will involve government representatives at national and local levels, representatives of civil society, international organizations, donors at national and international level (bi-lateral, multi-lateral, etc.).

The main results of the validation forum will be the approval or the improvement of the programme. Donors should be identified during this forum.

Activity 2.3.4 : Summary of comments, recommendations and conclusions of the forum in order to finalize the NAP document

Based on the outcomes of the validation forum, the programme will be improved. The facilitators will be responsible for the consolidation of the programmes, under the direct guidance of the national coordinator and with the cooperation of the technical committee as well as the steering committee. The programmes will be submitted by the National steering committee to the approval of the Ministries Council.

Immediate objective 3: Develop a resource mobilization strategy

Output 3.1. Meeting for donors will be held in order to present the programme for mobilizing resources

Activity 3.1.1: Identification of all potential donors at national as well as international level

Based on the first forum and the validation forum, contacts will be established to identify their potential field of interests. UNDP and the Ministry of Environment could initiate the contacts.

Activity 3.1.2: Preparation of a presentation of the NAP process, content of the NAP document and specifically the priority programmes in need of financial resources

The national coordinator with the support of a specialized consultant will prepare support document to promote the NAP process and its content. The document will be developed in a very attractive manner, using visual supports.

Activity 3.1.3: Organization of donors meeting

Round tables will be organized for all identified donors, with the support of high level relevant government representatives, according to the priority area concerned. One international consultant with prior experience in organizing donors meetings and specialized in the field of desertification might be recruited.

Output 3.2. Strategy for resource mobilization established

Activity 3.2.1: Undertaking a study on potential channels and mechanisms for resource mobilization

Based upon results of donors meeting, potential channels will be identified. A detailed research with the support of specialized institutions and/or experts will be held, in order to identify all the existing sources of funding: bilateral, multilateral sources, etc..

Activity 3.2.2: Elaboration of a document for resource mobilization strategy

Along with governance issues, the mobilization of financial resources to fund the National Action Programmes is one of the most significant challenges to be faced in the implementation of the CCD. At the onset, it is important to develop a clear strategy for resource mobilization. The strategy will include the assessment of the "donors" market

(type of available funding, status of the funding in the country, market share of the identified donors in the area of interest in the country, etc.)

Output 3.3: Proposals for funding will be prepared

Activity 3.3.1: Preparation of a series of proposals for funding.

Those proposals will be sent to all interested donors identified during the donors meetings. The proposals will be presented in the formats required by potential donors. 1-2 international consultants previously involved in the development of the programme and the donors meeting will be recruited to be involved in the development of the proposals.

E. Inputs

1. Government inputs

The Government of Syria will contribute to the project funding through in-kind and cash inputs (cost-sharing). The in-kind inputs will cover costs of office spaces and national coordinator salary.

UNDP Contribution (including cost-sharing) broken down as follows:

	Amount (US\$)
International consultants	50,000
Missions (in-country missions and UNSO technical mission)	35,000
National Project Personnel (consultants, administrative staff)	41,000
Training, meetings, workshops, forums, and awareness campaigns	67,000
Equipment (expendable, non-expendable, audio-visuals)	47,500
Miscellaneous (reports, publications, sundries)	29,500
Total	270,000

F. Risks

One of the main concerns facing the smooth implementation of the project is the narrow coordination between Government agencies and ministries, and other research institutions. The project aims to respond to this issue by enhancing communication, data exchange and transparency among all stakeholder agencies that will promote the development and implementation of the NAP. It will ensure participation and commitment of the civil society during all stages of the NAP and involvement of the mass media in the process of awareness raising. The participatory approach is relatively new in the context of UN supported projects.

G. Prior obligations and prerequisites

Prior obligations

The Syrian Government will express its commitment to cost-sharing.

Prerequisites

1. The Government will designate and provide a qualified National Project Coordinator, an agricultural engineer, and other technical staff as needed.
2. The Government will establish a Steering Committee, a Technical Committee, and a coordination team.
3. The Government will agree to make relevant data (collected earlier) available to the consultants and to the project staff as may be required for the implementation of the project.
4. The Government will provide timely opportunities for key stakeholders for training in specialized international institutions and will ensure the implementation of the project activities within the approved timeframe.
5. All the NGOs trained will express their commitment in:

- Playing a major role in awareness campaigns towards local populations.
- Facilitating and organizing training sessions for pupils, at school level.

The project document will be signed by the UNDP, and UNDP assistance to the project will be provided only if the prior obligations and prerequisites stipulated above have been fulfilled or likely to be fulfilled. When anticipated fulfillment of one or more prior obligations or prerequisites fails to materialize, UNDP may at its discretion, either suspend or terminate its assistance.

H. Project review, reporting and monitoring

The project will be subject to joint reviews by representatives of the S.A.R Government, UNDP and the Executing Agency (the Ministry of Environment) – Tripartite reviews (TPR) once every 12 months. The first meeting will be held within the first 12 months of the start of full implementation. An Annual Project Report (APR) will be prepared by all stakeholders (executing agency, Government, UNDP, and target beneficiary) and submitted to the TPR at least one month in advance.

Monitoring visits by UNDP and government will take place at least once a year.

The Office to Combat Desertification and Drought (UNSO) will be requested to technically backstop the project, in order to ensure the quality of the project. UNSO will

make personnel available upon request.

A project terminal report will be prepared for consideration at the terminal TPR meeting. It shall be prepared in draft by all stakeholders sufficiently in advance of the TPR (in the same procedure as the APR). One copy should be sent to UNDP Country Office in advance.

The project shall be subject to a terminal evaluation 26 months after the start of the full implementation. The organization, terms of reference, and timing will be decided after consultation between the parties to the project document.

I. Legal context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the S.A.R and the United Nations Development Program, signed by the parties on 12 March 1981. The host country implementing agency shall, for the purpose of the standard Basic Assistance Agreement, refer to the government cooperating agency described in that document.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the project document have no objections to the proposed changes:

- a. Revisions in, or additions of, any of the annexes of the project document.
- b. Revisions which do not involve significant changes in immediate objectives, outputs or activities of the project, but are necessitated by rearrangement of inputs already agreed to, or by cost increases due to inflation; and
- c. Mandatory annual revisions, which rephrase the delivery of agreed project inputs or expert or other costs due to inflation or take into account expenditure flexibility.

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1.2/Line 1.2)

Executing Agency: NEX - National Execution

Budget "A"

SBLN	Description	Implementing Agency	Total	1999	2000	2001
011.51	International Consultants	NEX	50,000	10,000	25,000	15,000
	Net Amount		50,000	10,000	25,000	15,000
	Total		50,000	10,000	25,000	15,000
011.99	Line Total		50,000	10,000	25,000	15,000
013.01	Admin. Support Staff	NEX	11,000	2,500	4,300	4,200
	Net Amount		11,000	2,500	4,300	4,200
	Total		11,000	2,500	4,300	4,200
013.99	Line Total		11,000	2,500	4,300	4,200
015.02	In-country Missions	NEX	10,000	3,000	4,000	3,000
	Net Amount		10,000	3,000	4,000	3,000
	Total		10,000	3,000	4,000	3,000
015.99	Line Total		10,000	3,000	4,000	3,000
016.01	Mission Costs	NEX	25,000	7,000	10,000	8,000
	Net Amount		25,000	7,000	10,000	8,000
	Total		25,000	7,000	10,000	8,000
016.99	Line Total		25,000	7,000	10,000	8,000
017.97	National Consultants	NEX	30,000	7,000	13,000	10,000
	Net Amount		30,000	7,000	13,000	10,000
	Total		30,000	7,000	13,000	10,000
017.99	Line Total		30,000	7,000	13,000	10,000
019.			126,000	29,500	56,300	40,200
	Net Amount		126,000	29,500	56,300	40,200
	Total		126,000	29,500	56,300	40,200
032.01	Study Tours	NEX	23,000	8,500	14,500	
	Net Amount		23,000	8,500	14,500	
	Total		23,000	8,500	14,500	
032.02	Public Awareness and Outreach	NEX	12,000	3,000	5,000	4,000
	Net Amount		12,000	3,000	5,000	4,000
	Total		12,000	3,000	5,000	4,000
032.99	Line Total		35,000	11,500	19,500	4,000
	Net Amount		35,000	11,500	19,500	4,000
	Total		35,000	11,500	19,500	4,000

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1.2/Line 1.2)
 Executing Agency: NEX - National Execution

SBLN	Description	Implementing Agency	Total	1999	2000	2001
033.01	In-Service Training	NEX	8,000	2,000	4,000	2,000
	Net Amount		8,000	2,000	4,000	2,000
	Total		8,000	2,000	4,000	2,000
033.99	Line Total		8,000	2,000	4,000	2,000
034.01	National Forums	NEX	15,000		7,000	8,000
	Net Amount		15,000		7,000	8,000
	Total		15,000		7,000	8,000
034.02	Decentralized Consultations	NEX	3,000	1,500	1,500	
	Net Amount		3,000	1,500	1,500	
	Total		3,000	1,500	1,500	
034.03	Donor Meeting	NEX	6,000			6,000
	Net Amount		6,000			6,000
	Total		6,000			6,000
034.99	Line Total		24,000	1,500	8,500	14,000
	Net Amount		24,000	1,500	8,500	14,000
	Total		24,000	1,500	8,500	14,000
039.			67,000	15,000	32,000	20,000
	Net Amount		67,000	15,000	32,000	20,000
	Total		67,000	15,000	32,000	20,000
045.01	Expendable Equipment	NEX	5,500	1,500	2,000	2,000
	Net Amount		5,500	1,500	2,000	2,000
	Total		5,500	1,500	2,000	2,000
045.02	Non-expendable Equipment	NEX	35,000	25,000	8,000	2,000
	Net Amount		35,000	25,000	8,000	2,000
	Total		35,000	25,000	8,000	2,000
045.03	Audio-Visual Equipment	NEX	7,000	2,000	4,000	1,000
	Net Amount		7,000	2,000	4,000	1,000
	Total		7,000	2,000	4,000	1,000
045.99	Line Total		47,500	28,500	14,000	5,000
	Net Amount		47,500	28,500	14,000	5,000
	Total		47,500	28,500	14,000	5,000
049.			47,500	28,500	14,000	5,000
	Net Amount		47,500	28,500	14,000	5,000
	Total		47,500	28,500	14,000	5,000
052.01	Reports	NEX	10,000	2,000	5,000	3,000
	Net Amount		10,000	2,000	5,000	3,000
	Total		10,000	2,000	5,000	3,000
052.02	Publications	NEX	15,500	3,000	7,000	5,500
	Net Amount		15,500	3,000	7,000	5,500
	Total		15,500	3,000	7,000	5,500
052.99	Line Total		25,500	5,000	12,000	8,500
	Net Amount		25,500	5,000	12,000	8,500
	Total		25,500	5,000	12,000	8,500

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT OF THE GOVERNMENT OF SYRIA

Project Number: SYR/98/005 & SYR/02/X01

Project Title: National Action Programme to Combat Desertification in Syria

Estimated Start Date: January 2002
Estimated End Date: December 2003

Management Arrangements: National Execution

Designated Institution: Ministry of State for Environmental Affairs (MOEA)

Project Site: Damascus
Beneficiary Country: Syria

Summary of UNDP and Cost Sharing inputs (US\$)	
UNDP:	
TRAC (1&2)	8,181
TRAC 3	
UNSO (other)	125,243
Cost-sharing:	
Government	80,208
Total Inputs	213,632¹
Administrative and Operational Services SOF 03	
Cost-Sharing	
CO Admin. Cost (GOV)	2,406
(UNDP DDC)	3,757
TOTAL	219,795

Classification Information

ACC sector and sub-sector: Natural resources (04) – Land Use Planning & Development (0420)

DCS/SAS sector and sub-sector: Natural Resources (03) – Sector Policy & planning (0312).

Primary areas of focus/sub-focus: Promoting Environmental and Natural Resources Sustainability (03) - Desertification Control and Mitigation Management (0320)



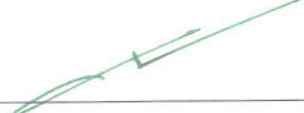



Primary target beneficiaries: Government (05) – Governmental Organizations (0538)

Target Place: Natural Features (07) – Arid Zone (0749)

Government Inputs: (local Currency)
(in kind)
(in cash)

The main objective of the project is to support the Government of Syria in successfully adopting and implementing the National Action Programme for Combating Desertification. This will be achieved through: a) strengthening of national capacities and institutional frameworks; b) raising awareness about desertification and dryland development issues; c) building the capacities of local communities in affected areas; and d) developing a resource mobilization strategy to ensure the sustainability of efforts targeted at combating desertification in Syria. Participatory and bottom-up approaches will be emphasized for the identification and analysis of socioeconomic factors that contribute to land degradation. Innovative measures for improved coordination between concerned authorities will be initiated to advocate for the integration of NAP priority programmes into national development plans and sector strategies. UNDP/UNDP Drylands Development Centre will provide technical assistance for the implementation, monitoring and evaluation of the project.

The amount of US\$ 88,389 reflects the remaining funds in SYR/98/005 as at 1 January 2002. These funds are channeled through this document that reflects the substantive revision made to SYR/98/005. As a result, the total net budget for the implementation of the activities included in this project document is US\$ 213,632. The net contribution provided by UNDP Drylands Development Centre is only US\$ 125,243.

	Signature	Date	Name/Title
On behalf of The Syrian Government	 	25.6.2002	Dr. Toufik Ismail Head, State Planning Commission
Ministry of State for Environmental Affairs		27-6-2002	H.E. Mr. Adnan Khozam Minister of State for Environmental Affairs
UNDP		27/6/2002	Mr. Taoufik Ben Amara Resident Representative
UNDP Drylands Development Centre*	 	27/6/2002	Mr. Taoufik Ben Amara UNDP Resident Representative

United Nations official exchange rate at last signature of project document:
US \$1.00 = S.L.46

Fax message of Mr. Elie Kodsi dated 6 June 2002.

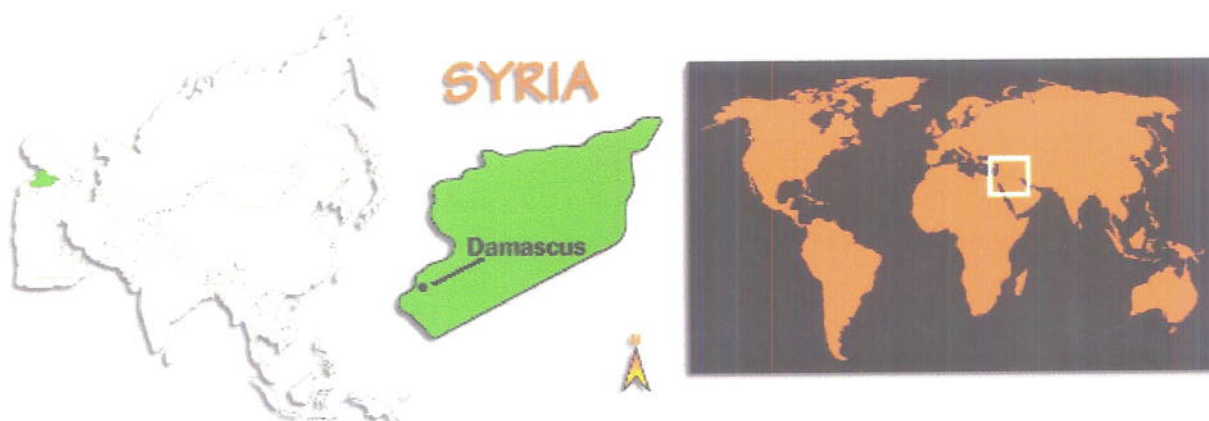


Government of Syria

United Nations Development Programme

UNDP Drylands Development Centre

National Action Programme to Combat Desertification in Syria



The main objective of the project is to support the Government of Syria in successfully adopting and implementing the National Action Programme for Combating Desertification. This will be achieved through: a) strengthening of national capacities and institutional frameworks; b) raising awareness about desertification and dryland development issues; c) building the capacities of local communities in affected areas; and d) developing a resource mobilization strategy to ensure the sustainability of efforts targeted at combating desertification in Syria. Participatory and bottom-up approaches will be emphasized for the identification and analysis of socioeconomic factors that contribute to land degradation. Innovative measures for improved coordination between concerned authorities will be initiated to advocate for the integration of NAP priority programmes into national development plans and sector strategies. UNDP/UNDP Drylands Development Centre will provide technical assistance for the implementation, monitoring and evaluation of the project.

I a. Situation Analysis

Situated on the eastern coast of the Mediterranean, Syria occupies a total area of 185,000 km², 58% of which is desert steppe. The country is characterized by a semi arid climate, arable land amounting to less than 33%, forest about 3% and badia about 55% of the whole area. Syria is facing major economic challenges and has a high population growth rate averaging some 2.45 percent per year, which is putting increasing pressure on scarce resources. The Syrian steppes or Badia is severely affected by land degradation; the deterioration of its fragile ecosystem has led to the impoverishment of its inhabitants whose livelihoods are vitally linked to natural resources.

A number of human factors associated with land degradation have been identified in Syria, including poor land management; inadequate technology; overpopulation and poverty. The Syrian government is well aware of the need to protect its natural resource base and its linkage to the overall development process. In 1991, after the enactment of environmental legislation, a general commission for environmental affairs was formed through a Presidential Decree. As a follow up to UNCED, Syria has pledged to prepare a National Strategy and Policy for Environmental Safety as Syria's Agenda 21 and an associated comprehensive Environmental Action Plan (EAP) for its implementation.

This project seeks to help Syria in its efforts to protect and regenerate the environment and the natural resource base on which poor people depend. Specifically, it will assist Syria in the initial implementation of the National Action Programme for Combating Desertification (NAP). Emphasis will be placed on affected regions particularly the Syrian Badia and the Coastal Area promoting efficient land and water management, alleviating poverty and enhancing food security.

The overall benefit of this project is aimed at the Syrian population as a whole. The primary beneficiary groups include the Ministry of State for Environmental Affairs and marginal groups (women, herders and the poor) in affected areas. Other beneficiary groups include all concerned ministries, institutions and organizations. Moreover, the National Action Programme will help integrate scattered dryland development initiatives and will provide a learning experience in multi-sector coordination and development issues. Success stories and lessons learned from the project will be documented and disseminated regionally.

I b. Strategy

Land degradation is at the forefront of current problems in Syria and is closely linked to the deterioration of livelihoods. The Syrian government is strongly committed for solving/alleviating this problem. It has ratified the UN Convention to Combat Desertification (CCD) in June 1997 and sought UNDP support to elaborate a National Action Programme for Combating Desertification. This resulted in project "SYR/98/005", which started on July 1, 1999 and is being executed by the Ministry of State for

Environmental Affairs being designated by the government as the focal point for the CCD.

To date, the above-mentioned project has produced many of its intended outputs including the establishment of the institutional framework for the NAP process, training and awareness-raising of stakeholders, the preparation of experts' papers and the organization of the First National Forum (FNF), which was held in Damascus on 22-23 August 2001. The FNF brought together all the stakeholders involved in combating desertification in Syria and was a success story in participation. The participants reviewed and adopted the technical reports prepared by the experts and laid out the framework for the NAP. The FNF was important in many ways, but was exceptional in its reliance on a participatory approach; it constituted a milestone for channeling further UNDP/UNDP Drylands Development Centre¹ support through the identification of needs and priority areas for intervention.

During the Tri-Partite Review (TPR) meeting held in Damascus On December 12, 2001, the main challenges affecting the achievement of project outputs were identified as being limited awareness, capacity and coordination between concerned authorities, as well as inadequate participatory approaches. Consequently, the parties (UNDP-Syria, UNDP Drylands Development Centre¹, the State Planning Commission representing the Syrian Government and the Ministry of State for Environmental Affairs), decided that a substantive revision of the project document is needed to:

- A) Consolidate all UNDP's support to the NAP process in Syria into one single comprehensive project. This includes: a) the on-going project of UNDP-Syria (SYR/98/005); b) the additional support to be provided by UNDP Drylands Development Centre through its Arab States Programme (Finnish funding); and c) The funds originally allocated to hire a national specialist on participation (SYR/00/X51) and which will be reallocated through this revised project document in order to enhance the participatory approach to the NAP process;
- B) support the Government in initiating the implementation of priority programs as identified in the FNF; and
- C) Develop a resource mobilization strategy. Since there is little awareness of international funding mechanisms and experience in Syria in accessing the "donors market" to support dryland development, the strategy will assist in filling this gap and in ensuring the sustainability of efforts for combating desertification in Syria.

This document reflects the substantive revision made to SYR/98/005 and thus supersedes the previous project document approved on 28 June 1999.

¹ Formerly known as UNSO

II. Results Framework

INTENDED OUTCOME: NATIONAL ACTION PROGRAMME (NAP) TO COMBAT DESERTIFICATION ADOPTED AND IMPLEMENTED		
Outcome indicator: An enabling environment for implementation of the NAP in place and priority projects specified in NAP initiated		
Applicable Strategic Area of Support (from SRF): Implementation of national and local programmes that promote sustainable management of energy, land, water, forest and other biological resources		
Partnership Strategy: The Ministry of State for Environmental Affairs is the project-executing agency. It has assigned a Project Management Team (PMT) headed by the National Coordinator. A Project Steering Committee (PSC) composed of representatives of concerned Ministries, UNDP (CO & Drylands Development Centre) has been formed and will be responsible for overall guidance and coordination of the project. A National Technical Committee (NTC) composed of researchers and experts – both in natural resource management and socioeconomic development - from concerned ministries, municipalities, universities and civil society has been formed and will provide support to the National Coordinator and the PSC for technical and substantive matters related to dryland development issues. UNDP/UNDP Drylands Development Centre will provide technical assistance for project implementation, monitoring and evaluation.		
Project title and number: Support to the adoption and implementation of the National Action Programme for Combating Desertification in Syria, SYR/98/005		
Intended Outputs	Indicative Activities	Inputs
<p>1.1 National Action Programme completed and adopted</p> <p>Indicator Status of NAP process Baseline Documentation presented at First National Forum (FNF and FNF report Target NAP document completed and adopted by participants in the Validation Forum by June 2002.</p>	<p>1.1.1 Prepare synthesis based on recommendations of National Forum</p> <p>1.1.2 Organize National Validation Forum – including battle plan, annotated agenda and recruitment of facilitators</p> <p>1.1.3 Finalize NAP based on outcomes of National Validation Forum</p> <p>1.1.4 Organize a donor's meeting</p>	<p>Inputs for Output 1.1: National consultants International consultant Travel costs Communication Rental Perdiem</p>

1.2 National capacities for NAP implementation strengthened

Indicator:
Number of people trained based on need assessment and according to clearly defined training plans

Baseline:
Needs unclear, some training activities conducted, but no comprehensive training plans

Target
Training needs assessed and training plans prepared (December 2002) and implemented (December 2003)

1.2.1 Conduct training need assessments for the Project Coordination Team (PCT), the National Technical Committee (NTC) and the Programme Steering Committee (PSC)

1.2.2 Elaborate training plans for the PCT, the NTC and the PSC.

1.2.3 Implement training plans for the PCT, NTC and PSC. The training will focus on technical, socioeconomic, managerial and coordination aspects as well as on participatory tools and approaches needed for effective implementation of the NAP

Inputs for Output 1.2:

National consultants
Project assistant
Equipment
Training
Travel
Transportation
Perdiem
Materials/Reports

1.3 Institutional frameworks for NAP implementation enhanced

Indicator
- Documentation confirming endorsement of NAP by government and indicating roles of concerned ministries

- Number and type of institutional measures initiated to enhance dialogue/coordination among concerned ministries

Baseline:
Inadequate institutional framework for effective NAP

1.3.1 Facilitate endorsement of NAP by government – target concerned ministries (through information and coordination) advocacy, and

1.3.2 Advocate for integration of NAP priority programmes into national development plans and sector strategies

1.3.3 Identify and initiate practical measures to improve coordination between concerned

Inputs for Output 1.3:

National Consultant
In-country missions
Meetings/Conferences
Rental
Communication
Transportation

<p>implementation Target: NAP document endorsed (December 2002), institutional measures in place and coordination between concerned authorities improved (June 2003)</p>	<p>authorities and to integrate NAP priority programmes into their plans/strategies</p>	
<p>1.4 Awareness about desertification and dry land development issues raised Indicator: - Number and type of awareness raising activities - Nature and extent of follow-up activities initiated by stakeholders Baseline: Scattered awareness raising activities with limited follow-up. Target: Stakeholders identified, adapted plans prepared (June 2002) and implemented (December 2002) and the impact of awareness-raising activities assessed and documented (June 2003)</p>	<p>1.4.1 Assign an awareness raising team 1.4.2 Identify main stakeholders including: a) decision-makers; b) the media; c) communities, NGO's and CBO's and school children of affected areas 1.4.3 Prepare awareness raising plans targeting each stakeholder group 1.4.4 Implement awareness raising plans including the production and dissemination of adapted material. 1.4.5 Assess and document the impact of the awareness-raising strategy</p>	<p>Inputs for Output 1.4: Terms of Reference Project Assistant Public Awareness & Outreach Materials Communication Publications Transportation</p>
<p>1.5 Capacities of local communities in affected areas strengthened (Mainly in the Badia and Coastal Area) Indicator Number and type of training activities targeted at communities and regional</p>	<p>1.5.1 Assess technical and managerial training needs of relevant staff in regional offices of concerned ministries in both the Badia and the Coastal Area. 1.5.2 Prepare training plans based on the above.</p>	<p>Inputs for Output 1.5: National Consultant Equipment Workshops Training In-country missions Travel Perdiem</p>

<p>offices of concerned ministries; nature and quality of community-based initiatives stemming out.</p>	<p>1.5.3 Implement training plans</p>	<p>Publications Transportation Rental</p>
<p>Baseline Scattered training efforts, training plans not available; community-based initiatives limited or not properly documented.</p>	<p>1.5.4 Conduct participatory need assessments for communities and relevant organizations in affected areas.</p>	
<p>Target Training plans prepared based on need assessment of different groups (July 2002) and implemented (January 2003); community-based initiatives supported and properly documented (July 2003).</p>	<p>1.5.5 Prepare training plans and decide on pilot projects based on the above.</p>	
	<p>1.5.6 Implement training plans for communities and relevant organizations of affected areas</p>	
	<p>1.5.7 Implement pilot projects based on need assessment particularly in natural resource management and poverty alleviation</p>	
	<p>1.5.8 Document community-based initiatives, lessons learned and success stories.</p>	
<p>1.6 Resource mobilization strategy in place</p>	<p>1.6.1 Identify all potential donors and available funding sources and mechanisms.</p>	<p>Inputs for Output 1.6:</p>
<p>Indicator Number of proposals prepared</p>	<p>1.6.2 Preparation of a promotional package about desertification and the NAP in Syria for distribution among potential partners.</p>	<p>National Consultant International Consultant Project Assistant Meetings</p>
<p>Baseline No resource mobilization strategy</p>		<p>Rental Equipment Publications</p>
<p>Target Funding sources and mechanisms identified (August 2002), consultations held (January</p>	<p>1.6.3 Organize consultations between</p>	

2003) and proposals prepared based on donors' priorities and priority programmes identified in the NAP (December 2003). government and development partners.

1.6.4 Prepare a resource mobilization strategy.

1.6.5 Establish a tracking system to gather information on donor's call for proposals.

1.6.6 Prepare solicited and unsolicited proposals focusing on priority programmes identified in the NAP mainly on natural resource management and poverty alleviation in affected areas.

III. Management Arrangements

The project will be implemented by the Government of Syria, represented by the Ministry of State for Environmental Affairs, whose mandate covers the CCD. The National Coordinator will be responsible for the management of the project and will head a project coordination team composed of a professional in natural resources management (provided by the Government) and a full time bilingual project assistant (English and Arabic), recruited by the project to assist the project coordinator in project implementation particularly management, monitoring and reporting.

A Programme Steering Committee (PSC) composed of representatives of concerned Ministries, UNDP and UNDP Drylands Development Centre has been formed and will be responsible for overall guidance and coordination of the project. It provides the platform for the integration of the NAP priority programmes/projects into national development plans and strategies.

A National Technical Committee (NTC) composed of researchers and experts – both in natural resource management and socioeconomic development - from concerned ministries, municipalities, universities and NGO's and CBO's has been formed and will provide support to the National Coordinator and the PSC with respect to technical and substantive matters related to dryland development issues.

The Project Coordination Team will be responsible for managing inputs, delivering outputs and reporting on progress and results achieved. At the onset of the project, the PCT will organize – with the support of UNDP/UNDP Drylands Development Centre - an *inception workshop* to ensure that key stakeholders are familiar with the intended results, activities and management arrangements of the project including its monitoring and reporting requirements. Participants will develop terms of reference for the PSC, NTC and PCT, update the project workplan and initiate discussions on capacity building needs at the national and local levels. The PCT will ensure the timely production of the following key planning reports: a) training plans for national and local capacity building activities; b) awareness raising strategy; c) measures to improve coordination between NAP stakeholders; and d) pilot project plans. *Quarterly progress reports* will also be prepared to document achievements and lessons learned.

The UNDP Country Office will provide substantive and administrative support during the implementation process. UNDP will place great emphasis on building strategic partnerships and ensuring the effective participation of all the concerned parties in order to achieve the desired results.

UNDP Drylands Development Centre, being the central entity within UNDP specialized in dry land development issues, will provide technical assistance and will play a major advisory role and for the implementation, monitoring and evaluation of the project through its Regional Office for the Arab States in Beirut. Moreover, UNDP Drylands Development Centre will assist in the development and implementation of innovative strategies for resource mobilization. Technical missions will be organized during the

project life based on the work plan, progress attained and timing for assistance. The cost of these missions (travel and DSA) will be charged to the project.

Monitoring and evaluation will focus on outputs and their contribution (together with partnership efforts) toward the intended outcome. Information from monitoring will provide the basis for making decisions and taking action. The right mix of monitoring tools will be used including reporting (workplan, quarterly progress reports, annual progress report), validation (field visits, stakeholders feedback) and participation (steering/technical committee, stakeholders meetings, annual review, etc.).

Progress towards the intended outcome will be assessed every six (6) months, lessons learned of what works and what doesn't work will be documented and used to help in the conduct of ongoing activities and in the planning of future operations. The intended outputs will be monitored and analyzed as to whether they really contribute to the desired outcome. The partnership strategy for the outcome will be assessed to ensure that partners who are concerned with the outcome have a common appreciation of problems and needs and that they are synchronized in their strategy.

Two consultative review exercises will be conducted by the PSC at the middle and the end of the project connecting reporting, feedback, evaluation and learning to assess performance. The project coordination team will prepare lessons learned for the final review and for sharing.

IV. Workplan

V. INPUT-OUTPUT BUDGET

The cost of activities indicated below will be covered by both the remaining funds from UNDP project SYR/98/005 as at 1 January 2002 (\$ 88,389) and UNDP Drylands Development Centre additional support of US\$ 125,243.

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET (USD)
1.1.1 Prepare NAP synthesis based on recommendations of first national forum	National consultant	17-97	2,800*
1.1.2 Organize National Validation Forum – including battle plan, annotated agenda and recruitment of facilitators	Report (NAP document)	52-01	1100*
	Project Assistant	13-01	2009*
	Travel costs	34-01	19,000*
	Rental		
	Mission cost (UNDP Drylands Development Centre)	16-01	800*
1.1.3 Finalize NAP based on outcomes of National Validation Forum	National consultant	17-97	2,200*
	Report (NAP document after validation)	52-01	1,100*
	Website to show priorities of NAP	21-01	4,587*
1.1.4 Organize a donors' meeting	Rental	34-03	3,000*
	Communication Perdiems		
Total for output 1.1			36,596
1.2.1 Conduct training need assessments for the Project Coordination Team (PCT), the National Technical Committee (NTC) and the Programme Steering Committee (PSC)	National consultants	17-01	3,000**
	Project Assistant	13-01	1,500*
	Materials	52.01	2,500*

1.2.2 Elaborate training plans for the (PCT), the (NTC) and the (PSC)	Reports		
1.2.3 Implement training plans for the PCT, NTC and PSC. The training will focus on technical, socioeconomic, managerial and coordination aspects as well as participatory tools and approaches needed for the proper implementation of the NAP	Equipment Workshops Perdiems Travel Transportation	32.01	20,000**** (5,000*; 15,000**)
	In-country travel	15-02	500*
Total for output 1.2			27,500
1.3.1 Facilitate endorsement of NAP by government – target concerned ministries	Meetings Transportation Rental	34-02	1,000*
1.3.2 Advocate for integration of NAP priority programmes into national development plans and sector strategies	National Consultant In-country missions Conferences & Meetings Communication Rental	17-01 15-02 34-02	1,500** 800* 1,500**** (500*; 1,000**)
1.3.3 Identify and initiate practical measures to improve coordination between concerned authorities and to integrate NAP priority programmes into their plans/strategies	National Consultant Meetings Communication Rental Mission costs	17-01 34-02 16-01	1,500** 1,200** 1,200*
Total for output 1.3			8,700
1.4.1 Assign an awareness raising team	Prepare TOR		
1.4.2 Identify main stakeholders.			

1.4.3 Prepare awareness raising plans targeting each stakeholder group	Public Outreach Materials Equipment Communication Transportation	Awareness and	32.02	28,000**** (8,000*; 20,000**)
1.4.4 Implement awareness raising plans including the production and dissemination of adapted material	Project Assistant		13.01	2,000**** (991*; 1,009**)
1.4.5 Assess and document the impact of the awareness-raising strategy adopted	Reporting		52-01	8,000**** (1,300*; 6,700**)
Total for output 1.4				38,000
1.5.1 Assess technical and managerial training needs of relevant staff in regional offices of concerned ministries in both the Badia and the Coastal Area.	National consultants		17-01	1,500**
1.5.2 Prepare training plans based on the above				
1.5.3 Implement training plans	Equipment Workshops Transportation		33.01	16,264**** (5,000*; 11,264**)
1.5.4 Conduct participatory need assessments in affected areas of the Badia and the Coastal zone with the help of relevant NGO's and CBO's.	National consultant Workshops Transportation Perdiems		17.01 32.03	1,500** 10,000**
1.5.5 Prepare and implement training plans for communities of affected areas including NGO's and CBO's	Equipment Workshop Rental		33.02	8,000**

1.5.6 Formulate project documents and implement pilot projects based on outcomes of participatory need assessment (particularly in natural resource management and poverty alleviation)	National Consultants	17.01	3,000**
	In-country missions	15.02	1,200*
	Equipment	45.02	7,000**
Total for output 1.5			48,464
1.6.1 Identify all potential donors and available funding sources and mechanisms.	National Consultant	17-01	1,500**
1.6.2 Preparation of a promotional package about desertification and the NAP in Syria for distribution among potential partners.	Publications	52.02	7,000**** (3,000*; 4,000**)
1.6.3 Organize consultations between government and development partners.	Donors' meeting Rental	34-03	9,500* (5,000*; 4,500**)
1.6.4 Prepare a resource mobilization strategy.	National Consultant	17.01	3,000**
1.6.5 Establish a tracking system to gather information on donor's call for proposals.	Equipment (software) Maintenance	45.01	2,050**** (550*; 1,500**)
	Operation & maintenance	45-04	300*
	Project Assistant	13.01	3,491**
	In-country missions	15-01	1,000**
1.6.6 Prepare solicited and unsolicited proposals focusing on priority programmes identified in the NAP mainly on natural resource management and poverty alleviation in affected areas.	National Consultant	17.01	1,000**
	International Consultants	11.51	18,000**** (11,000*; 7,000**)
	Direct UNDP Drylands Development Centre support cost	54-02	2,000**
	Sundries	53-01	1052**** (452*; 579**)

Total for output 1.6			49,872
Evaluation of consolidated project	Mission cost (evaluation)	16-01	4,000 (2,000*; 2,000**)
	In-Country missions	15-01	500**
Total for Evaluation			4,500
Total			213,632 (88,389*); 125,243**)

Note:

- Figures labelled with one asterisk (and in red) correspond to project SYR/98/005
- Figures labelled with two asterisks (and in blue) correspond to UNDP Drylands Development Centre project SYR/02/X01
- Figures labelled with three asterisks indicate the total for each budget line
- Figures in bold indicate the total for each output



Main Source of Funds: 6C - UNSO TF to combat desertification
 Executing Agency: MOEA - Ministry Of State For Environmental

SBLN	Description	Implementing	Funding	Total	2002	2003
010.	PERSONNEL					
011.	International Consultants					
011.01	International consultants	MOEA		Net Amount 7,000 Total 7,000		7,000 7,000
011.99	Line Total			Net Amount 7,000 Total 7,000		7,000 7,000
013.	Administrative Support					
013.01	Project Assistant	MOEA		Net Amount 4,500 Total 4,500	1,000 1,000	3,500 3,500
013.99	Line Total			Net Amount 4,500 Total 4,500	1,000 1,000	3,500 3,500
015.	Monitoring and Evaluation					
015.01	In-country missions	MOEA		Net Amount 1,500 Total 1,500		1,500 1,500
015.99	Line Total			Net Amount 1,500 Total 1,500		1,500 1,500
016.	Mission Costs					
016.01	M&E mission cost	MOEA		Net Amount 2,000 Total 2,000		2,000 2,000
016.99	Line Total			Net Amount 2,000 Total 2,000		2,000 2,000
017.	National Consultants					
017.01	National consultants	MOEA		Net Amount 17,500 Total 17,500	6,000 6,000	11,500 11,500
017.99	Line Total			Net Amount 17,500 Total 17,500	6,000 6,000	11,500 11,500
019.	PROJECT PERSONNEL TOTAL			Net Amount 32,500 Total 32,500	7,000 7,000	25,500 25,500

Main Source of Funds: 6C - UNSO TF to combat desertification
 Executing Agency: MOEA - Ministry Of State For Environmental

Budget "A"

SBLN	Description	Implementing	Funding	Total	2002	2003
030.	TRAINING					
032.	Other Training					
032.01	Study tours/external training	MOEA	Net Amount	15,000	7,000	8,000
			Total	15,000	7,000	8,000
032.02	Public awareness	MOEA	Net Amount	20,000	6,000	14,000
			Total	20,000	6,000	14,000
032.03	Particip needs assess. (local area)	MOEA	Net Amount	10,000	4,000	6,000
			Total	10,000	4,000	6,000
032.99	Line Total		Net Amount	45,000	17,000	28,000
			Total	45,000	17,000	28,000
033.	In-Service Training					
033.01	In-service Training (MOE)	MOEA	Net Amount	11,264	4,000	7,264
			Total	11,264	4,000	7,264
033.02	Training (CBOs, NGOs -local level)	MOEA	Net Amount	8,000	2,000	6,000
			Total	8,000	2,000	6,000
033.99	Line Total		Net Amount	19,264	6,000	13,264
			Total	19,264	6,000	13,264
034.	Conferences & Meetings					
034.02	Con/Dec consultative meetings	MOEA	Net Amount	2,200	500	1,700
			Total	2,200	500	1,700
034.03	Donor consultations/meetings	MOEA	Net Amount	4,500		4,500
			Total	4,500		4,500
034.99	Line Total		Net Amount	6,700	500	6,200
			Total	6,700	500	6,200
039.	TRAINING TOTAL		Net Amount	70,964	23,500	47,464
			Total	70,964	23,500	47,464
040.	EQUIPMENT					
045.	Equipment					
045.01	Expendable equipment	MOEA	Net Amount	1,500	500	1,000
			Total	1,500	500	1,000
045.02	Non-expendable equipment	MOEA	Net Amount	7,000	4,000	3,000



Main Source of Funds: 6C - UNSO TF to combat desertification
 Executing Agency: MOEA - Ministry Of State For Environmental

SBLN	Description	Implementing	Funding	Total	2002	2003
045.02	Non-expendable equipment	MOEA	Total	7,000	4,000	3,000
045.99	Line Total		Net Amount	8,500	4,500	4,000
			Total	9,500	4,500	4,000
049.	EQUIPMENT TOTAL		Net Amount	8,500	4,500	4,000
			Total	8,500	4,500	4,000
050.	MISCELLANEOUS					
052.	Reporting Costs					
052.01	Reporting cost	MOEA	Net Amount	6,700	1,500	5,200
			Total	6,700	1,500	5,200
052.02	Publications	MOEA	Net Amount	4,000	1,500	2,500
			Total	4,000	1,500	2,500
052.99	Line Total		Net Amount	10,700	3,000	7,700
			Total	10,700	3,000	7,700
053.	Sundries					
053.01	Sundries	MOEA	Net Amount	579	200	379
			Total	579	200	379
053.99	Line Total		Net Amount	579	200	379
			Total	579	200	379
054.	Direct Costs (GEF/Capacity 21)					
054.01	UNSO support cost to CO (3%)	MOEA	Net Amount	3,757	1,146	2,611
			Total	3,757	1,146	2,611
054.02	UNSO Direct cost	MOEA	Net Amount	2,000		2,000
			Total	2,000		2,000
054.99	Line Total		Net Amount	5,757	1,146	4,611
			Total	5,757	1,146	4,611
059.	MISCELLANEOUS TOTAL		Net Amount	17,036	4,346	12,690
			Total	17,036	4,346	12,690



Main Source of Funds: 6C - UNSO TF to combat desertification
Executing Agency: MOEA - Ministry Of State For Environmental

Budget " A "

SBLN	Description	Implementing	Funding	Total	2002	2003
099.	BUDGET TOTAL					
			Net Amount	129,000	39,346	89,654
			Total	129,000	39,346	89,654



Main Source of Funds: 6C - UNSO TF to combat desertification
Executing Agency: MOEA - Ministry Of State For Environmental

SBLN	Description	Implementing	Funding	Total	2002	2003
099.	BUDGET TOTAL					
			Net Amount	129,000	39,346	89,654
			Total	129,000	39,346	89,654



Main Source of Funds: 6C - UNSO TF to combat desertification
Executing Agency: MOEA - Ministry Of State For Environmental

Budget " A"

SBLN	Donor	Funding	Total	2002	2003
999.	NET CONTRIBUTION	Net Contrib.	129,000	39,346	89,654
		Total	129,000	39,346	89,654



Main Source of Funds: 6C - UNSO TF to combat desertification
Executing Agency: MOEA - Ministry Of State For Environmental

SBLN	Donor	Funding		
		Total	2002	2003
999.	NET CONTRIBUTION	129,000	39,346	89,654
	Total	129,000	39,346	89,654