

Government of The Syrian Arab Republic

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**United Nations Development Programme
Preparatory Assistance for**

**Modernizing of Syrian Seaports (Lattakia), Strengthening the Maritime
Administration, Enhancing the Facilitation of the Maritime Trade, and
Upgrading the Maritime Training and Education System**

(Modern Ports)

Brief Description

The project intends to support the ongoing efforts of the Ministry of Transport to develop and modernize seaports including streamlining the related work process, to improve maritime safety/security and marine environment protection by further strengthening its Maritime Administration, to modernize the Syrian merchant shipping fleet, to facilitate maritime trade, and to upgrade its maritime training and education system. These activities will be initiated through the Preparatory Assistance Phase which will concentrate on most urgent steps. These can be summarized around six lines of action:

- (i) To carry out a thorough assessment study for the development and modernization of Lattakia port, as pilot port, aiming at identifying the activities and policies that need to be taken in order to upgrade the capacities of the port and enhance the efficiency of its management, operations, and functions in order to match the international standards and facilitate trade including transit and trans-shipment.
- (ii) planning and preparation of the specific training for the Maritime Administration on specific issues related to Maritime Safety and Security and Marine Environment Protection,
- (iii) support in the revision of the legal framework for issues related to improving the Syrian Merchant Shipping Fleet and the Facilitation of Maritime Trade (Customs regulations, Import regulations and Investment incentives),
- (iv) advocacy and awareness raising on the urgency of improving maritime safety and security, marine environment protection, and the facilitation of maritime trade
- (v) planning and preparation for the development of an enhanced "maritime transport education and training system",
- (vi) formulation of the Project Document.

Country: Syrian Arab Republic

UNDAF Outcome(s)/Indicator(s):

(Link to UNDAF outcome., If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s):

CP outcomes linked to the SRF/MYFF goal and service line)

MYFF-Goal 2: Fostering Democratic Governance
 Service line 2.7: Public Administrative Reform:
 (public administrative reform efficient, effective and responsive services)

Expected Output(s)/Indicator(s)

CP outcomes linked t the SRF/MYFF goal and service line)

Trade facilitation and accountability mechanisms
 1. Modernization of Lattakia Port
 2. Modernization of Syrian Merchant Fleet
 3. Facilitate Maritime Trade
 4. Development of Integrated Maritime Education System

Implementing partner:

(designated institution/Executing agency)

Ministry of Transport

Other Partners:

(formerly implementing agencies)

State Planning Commission

Programme Period: January – June 2006
Programme Component: Poverty Reduction
Project Title: Modernization of Syrian Maritime-Lattakia port
Project ID: SYR/05/019
PA Duration: up to one year
Management Arrangement: ___NEX___

Programme Budget \$	608,500.-
GMS Fee: \$	27,925.-
Total budget: US\$	636,425
Allocated resources:	
• Min of Transport \$	586,425
• UNDP Regular \$	50,000
• In kind contributions	_____

Agreed by : **Mr. Abdallah Dardari**

Deputy Prime Minister for Economic Affairs
 On behalf of the Syrian Government
 And The State Planning Commission

Date: _____

Agreed by : **Mr. Imad Abdulhay**

Deputy Minister of Transport
 On behalf of the Executing Agency

Date: _____

Agreed by : **Mr. Ali Al-Za'tari**

Resident Representative – UNDP

Date: 10/12/05

The Government (Ministry of Transport) cert sharing of this Preparatory Assistance document is part of the overall collaboration between UNDA and the Ministry of transport in a total amount of US\$ 25,000,000.- which will be allocated once the Project Document is finalized. The execution process will commence upon receipt of approval letter from the concerned authorities.

* As per the authorization letter from H.E. Eng. Makram Obied – Minister of Transport.

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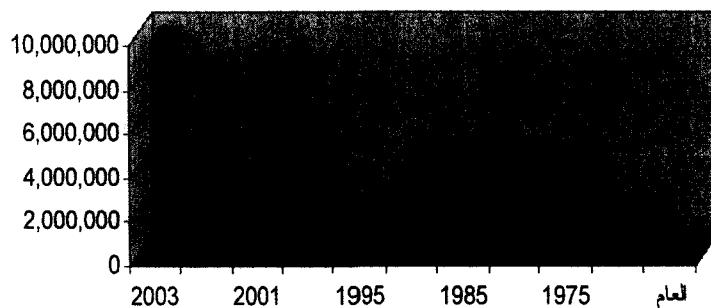
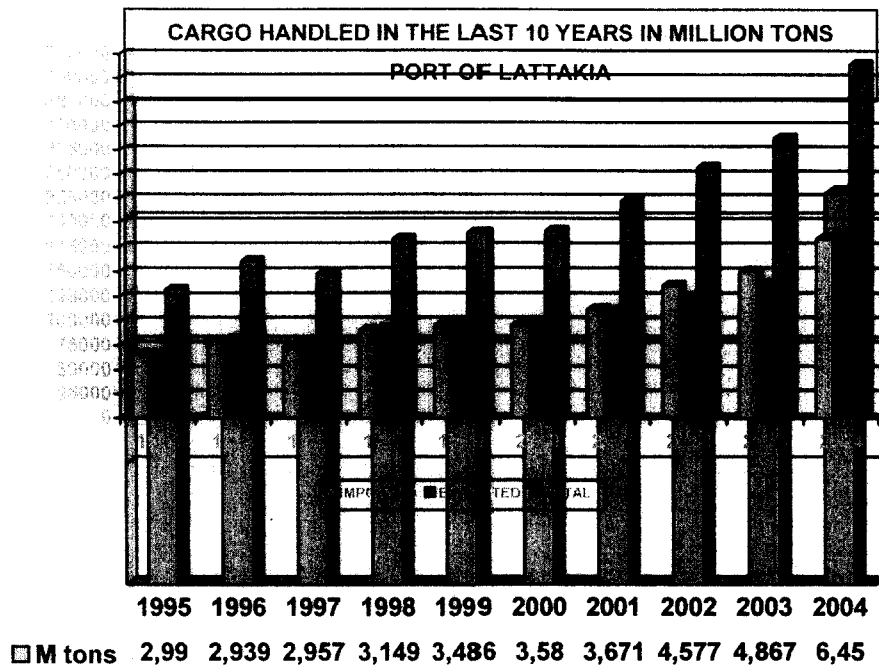
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I. Syrian Maritime Sector- Syrian Ports

Within the framework of the economic and administrative reform process that Syria is undertaking, the modernization of the transport sector appears to be one of the national priorities. Investment in this sector would have a socio-economic impact as it will improve the services extended to the citizens, but more importantly it will facilitate foreign trade and increase government revenues.

Maritime sector is expected to play an important role in promoting the foreign trade considering the strategic location of Syria and its two ports namely : Tartous and Lattakia. These two ports are located on the east Mediterranean coast, the nexus maritime trade lines from Europe, north Africa and Americas. A modern network of land routes (land routes and railways) is linking the two ports eastward to Iraq and Iran and southward to Jordan and to Saudi Arabia and the rest of Gulf countries. This location will promote the role of the two ports in the Syrian maritime foreign trade (export/import) which has recently been remarkably increasing. The two ports can also promote the transit regional shipments to and from the neighbouring countries. Therefore, development and modernization of the two ports is considered as a major step in supporting the anticipated economic growth.

It is worth mentioning that the two ports provide vital services to the Syrian maritime foreign trade (export/import), which has recently seen remarkable improvement, as shown in the statistical data below provided by the two port managements.



To achieve this both ports have to provide excellent services to their customers, both the shipping lines and the trade stakeholders, such as ensuring a quick turnaround of the ships in the ports and fast handling and clearance of the cargo. This applies especially to the container trade that has replaced the traditional general cargo trade and will increase by about 50% in the next 10 years. Already today the number of containers handled in the Syrian ports has increased considerably, as the figures provided by the port management of the port of Lattakia shows above.

Already, the ports are at their limit with regard to their cargo handling capabilities and are presently not capable of providing the services expected of a modern, professional and reliable transit/transshipment port. The reasons are manifold. The main ones are:

- Port space resources are not adequately utilized mainly due to the interference of the Customs authorities in occupying the port open areas as long- time storage for equipment including cars that are pertaining to the customs Directorate

- Limited expertise in port operation and management, especially in container terminal operations and services;

- non-availability of modern management systems aimed at providing safe, secure and environmentally friendly quality services;

- lack of modern cargo handling equipment and information and communication technologies,

- inadequately trained personnel in overall port business

- cumbersome custom and security procedures which result in long delays in cargo and vehicle clearance; and

- different laws require different procedures for the clearance of ships and cargoes which result in port customers not knowing which one to apply, using the wrong one and having to start all over again.

- Several projects funded either by the EIB or the MOT and the ports have been initiated to improve in the above areas.

However, before planning and executing further ambitious modernization/ port development projects such as expansion work or building new ports the above weak points and bad practices need to be addressed and rectified to avoid repeating them in those new expansions and ports.

Furthermore, there is an increased public awareness world-wide of the importance of safety, security, the protection of the environment and the need to protect the public and workers against occupational accidents and diseases. This applies also to port operations. Therefore, the Syrian ports will have to

demonstrate that they have appropriate management systems in place which cater for the above concerns in addition to the provision of quality.

This can be achieved by developing and implementing the integrated Port Safety, Security, Health and Environment Protection Management System developed by PEMSEA (GEF/UNDP/IMO Regional Programme on Partnerships in Environmental Management for the Seas of East Asia) which covers quality (ISO 9001), Safety (IPSEM Code), Security (ISPS Code), Occupational Health and Safety (OHSAS 18001) and Environment Protection (ISO 14001).

Facilitation of Trade and accountability mechanism :

Successful ports around the globe have established procedures to facilitate the clearance of ships, cargoes, passengers and crews such as the use of modern IT systems for the clearance of ships and cargoes, e.g. electronic submission of cargo manifests, advance notification of dangerous goods, etc. The use of an electronic data system for the clearance of ships and cargoes with strict control of the time needed for performing the allocated clearance tasks, based on developed standards, has proved to not only facilitate the clearing process but also to eliminate or at least reduce additional unofficial charges otherwise incurred.

Using electronic means for clearing of ships and cargoes is presently not well developed in the Syrian ports, partly because the existing legislation does not provide for that.

To ensure a quick turnaround of ships and to get the cargo in and out of the port as fast as possible to make optimum use of the space available Inland Container Depots (ICDs) have been established by seaport terminal operators and/or shipping lines where both import and export cargoes are cleared. The preferred transport mode for serving the ICDs is in many instances rail transport.

The few existing ICDs in Syria are underutilized. There are none at the Iraqi and Jordanian border. Therefore, methods and procedures need to be developed which would encourage the use of ICDs, as this would facilitate the clearance of containers from the ports and would provide the ports with more storage space.

Furthermore, Customs and security procedures need to be amended to facilitate the clearance of goods and containers destined for an ICD in the ports by shifting the clearance and inspections to the ICD premises. Also the use of the available rail transport system by the forwarders, shippers, receivers, etc. is limited in Syria because of the higher rail transportation costs compared to the costs for road transport.

Customs procedures such as opening transit containers is not a practice in other ports worldwide and should be stopped in order to encourage the use of Syrian ports for transit to other neighbouring countries.

The above process in addition to the present paper procedures in clearing ships and cargoes lead to delays in cargo handling and clearance and make it more expensive because of de-motivation of staff and the need to pay incentives for every step in the clearance process.

As the governmental employment conditions cannot be changed for one public sector alone, there is the tendency world-wide to privatise the ports or certain terminals (e.g. establishment of a joint stock company), which allows for the implementation of higher wage structure in the port sector.

This option, together with the use of an electronic data system for the clearance of ships and cargoes with strict control of the time needed for performing the allocated clearance tasks, based on developed standards, need to be explored by the Syrian government to ensure the facilitation of the clearance of ships and cargoes in line with international standards and reduced costs.

II. Syria Accession in maritime International Conventions :

Syria, because of its merchant shipping fleet and its coastline, is both a Flag state and a Port state under the Convention of the Laws of the Seas (UNCLOS) and has, amongst others, certain obligations with regard to Maritime Safety and Security and the Protection of the Marine Environment.

Consequently, the Syrian Government has decided to become a member of the International Maritime Organization and party to a number of conventions related to these fields.

According to the IMO-MEDA Report of June 2004 related to "Strengthening the maritime administrations of the Mediterranean: Capacity building for effective flag and port State functions" the status of ratification and accession of the Syrian Arab Republic to the IMO Conventions is as follows:

Convention Date I	Deposit	Date of Entry into Force	Type
AFS 2001	-		
BUNKERS 2001	-		
CLC 69	06/02/1975	19/06/1975	Accession
CLC PROT 76	-		
CLC PROT 92	-		
COLREG 72	16/02/1976	15/07/1977	Accession
CSC 72	-		
CSC AMEND-93	-		
FAL 65	06/02/1975	07/04/1975	Accession
FUND 71	06/02/1975	16/10/1978	Accession
FUND PROT 1976	-		
FUND PROT 1992	-		
FUND PROT 2000	-		
FUND PROT2003	-		
HNS 96	-		
IMO AMEND-91	14/02/2001		Acceptance
IMO AMEND-93	11/11/1997	07/11/2002	Acceptance
IMO CONVENTION	28/01/1963	28/01/1963	Acceptance
IMSAT AMEND-94	-		
IMSAT AMEND-98	-		
INMARSAT C 76	-		
INMARSAT OA 76	-		
INTERVENTION 69	06/02/1975	06/05/1975	Accession
INTERVENTION PROT	-		
LC 72	-		
LC AMEND-78	-		
LC PROT 96	-		
LL 66	06/02/1975	06/05/1975	Accession
LL PROT 88	-		
LLMC 76	-		
LLMC PROT 96	-		
MARPOL ANNEX I/II	09/11/1988	09/02/1989	Accession
MARPOL ANNEX III	-		
MARPOL ANNEX IV	-		
MARPOL ANNEX V	-		
MARPOL ANNEX VI	-		
NUCLEAR 71	-		
OPRC 90	14/03/2003	14/06/2003	Accession
OPRC/HNS 2000	-		
PAL 74	-		
PAL PROT 1976	-		
PAL PROT 1990	-		
PAL PROT 2002	-		
SALVAGE 8	19/03/2002	20/03/2003	Accession
SAR 79	18/06/2003	18/07/2003	Accession
SFV PROT 93	-		
SOLAS 74	20/07/2001	20/10/2001	Accession
SOLAS AGR 96	-		
SOLAS PROT 78	20/07/2001	20/10/2001	Accession
SOLAS PROT 88	20/07/2001	20/10/2001	Accession
SPACE STP 73	-		
STCW 78	20/07/2001	20/10/2001	Accession
STCW-F 95	-		
STP 71	-		
SUA 88	24/03/2003	22/06/2003	Accession
SUA PROT 88	24/03/2003	22/06/2003	Accession

From the above it is obvious that while Syria is a party to many IMO International Conventions (see above), there are still many others awaiting ratification. Additionally, many of the existing national laws relating to the implementation and enforcement of IMO international instruments are rather old in origin and may need updating regarding the inclusion of subsequent amendments, enhanced promulgation and circulation.

Responsible for the implementation and enforcement of the requirements of the above conventions is the General Directorate of Ports, which is the designated Maritime Administration of the Syrian Arab Republic.

Being aware that ratification and promulgation of the above IMO instrument by the Maritime Administration is not enough and effective circulation of the requirements to the enforcing authorities and their subsequent actions are as essential as the establishment of institutional arrangements aimed at an effective working relationship with other institutions involved in IMO work, the Syrian Government had requested the assistance of IMO to evaluate the organizational arrangements and effectiveness of the Syrian Maritime Administration.

- The results of assessments conducted by the IMO consultants of the IMO-MEDA Project in June 2004 and the UNDP/IMO/ESCWA mission in September 2005 revealed that, while the Syrian Arab Republic has a functioning Maritime Administration, the organisational set-up and the qualification of the staff of which is in line with common international practice and should allow for the Syrian Arab Republic meeting its international obligations in the maritime sector, there are a number of areas that are in need of further improvement and require external assistance. With regard to Flag and Port State Administration these are:
 - Monitoring of the development and implementation of convention requirements
 - Participation in the work of the IMO committees and sub-committees;
 - Registration of ships under Syrian flag;
 - Registration of seamen;

- Flag and Port State Control;
- Monitoring of Classification Societies recognized by the MA;
- Search and rescue;
- Oil pollution prevention and combating
- Implementation of SOLAS Chapter XI-2 and the ISPS Code;
- Transport and Handling of dangerous cargoes by all modes of transport and in ports; and
- Port Reception Facility Management.

**III. Strengthening the role and capacity of the domestic private sector :
Syrian Merchant Shipping Fleet**

According to the 2004 Annual Report of the Syrian Ministry of Transport there were 324 vessels registered at the end of 2004. Presently, there are 272 ships of convention size actually sailing under Syrian flag and about 150 of them are engaged in international trade.. The average age of these ships is 35 years, which results in these ships being over-aged. Additionally, many of these ships are not well maintained and do not comply with international convention requirements related to maritime safety and marine environment protection. This has resulted in ships under Syrian flag in general are placed in the very high risk bracket of the Paris Memorandum of Understanding on Port State Control (MOU) and other MOUs black lists and the banning of some ships by European Community from entering their territorial waters. The consequence is that for this important trade Syria has to rely on foreign flag vessels with regard to their import and export using maritime transport. The table below demonstrates the importance of the European trade for Syria

Direction and Composition of Trade with Major Trading Partners, 2001, US\$ Mil.

Derived exports	Germany	Italy	France	Turkey	Spain
Fruit, vegetables & products	3.4	2.0	0.9	1.7	2.4
Textile fibres, yarn, cloth & manufactures incl clothing	39.4	70.9	28.7	37.3	9.4
Mineral fuels	1,213.2	960.5	532.0	414.9	230.0
Total incl others	1,277.9	1,105.1	589.0	462.3	248.8

Derived imports	Italy	Germany	France	Turkey	US
Cereals & products	2.6	0.6	2.3	2.8	71.7
Sugar & products	3.9	8.3	73.9	38.6	0.0
Chemicals ^b	75.3	68.4	47.3	22.7	16.7
Rubber manufactures	1.1	2.8	2.5	7.3	0.7
Paper & manufactures	11.0	13.4	2.7	3.9	2.8
Textile fibres, yarn, cloth & manufactures	21.2	8.0	5.8	57.7	19.2
Iron & steel & manufactures ^c	27.3	19.8	22.0	28.5	3.4
Other metals & manufactures ^c	15.1	14.1	2.8	3.5	2.9
Machinery & transport equipment	238.0	226.8	153.1	48.2	65.7
Transport equipment	12.5	46.0	75.3	13.6	12.2
Optical, medical instruments, etc	26.3	17.1	5.2	0.2	4.1
Total incl others	484.3	396.3	353.7	278.5	226.3

^a Figures from partners' trade accounts. ^b Including crude fertilisers, manufactures of plastics, photographic goods. ^c Including scrap.

Source: Global Trade Information Services, *World Trade Atlas*.

While the Maritime Administration has taken some measures to reduce the age of the ships by allowing only ships with an age of maximum 25 years respectively 30 years for ships classed with an IACS classification society since November 2003, it need the full cooperation of the Syrian ship-owners to change the situation.

The ship-owners are presently reluctant to co-operate because of the legal situation whereby ships being registered for the first time and the supply of new equipment and spare parts are considered as import into the country and taxes have to be paid accordingly.

Another reason for the lack of co-operation appears to be the Syrian Investment Law No. 10, which has recently been changed, and which does not provide for any incentives to ship owners that want to purchase new or younger ships.

As the governmental employment conditions cannot be changed for one public sector alone, there is the tendency world-wide to privatise the ports or certain terminals (e.g. establishment of a joint stock company), which allows for the implementation of higher wage structure in the port sector.

This option, together with the use of an electronic data system for the clearance of ships and cargoes with strict control of the time needed for performing the allocated clearance tasks, based on developed standards, need to be explored by the Syrian government to ensure the facilitation of the clearance of ships and cargoes in line with international standards and reduced costs.

IV. Maritime Education and Training System

- The maritime transport industry covers a wide range of jobs that require personnel that is adequately trained. Therefore, training institutions worldwide have changed their education and training from purely STCW (shipboard operation) related education and training to an "Integrated maritime education and training system", which covers the education and training of all personnel required in the maritime transport sector, both the primary sector (ship operation) and the secondary sector (maritime and port administration/management, port operation including port services such as stevedoring, mooring and tug services, bunkering, shipping companies, and maritime companies, shipping agencies, brokerage, insurance, etc.).
- Presently, the maritime training and education in the Syrian Arab Republic concentrates on the primary sector (ship operation) only. It consists of several differentiated maritime educational elements that are working independently and that are presently not in line with the requirements of the STCW Convention. The secondary sector is not covered at all.

Therefore, there is an urgent need to integrate all available elements into one enhanced maritime training and education system that is STCW conform and also covers the training and education of all personnel working or intend to work in the maritime transport, both primary and secondary.

UNDP/IMO/ESCWA Joint Technical Assistance Programme :

Considering the importance of the maritime and port industry for the economic growth of the country, Syria needs to address the all the challenges highlighted above with priority. To achieve the required changes as quickly and economically as possible the Syrian Government may need the assistance and cooperation of the international community..

It is in this perspective that UNDP-Syria, in collaboration with IMO and ESCWA, has identified five lines of action to further strengthening the Syrian Maritime sector : Modernize the Syrian ports including streamlining the related work processes, Enhance the facilitation of the maritime trade, Modernize the Syrian merchant shipping fleet, Strengthen the maritime administration, and upgrade its maritime training and education system.

1. **Modernization of the Syrian Ports including streamlining the related work processes:** The project will provide assistance in medium and long term planning of the Syrian port development in general and in the management, operation and development of the port of Lattakia over a period of five years in general.

2. **Strengthening the Maritime Administration:** We identified the need to assist the Syrian Authorities in further strengthening its Maritime Administration by providing specialized IMO training courses and in obtaining support from other IMO member states in the areas mutually identified during the UNDP/IMO/ESCWA Mission in September 2005.

3. **Modernizing the Syrian Merchant Shipping Fleet:** The component of the project will concentrate on advising the Syrian Government on international practices related to providing incentives to ship-owners for modernizing their fleet.

4. **Facilitation of Maritime Trade:** This component of the project aims at enhancing the understanding of all stakeholders of the need to facilitate maritime trade and will contribute to a deeper understanding of the IMO FAL Convention regarding its requirements and benefits, and the international best practices.

5. **Development of an Integrated Maritime Transport Training and Education System:**

We also identified the need to assist the Syrian Government in the development and implementation of an Integrated Maritime Training and Education System which will provide the primary and secondary Syrian Maritime Transport Industry with the urgently required properly educated and trained personnel.

PART 1B STRATEGY

In this perspective UNDP-Syria, in collaboration with ESCWA and IMO, has identified six lines of action to fill the knowledge gaps and help Syria to achieve its aims to improve maritime safety/security and marine environment protection, to modernize the Syrian merchant shipping fleet and the Syrian ports, to facilitate maritime trade, and to upgrade its maritime training and education system:

1. Development and Modernization of Syrian Ports including streamlining the related work processes.

The aim of interventions related to this component of the project will be assisting the ongoing efforts of the Ministry of Transport in their endeavour to develop and modernize the Syrian ports.

In addition to assisting the Syrian Government in the medium and long term planning of the Syrian port development in general; the assistance should also deal with the following elements:

- Assistance in the management, operation and development of the port of Latakia over a period of five years;
- Assistance and support in the evaluation of presently ongoing port expansion, new ports projects and studies.
- Potential privatizations of operations in Syrian ports including container terminal management and operations.
- Development and implementation of an integrated Port Safety, Security, Health and Environmental Management System for the ports of Baniyas, Latakia and Tartous, which covers the IPSEM Code, ISO 9001 (QMS), ISO 14001 (EMS) and OSHAS 18001 (OSH-MS) in addition to the requirements of the ISPS Code and the ILO/IMO Code of Practice on Security in Ports.

2. Strengthening the Maritime Administration:

The aim of interventions will cover the following:

- 2.1 Technical assistance in the development of a tool for the assessment of the competency of seafarers and provision of training for the personnel of the Seamen's register in the application of that tool;
- 2.2 Provision of on-the-job training and expert support for the personnel of the Maritime Administration in the effective implementation of the applicable international instruments;
- 2.3 Provision of specialised training on Flag State Inspections (FSI) and Port State Control (PSC);
- 2.4 Technical assistance in obtaining practical on- the- job training ("Shadow attachments) for Flag and Port State Inspectors by entering into agreements with countries that are more advanced in this field;
- 2.5 Technical assistance in selecting relevant intensive specialised courses provided by IMO sponsored institutions such as the World Maritime University (Malmo), International Maritime Academy (Trieste) and the International Maritime Law Institute (Malta) and the staff of the Ministry of Transport and the Maritime Administration that should attend these;
- 2.6 Technical assistance in obtaining support for the preparation of the tender specification for a Search and Rescue (SAR) helicopter and in the need assessment with regard to other SAR emergency equipment;
- 2.7 Provision of training to SAR personnel in the development of emergency plans both for SAR operation and marine pollution combating;
- 2.8 Technical assistance in upgrading the Oil Pollution Prevention and Response capability, in particular in the preparation of the tender specification for
- 2.9 a special fixed-wing aircraft for monitoring the Syrian waters;
- 2.10 specialised oil pollution combating equipment for shore clean-up operations to be deployed along the coast, and
- 2.11 an electronic tool for assisting the MRCC in combating oil pollution.
- 2.12 Conduct of the IMO seminar on the implementation of the ISPS Code;
- 2.13 Conduct of the ILO/IMO seminar on Security in Ports;
- 2.14 Provision of technical assistance in the revision of the security assessments and plans on the basis of the newly acquired knowledge and skills;
- 2.15 Technical assistance in developing an overall national or municipal waste management system, which includes the collection and treatment of ship-generated wastes in the ports;

- 2.16 Provision of seminars on the transport and handling of dangerous cargoes on all modes of transport to all stakeholders in the maritime transport industry; and
- 2.17 Technical assistance in the development of appropriate national legislation related to the transport of dangerous goods on all modes of transport;

2. Modernizing the Syrian Merchant Shipping Fleet: The interventions of the project will concentrate on providing advice on international practices related to providing incentives to ship-owners for modernizing their fleet and the assistance in the preparation of amendments to existing relevant national laws necessary to enable the Government to provide the necessary incentives.

3. Facilitation of Maritime Trade:

The aim of interventions will concentrate on the

- Provision of the IMO seminar on the Convention on Facilitation of Maritime Trade;
- Assistance in amending applicable national laws to allow the use of electronic clearance of ships, crews, passengers and cargoes (the present national laws need to be changed to allow the use of EDI in the clearance of ships and cargoes);
- Assistance in setting up an "IT Port Community System" to facilitate the electronic clearance of ships, crews, passengers and cargoes;
- Support in changing the present Customs inspection procedures;
- Assistance in improving the use of the present Inland Container Depots (ICDs) and establishing new ones; and
- Assistance in making the rail transport system more competitive.

4. Development of an Integrated Maritime Transport Training and Education System:

For this component of the project the intended interventions will cover:

- Development and implementation of an Integrated Maritime Transport Training and Education System covering the education and training of all personnel required in the maritime transport sector (port

administrations/managements, shipping companies, ship operation, port operation including port services such as stevedoring, mooring and tug services, bunkering, etc. and the secondary maritime transport sector such as shipping agencies, brokerage, insurance, etc.);

- Assistance in enhancing the maritime training and education system to ensure conformity with the STCW requirements, in particular
 - Development of a complete set of detailed training course curricula complying with the STCW Convention;
 - Provision of qualified teaching and training staff, as specified in the IMO Conventions; and
 - Development and implementation of an independent quality assurance tool (management system) for the training and education process including the establishment of a Maritime Centre for Assessment and Examination;
 - Assistance in the improvement of the skills of the personnel working in the port by setting up a dedicated port training centre and providing “train-the-trainer courses” developed by UNCTAD and ILO (Port workers Development Programmes (PDP), in cooperation with advanced training centres in foreign ports; and
 - Provision of specialized English language training for the all personnel in the maritime transport sector.
- 6. Drafting of the full pledge Project Document.**

PART 2 PROJECT RESULTS & RESOURCES FRAMEWORK

Preparatory Assistance for Strengthening the Maritime Administration, Modernizing the Syrian Merchant Shipping Fleet, ports, and Enhancing the Facilitation of the Maritime Trade, and Upgrading the Maritime Training and Education System

Intended Outputs	Indicative Activities	Detailed Activities	Inputs
<p>Output 1 : Development and Modernization of Lattakia port and streamlining the related work processes. Review related legislation and legal framework to facilitate efficient management of the port.</p>	<p>1.1 Provision of technical assistance to the Syrian Government in drafting a thorough assessment study aiming at:</p> <p>a) identifying activities and policies that need to be taken in order to upgrade the capacities of the port to enhance efficiency of management, operations, functions in order to facilitate trade including transit,</p> <p>b) Assess present practices in port management in order to avoid repetition in any new expansion</p> <p>c) Review expansion plans for container terminal and advise on phases and options on : project execution, management and operations.</p>	<ul style="list-style-type: none"> ▪ Prepare TOR for the technical assistance for carrying out the assessment study and proposed expansion plans. ▪ Identify and recruit the international consultants. ▪ Produce a Report (English and Arabic) on the results of the activity 	<p>International consultants (hired through ESCWA and/or UNDP) for one month</p> <p>Total fees : \$ 45,000.- ✓ (including travel and DSA for Three International consultants :</p> <p>Translation Fees : US\$ 1.500.- ✓</p> <p>Total 1.1 : US\$ 46,500.-</p>
<p>1.2 Provision of technical assistance</p>		<ul style="list-style-type: none"> • Prepare the TOR for technical 	<p>International Consultants (hired by UNDP):</p>

<p>Output 2: Strengthening the Syrian Maritime Administration; and revision of legal framework and legislations to ensure Syria's compliance with</p>	<p>in the development and implementation of an integrated Port Safety, Security, Health and Environmental Management System (PSSHE-MS) for the ports of Baniyas, Lattakia and Tartous, which covers the IPSEM Code and also ISO 9001 (QMS), ISO 14001 (EMS) and OSHAS 18001 (OSH-MS) in addition to the requirements of the ISPS Code and the ILO/IMO Code of Practice on Security in Ports including the training of Port Safety and Security Auditors</p>	<p>assistance in the development and implementation of an integrated PSSHE-MS for the ports of Baniyas, Lattakia and Tartous over 2 years.</p> <ul style="list-style-type: none"> • Identify the consultants • Conduct the initial training of Port Safety and Security Auditors and in the development of the PSSHE-MS (6 workshops of 10 days each) over a period of 6 months • Provide on-site and off-site support in the development and implementation of the PSSHE-MS over a period of 18 months • Produce a Report (English and Arabic) on the results of the activity 	<p>consultant for 2 m/month = US\$ 30,000 ✓</p> <p>International consultant (hired through UNDP (estimated 3 m/months) to conduct the initial training of Port Safety and Security Auditors and on the development of the PSSHE-MS) US\$ 60,000 ✓</p> <p>Total fees: (including travel and DSA for experts)</p> <p>Cost of logistical support and workshop venue US\$ 2000 / workshop x 6= US\$ 12,000 ✓</p> <p>Recruitment of Interpreter US\$ 2000/ workshop x 6 = US\$ 12,000 ✓</p> <p>Total 1.2 US\$ 114,000.-</p> <p>TOTAL OUTPUT (1): <u>US\$ 160,500</u></p> <p>Cost of logistical Support for workshops And venue : US\$ 12,000 x 2 workshops = US\$ 24,000.- Provision of experts to conduct the training US\$ 5000.- / workshop x 2 = US\$10,000 (including travel and DSA for-experts) Total 2.1 : <u>US\$ 34,000.-</u></p>
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<p>IMO international Maritime conventions and instruments related to handling and transportation of the dangerous goods and materials.</p>	<p>2.2 Technical assistance in the development of appropriate national legislation related to the transport of dangerous goods on all modes of transport</p> <p>2.3 Provide technical coordination of the PA and assistance to the Government on Trade-related issues</p>	<p>Translate into English current laws and secondary legislation related to the transport of dangerous goods on all modes of transport</p>	<p>Translation Fees US\$ 1,000.- ✓</p> <p>Total 2.2 US\$ 1,000.-</p> <p>Recruitment of NPD for 6 months: US\$ 3000 x 6 m/m = US\$ 18,000.- ✓</p> <p>Recruitment of Project staff for 6 months: \$ 18,000.- ✓</p> <p>Procurement of office equipment : \$ 25,000.- ✓</p> <p>Procurement of vehicle : \$ 25,000.- ✓</p> <p>Travel & DSA for project staff : \$ 20,000.- ✓</p> <p>Total 2.3</p> <p>TOTAL OUTPUT (2): US\$ 106,000</p>
<p>Output 3 : Modernization of the Syrian Merchant Shipping Fleet, Revision of legal framework to explore incentives & penalties for ship owners to improve the Syrian shipping fleet</p>	<p>3.1 Translate all relevant national laws and secondary legislation related to the registration of ships, tax and investment laws</p> <p>3.2 Provision of technical assistance to the Syrian Government in drafting a Policy strategy for modernizing the Syrian Merchant Shipping Fleet by providing necessary incentives to Syrian ship-owners</p>	<p>• Translate current laws and secondary legislations related to the registration of ships, tax and investment laws</p> <p>▪ Prepare TOR for technical assistance in drafting a policy strategy for modernizing the Syrian Merchant Shipping Fleet by providing necessary incentives to Syrian ship-owners</p>	<p>Translation fees : US\$ 1,000.- ✓</p> <p>Recruitment of Intl. consultant : 1 s/m x 10 days x \$ 700 = US\$ 7,000.- ✓</p> <p>1 s/m x 1 m/month = US\$ 20,000.- ✓ (incl. DSA and travel)</p>

<p>Output 4 : Facilitation of Maritime Trade and revision of legal framework and legislations to allow for the application of electronic clearance of ships, crews, and cargoes to ensure efficient port services and quick turnaround of ships.</p>	<p>4.1 Provision of the IMO Seminar/ Workshop on Facilitation of Maritime Trade for all stakeholders</p> <p>4.2 Translation all national laws and secondary legislation related to the clearance of ships, crews, passengers and cargoes</p> <p>4.3 Provision of technical assistance in amending applicable national laws to allow the use of electronic clearance of ships, crews, passengers and cargoes</p>	<ul style="list-style-type: none"> ▪ Produce a report (English and Arabic) on the results of the activity) • Conduct of the IMO Seminar/Workshop on Facilitation of Maritime Trade.. ▪ Translation all national laws and secondary legislation related to the clearance of ships, crews, passengers and cargoes • Prepare the TOR for technical assistance in amending applicable national laws to allow the use of electronic clearance of ships, crews, passengers and cargoes • ;Identify the consultants • Produce a Report (English and Arabic) on the results of the activity 	<p>Recruitment of Translator: US\$ 1,000.- ✓</p> <p>TOTAL OUTPUT 3 : US\$ 29,000.-</p> <p>Cost of logistical support and workshop venue : US\$ 5,000.- ✓</p> <p>Interpretation US\$ 1,000.- ✓</p> <p>Provision of IMO experts and seminar/workshop documentation US\$ 10,000.- ✓ (including travel and DSA for experts</p> <p>Total 4,1 & 4.2 : US\$ 16,000.-</p> <p>1 s/m x 10 days x \$500= US\$ 5,000.- ✓</p> <p>International consultant (hired through ESCWA or UNDP (estimated 3 m/m) Total fees : \$ 60,000.- ✓ (including travel and DSA for experts)</p> <p>Local consultant for translation and assistance: US\$ 2,000.- ✓</p> <p>Total 4.3 US\$ 67,000.-</p> <p>Total Output 4 : US\$ 83,000.-</p>
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<p>Output 5 : Development of an Integrated Maritime Transport Training and Education System</p>	<p>5.1 Provision of technical assistance in the improvement of the skills of the personnel working in the port by setting up a dedicated port training centre in Tartous in cooperation with advanced training centres in foreign ports</p> <p>5.2 Provision of providing "train-the-trainer courses" developed by ILO (PDP) Port-workers Development Programmes. Development of training packages for non container cargos.</p> <p>5.3 Provision of UNCTAD course on Modern Management of Ports – Certificate of Port Management for Middle Managers"</p>	<p>1 s/m x 10 days x \$500 = \$ 5,000.- ✓ International consultant (estimated 4 m/m) Total fees : \$ 80,000.- ✓ (including travel and DSA for experts)</p> <p>Local consultant for translation and assistance: US\$ 2,000.- ✓ Total 5.1 : US\$ 87,000.-</p> <p>ILO Programmes and experts : S\$ 50,000.- ✓ Cost of logistical support and workshop venue : US\$ 5,000.- ✓ Recruitment of Interpreter: US\$ 2,000.- ✓ Total 5.2 : US\$ 57,000.-</p> <p>UNCTAD Experts/Programmes: \$ 50,000.- ✓ Cost of logistical support and workshop Venue \$ 5,000.- ✓ Recruitment of Interpreter 2,000.- ✓ Total 5.3 : US\$ 57,000.-</p> <p>TOTAL OUTPUT (5) : US\$ 201,000.-</p>
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<p>Output 6: Gender mainstreaming</p>	<ul style="list-style-type: none"> - Exploring possibility of gender mainstreaming. - Identify the gaps in the role of women in the project activities and identify interventions that need to be taken in order to enhance the role of women in these activities. 	<p>Prepare TOR for the Technical Assistant undertaking this study.</p>	<p>Recruitment of international consultant US\$ 5000 Including fees and DSA <u>TOTAL OUTPUT (6) : US\$ 5,000.-</u></p>
<p>Output 7 : Research study on the MDG components. Completion of the Comprehensive Project Document</p>	<ul style="list-style-type: none"> • Identify the effect of facilitating trade on the Syrian enterprises and building the capacity of domestic private companies • Draft the Project Document to support the Syrian Government, which should cover the following elements • Modernization of the Syrian ports including streamlining the related work processes. • Provision of technical assistance to the Syrian Government in the development and implementation of "IT Port Community Systems" in the Syrian ports to facilitate the electronic clearance of ships, crews, passengers and cargoes <p>Development and implementation of an Integrated Maritime Transport Training and Education System</p>	<ul style="list-style-type: none"> - Recruitment of national or international consultant to undertake the research study - Recruitment of International staff to draft the comprehensive Project Document. 	<p>Cost of consultancy fees : US\$ 4,000</p> <p>Cost of international consultant fees : US\$ 20,000.</p> <p><u>TOTAL OUTPUT (7) : US\$ 24,000.-</u></p> <p>Budget Programme US\$ 608,500.- UNDP GMS US\$ 27,925 Total Budget US\$ 636,425 =====</p>

PART 3 MANAGEMENT ARRANGEMENTS

The project will be executed by the Syrian Government, represented by the Ministry of Transport, in conjunction with the State Planning Commission. The Ministry and UNDP will appoint a Project coordinator according to UNDP rules and regulations. The Project Coordinator will work under the direct supervision of the Deputy Minister of Transport, and will be responsible for the overall management of the project. His duties include: a) preparation of project work plan (quarter and annual) , b) reporting on progress, c) monitoring project finance and outputs, d) recruiting project staff, e) preparing requests for direct payments to UNDP, and f) drafting terms of reference for national and international consultants. (TOR attached, annex I).

A Project Steering Committee will be established to follow-up on the progress of the project activities and to resolve implementation problems. The committee will meet in the offices of UNDP or Ministry of Transport, alternatively every other month and will be composed of Representatives from the Ministry of transport, State Planning Commission, UNDP and the Project Coordinator. The Project Coordinator will prepare the committee meeting's agenda and reports. (TOR attached) The project coordinator will be the sole authorizing officer for all project's financial transactions (i.e. approve all expenditures and sign all direct payments)

The UNDP will provide support services for the implementation of selected activities against cost recovery mechanism. .

Relation to Country Co-operation Framework and linkages to MDG

In the Country Co-operation Framework for Syria (CCF), UNDP continues to focus on sustainable human development and links to the declared priorities of the Government. Points of entry identified in the CCF as being most conducive to achieving growth with equity and sustainability include: 1) poverty eradication and

sustainable livelihood, 2) protection of environment and the sustainable use of natural resources and 3) promotion of sound governance.

Within the framework of the achieving the MDG goals, this project addresses the support to poverty eradication through facilitating trade and capacity building of the role of the domestic private enterprises. UNDP has identified support to Trade Policy as priority area for poverty eradication and sustainable livelihood. This document will also be looking into the gender mainstreaming issue in order to identify the gaps in opportunities availed to women within the framework of facilitation trade.

PART 4 LEGAL CONTEXT

This Preparatory Assistance (PA) Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Syrian Arab Republic and the UNDP, signed by the parties in 1981. The host country, which is the implementing agency, shall refer, for the purpose of the Standard Basic Assistance Agreement, to the Government cooperating agency described in the agreement.

The following types of revisions may be made to this PA Document with the signature of the UNDP Resident Representative provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

Revisions of, or additions to, any of the annexes of the Project Document;
Revisions that do not involve significant changes in the immediate objectives, outputs, or activities of a project, but are caused by the rearrangements of inputs agreed to or by cost increases due to inflation; and
Mandatory annual revisions, which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

The office of the Resident Representative of the UNDP will provide the Ministry of Transport with the necessary logistical and administrative support for the implementation of the project.

PART 5 - BUDGET

PA duration: 6 months

Item	Amount in US\$
PA Co-ordinator : for six months	18,000.-
International Consultants : UNDP, ESCWA,IMO, UNCTAD and ILO	393,000
Support Staff	18,000
Equipment	25,000.
Vehicle + DSA payments for proeject staff	45,000
Subcontracts – translation fees	23,500
Workshops	57,500
Training Programme	28,500
UNDP Admin. Cost = 5%	27,925
TOTAL	636,425

Sources of FundsGovernment (Ministry of Transport) Cost-sharing: **US\$ 586,425.-**UNDP (TRAC): **US\$ 50,000.-**

The government (Ministry of Transport)cost sharing is part of the overall collaboration between UNDP and the State Planning Commission and the Ministry of Transport in the amount of **US\$ 25,000,000.-**. Once the full phase project document is formulated and approved any remaining balance in the PA phase will be automatically transferred to the full phase project. UNDP total track contribution be **US\$ 1,000,000.-** over a period of five years.

Terms of Payment:

Ministry of Transport cost-sharing US\$ 586,425.- upon signature of the document, Will be paid as per the following schedule of payment:

Schedule of Payments:

- 1- In **January 2006**, the amount of **US\$ 117,285.-** will be paid in local currency based on the UNDP exchange rate at the date of transfer – to

UNDP Syria local account # 40732/306 in Syrian Pounds at the Commercial Bank of Syria, Branch 12.

- 2- In **January 2006**, the amount of **US\$ 234,570.-** will be paid in US\$ to UNDP – Syria account # 1107/370 at the Commercial Bank of Syria, Branch 12.

- 3- In **April 2006**, the amount of **US\$ 234,570.-** will be paid in US\$ to UNDP – Syria account # 1107/370 at the Commercial Bank of Syria, Branch 12.

ANNEXES

ANNEX 1

TOR for National Project Coordinator

Modernizing of Syrian Seaports (Lattakia), Strengthening the Maritime Administration, Enhancing the Facilitation of the Maritime Trade, and Upgrading the Maritime Training and Education System

(Modern Ports)

SYR/05/019

I. Background: The project intends to support the ongoing efforts of the Ministry of Transport to develop and modernize seaports including streamlining the related work process, to improve maritime safety/security and marine environment protection by further strengthening its Maritime Administration, to modernize the Syrian merchant shipping fleet, to facilitate maritime trade, and to upgrade its maritime training and education system. These activities will be initiated through the Preparatory Assistance Phase which will concentrate on most urgent steps. These can be summarized around six lines of action: (i) To carry out a thorough assessment study for the development and modernization of Lattakia port, as pilot port, aiming at identifying the activities and policies that need to be taken in order to upgrade the capacities of the port and enhance the efficiency of its management, operations, and functions in order to match the international standards and facilitate trade including transit and trans-shipment. (ii) planning and preparation of the specific training for the Maritime Administration on specific issues related to Maritime Safety and Security and Marine Environment Protection, (iii) support in the revision of the legal framework for issues related to improving the Syrian Merchant Shipping Fleet and the Facilitation of Maritime Trade (Customs regulations, Import regulations and Investment incentives), (iv) advocacy and awareness raising on the urgency of improving maritime safety and security, marine environment protection, and the facilitation of maritime trade. (v) planning and preparation for the development of an enhanced "maritime transport education and training system", (vi) formulation of the Project Document.

II. Objective:

In this context, the NPC is expected to provide specific technical support to the project outputs mentioned above. Specifically, under the direct supervision of the UNDP Resident Representative, and in close cooperation with the Programme officer and National consultants, the NPC should:

III. Responsibilities:

1) Management:

- a) Assume operational management of the project in consistency with the project document and UNDP rules and regulations including policies and procedures for nationally executed projects;
- b) Manage project staff;
- c) Ensure that UNDP rules and regulations are implemented in all projects' activities, procurement and recruitment cases and others;
- d) Participate in all project meetings and annual reviews;
- e) Liaise with UNDP programme officer on daily/weekly basis to ensure proper monitoring and realizing results;
- f) Support resource mobilization efforts to increase resources in cases where additional outputs are required;
- g) Support to media/communications work of the project;
- h) Ensure that UNDP is invited to all stake holder meetings.

2) Technical & administrative responsibilities :

- a) Assume overall responsibility for the successful execution and implementation of the project towards achieving the outputs.
- b) Prepare annual and detailed quarterly work plans;
- c) Obtain approval on quarterly work plan during its preparation from UNDP and present the final work plan to the Project Steering Committee for approval.
- d) Plan and arrange, in consultation with UNDP, the procurement of project services in line with laid out process;
- e) Share with UNDP draft document and outputs for comments, as well as final products.
- f) Assume operational management of the project in consistency with the project document and policies and procedures for nationally executed projects.
- g) Effectively liaise with various stakeholders (academic, media, government, donors, etc).
- h) Ensure the adherence of project activities to the approved project work plan.
- i) Supervise the work of project team, consultants, personnel and sub-contractors.
- j) Ensure the proper use of project resources.

- k) Serve as a focal point for coordination of the project activities with UNDP, the Government and other partners.
- l) Ensure that Government inputs for the project are available.
- m) Ensure that the required work plan is prepared and updated in consultation and agreement with UNDP and distributed to the Government (Counterpart Ministry) .
- n) Initiate and administer the mobilization of project inputs under the responsibility of the Executing Agency.
- o) Identify and locate the various sets of expertise needed to move the project along.
- p) Manage the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project.
- q) Arrange, in consultation with UNDP, the recruitment of project professional and support staff in line with laid out recruitment process.
- r) Represent the National executing agency at project and annual reviews.
- s) Lead efforts to build partnerships for the support of outcomes indicated in the project document.
- t) Support resource mobilization efforts to increase resources in cases where additional outputs and outcomes are required.
- u) Preparation of funding proposals.
- v) Prepare the required quarterly progress, as scheduled, for reporting to UNDP, and liaises with UNDP staff to organize the annual review, evaluation missions and project visits.
- w) Preparation of papers for the project steering committee.
- x) Develop mechanisms for updating stakeholders on progress of project.

3) Financial

- a) Act on behalf of the executing agency in preparing and adjusting commitments and expenditures.
- b) Act as the sole authorizing officer for all project financial transactions (i.e. approve all financial expenditures and sign all direct payments.)
- c) Authorize commitments of resources and expenditures for inputs including staff, consultants, goods and services and training
- d) Hold Responsibility for delivery of project's services and achieving annual financial delivery targets;
- e) Manage the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project and maintain asset register;
- f) Ensure that appropriate accounting records are kept and organized;
- g) Facilitate and cooperate with audit requirements at all times, as required.

4) Reporting

- a) Prepare draft technical and other documents as required including the reporting on the following requirements:
 - Monthly and quarterly technical reports of progress on project activities and financial statements of expenditure for the project.
 - Annual project reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats.
 - Final financial report at the end of the project.
 - Technical, policy and briefing papers as requested by UNDP and the executing agency.
 - Any documents needed for the TPR meeting.

5) Facilitation

- a) Ensure that UNDP's name is mentioned in all publications, workshops, and project's activities;
- b) Serve as the focal point of the project for coordination of the project activities with UNDP, the Government and other partners on behalf of the project;
- c) Ensure that the Government inputs for the project are available;
- d) Lead efforts to build partnerships for the support of outputs indicated in the project document;
- e) Any other business as required.

IV. Reporting Line: - Contractually to the UNDP Resident Representative.
- Technically to the executing agency and UNDP (Steering Committee).

V. Evaluation: Renewal of contract will be based on satisfactory midterm and final performance evaluation by UNDP and the executing agency.

VI. Duration of Contract: One year renewable