

**Government of the Syrian Arab Republic
State Planning Commission
&
the
United Nations Development Programme**

Project Title:

***“Technical Support for the Implementation of the
Tenth Five Year Plan”***

Project No.
SYR/08/004

Brief Description

During the Tenth Five-Year Plan (FYP) period, the country has entered into a new stage of realizing modernization through the transition to social market-led economy. While the FYP will lay the foundation for making the country equipped with a sound and credible economy, it is determined to raise substantially the country's Human Development Index, generate more jobs, reduce poverty to the minimum, and pave the way for achieving the MDGs by the year 2015.

The development objectives of this project entitled “Technical Support for the Implementation of the Tenth Five-Year Plan” will assist the government in assuring an enabling environment to implement policies and projects embodied in the FYP. The assistance seeks to enhance institutional and human capacities and brings about good governance in implementing the five-year plan.

In light of the above prospects, and in support to the Syrian Government through SPC as the implementing partner, the project aims to achieve the following outputs:

1. Operationalization of the national Monitoring and Evaluation (M&E) System to track performance of the FYP;
2. Developing technical capacities within the State Planning Commission and the Economic Team at the Deputy Prime Minister's Office to implement the economic reform package emanating from the Tenth FYP;
3. Producing MDG Reports in six pilot governorates, namely Aleppo, Idleb, Deir Ezzor, Sweida, Dara'a, and Quneitra, and linking them to their respective local development plans;
4. Formulating local development plans in the six pilot governorates ; and
5. Developing a long-term socio-economic strategy until the year 2015 that will feed into the formulation of the Eleventh FYP (2011-2015);

Country: Syrian Arab Republic

UNDAF Outcome(s)/Indicator(s):

Outcome 1 A socio-economic environment in place that enables substantial growth, employment, equity and protection of vulnerable groups.

Outcome 2 Efficiency and accountability of governance structures at central and local levels strengthened, by Government, civil society and the private sector, towards sustainable development

Expected Outcomes/Indicators (CPD/CPAP outcomes)

A.1 Strengthening & better targeting social protection; B. 1 Policy and decision-making supported by quality information and analyses; B.5 Planning and decentralization policies and structures enhanced

CPAP Expected Outputs:

A.1.2 Policy recommendations developed based on gender sensitive MDGs, HD, and poverty assessments; B.1.5 National capacities to monitor and evaluate and implement the economic reform package emanating from the Tenth FYP strengthened; B.5.1 Capacity of local stakeholders, in development planning, coordination and monitoring strengthened

Implementing partner: State Planning Commission
(Designated institution/Executing agency)

Responsible Parties: State Planning Commission
(Formerly implementing agencies)

Programme Period: 2007 – 2011 Programme Component: Poverty Reduction & Fostering Democratic Governance Project Title: Technical Support for the Implementation of the Tenth Five-Year Plan Project ID: SYR/08/004 Project Duration: 36 months Management Arrangement: NEX	Programme Budget US\$ 1,135,753 GMS Fee (Syrian Govt): US\$ 38,534 GMS Fee (AECI): US\$ 4,911 Total budget: US\$ 1,179,198 Allocated resources: Govt prog c-s ⁽¹⁾ : US\$ 300,000 Govt/ SPC ⁽¹⁾ : US\$ 509,220 ⁽²⁾ AECI ⁽³⁾ : US\$ 75,073 ⁽⁴⁾ UNDP: US\$ 294,905
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Agreed by: H.E Dr. Tayssir Al-Raddawi

Head of State Planning Commission
On behalf of the Syrian Government &
the State Planning Commission / the Implementing Partner

Date: Feb 5, 2008

Agreed by: Mr. Ahmed Rhazaoui
Officer-in-Charge – UNDP

Date: Feb. 5, 2008

⁽¹⁾ The contribution of the Syrian Government will be paid in Syrian Pounds.

⁽²⁾ The prevailing UN exchange rate at the time of signature of the project is US\$ 1= SP 47.9

⁽³⁾ A Notification of Grant was signed with the Agencia Espanola Cooperacion Internacional (AECI) – Government of Spain - on 4 December 2007. The contribution of the AECI was paid in Euros.

⁽⁴⁾ The prevailing UN exchange rate at the time of depositing the contribution in UNDP's contribution account was € 1= US\$ 0.686

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Acronyms and Abbreviations

CBS	Central Bureau of Statistics
CPD	Country Programme Document
FYP	Five Year Plan
LMDGR	Local Millennium Development Goals Report
LPC	Local Project Coordinator
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoLAE	Ministry of Local Administration & Environment
MYFF	Multi-Year Funding Framework
NPD	National Project Director
SOE	State Owned Enterprise
SPC	State Planning Commission
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

Part I. Situation Analysis

1. The Tenth Five Year Development Plan for Syria (2006-2010) has set the stage for the transition from a centrally managed economy to a social market system.

Guided by a long range vision which perceives development process in the country as a gradual societal transformation and adjustment to the rapidly changing world, the FYP has introduced a paradigm shift in strategic thinking and planning among decision makers.

The sweeping forces of globalization and the ever increasing severity of competition, according to the FYP, require Syria to adjust to the new realities and to forge ahead as a modern economy with a competitive edge.

Accordingly, the Tenth FYP derived its policy guidelines and objectives from a span of 20 years of strategic outlook.

In chapter 1 of the Plan, one can find a multi-facet vision that outlines the perspectives of the Syrian society by the year 2025. The vision, assumes mobility and reform actions at all fronts: economic, social, political and cultural. It affirms the political will and determination to take all necessary structural changes in order to achieve a modernized and democratic Syrian society during the coming two decades.

In chapter 3, more tangible, development goals that spread over a period of ten years are clearly spelled out. By the year 2015 the followings ought to be achieved:

- Good economic governance, efficient development management, and better public administration machinery.
- Sustainable economic growth and economic adjustment, coupled with revival of productivity and the assurance of an adequate and enabling market environment.
- Quality social services and infrastructure.
- Vibrant and pro-active economic culture based on high trust and social responsibility among major social forces (The Government, the private sector, and civil society organizations).
- Competitive edge for the economy, achieved through the pursuit of a development course based on renovating existing public sector and private sector enterprises, adopting science and technology applications and reinforcing innovations in production.
- MDG goals met through pro-poor growth policy and advancing social welfare gains achieved by the society in the previous plans while ensuring that any economic reform introduced should have as minimum social cost possible; especially on the poor. This complies with the Syrian development definition, clearly stated in the Tenth FYP that enforces: fair and equitable distribution of income, wealth, and power.
- In the same realm, achieving a balanced country-wide development process, associated with well-focused targeted programs geared towards revival of least development areas as well as fair distribution of resources to the local authorities.

2. The building blocks of policies assigned for the five years duration of the Tenth FYP (2006-2010) to assure the transition towards social market economy can be put, in short hand as follows:

- a. **A stable Macro Economy:** Providing financial discipline, a prudent approach to fiscal management with the gradual review of subsidies and the introduction of VAT, a commitment to low inflation, tax refund, financial and monetary sector reform, exchange rates which reflect the true strength of the economy. This also includes corporatization of SOEs and modernization of private sector enterprises.
- b. **A competitive Micro Economy:** which is based on: (1) gradual freeing of pricing so that the prices act as key singles to producers and consumers, with the government interfering in cases of market failure; (2) developing a regulatory framework to ensure competition, including elimination of unnecessary barriers to market entry; (3) developing proper legal and property rights system that facilitates the enforcement of commercial contracts, and settlement of disputes; (4) promoting an enabling business environment through better regulations and the development of IT services and communication networking, and; finally; (5) ensuring quality infrastructure to minimize transaction cost.
- c. **Openness towards the region and making global linkages through managed overture:** Openness towards trade, investment and ideas, the reduction in tariff and non-tariff barriers, encouraging foreign investment and pursuing realistic exchange rates.
- d. **Investment in people (Human Development First):** (1) promoting strong public and private investment in citizen's health and education; (2) capitalizing on national intellectual reserve and capacities for creative thinking and problem solving, and taking initial and pre-emptive measures to make Syrians ready for the information age and the transition towards knowledge-based society. Accordingly, preparation for experienced work force, a large pool of scientists, engineers and managers could pave the way to make the economy innovative and, hence, help in expanding its competitiveness edge further.

Efforts have been made by the Government/SPC ever since the endorsement of the FYP by the People's Council in March 2006, to ensure full-scale implementation of policies and projects included in the plan and give the much-needed thrust of the economy, not by bits but in a major way.

3. All the aforementioned programs reflect post-formulation moves and measures that SPC has taken so far, with the assistance of UNDP, in order to pave the way for sound and credible take-off and implementation of the Tenth FYP.

To take further steps forward, the SPC requested UNDP's technical support for the implementation of the Tenth FYP. This newly modified project will assure continuity and complementarily support activities that serve a better environment for the implementation of the Tenth FYP.

This Project will provide dedicated support required by the Government through technical support, policy advice, capacity development and mobilization of resources at the national level in development diagnostics, sectoral plans, policy options and service delivery.

Part II. Previous and Ongoing UNDP Interventions

A.UNCT/UNDP Interventions in Millennium Development Reporting and Advocacy

The first MDGR was published in June 2003. This report highlighted the progress made by Syria in several of the goals, especially those related to health, education and women empowerment. It also highlighted the fact that the goals are inherent in government strategies, and that the enabling environment for the achievement of the MDGs is strong in the country. The second MDGR was published in September 2005, with disaggregated data at the Governorate level. It reviewed the achievements made in the attainment of the MDGs, and highlighted recommendations for action. In addition, the new 10th 5-year development strategy for 2006-2010 utilizes the MDGs as a framework for analysis and action.

B.Towards Broader Participation in Human Development: AHDR Advocacy through Civil Society organizations, Government and Media

The project empowered civil society organizations, non-governmental organizations, government officials and the media in advocating issues raised in the Arab Human Development Reports and supporting their dialogue efforts as active participants and catalysts in the policy reform policies. By promoting a broader participation culture in the reform policy process, the project supported the public awareness efforts of human development issues raised by the Arab Human Development Reports through developing the capacity of NGOs/CSOs, Government officials and journalists to adequately analyze human development issues and concepts specific to the region and Syria.

c.SYR/05/005 -Capacity Development of the State Planning Commission (SPC)and Assistance in the Formulation of the Five-Year Plan

In line with supporting SPC for capacity development and the formulation of the Tenth FYP, this project targeted: (a) the formulation of a national vision/policy framework for economic reform; (b) analysis of sectoral policies; (c) development of policy environment conducive to investment; (d) framework for judicial reform and law modernization; (e) long term strategies for socio-economic revitalization; and (f) formulation of national regional and sectoral policies for employment generation and poverty reduction. The project also invested in capacity development of the SPC and line ministries through provision of training on modeling, macro-economic assessments, log frames, indicators, monitoring and evaluation. Finally, the project through a partnership with the Central Bureau of Statistics, developed a poverty map for the country that goes down to the village level.

D. SYR/05/018 - Technical and Logistical Support to the Implementation of the 10th Five-Year Plan of Syria (TLSI)

This Preparatory Assistance Project was the first step that UNDP took towards supporting the Syrian Government in implementing its Tenth Five Year Plan. Its main aims was to develop the institutions and create the necessary talents to enable Syria to compete effectively in international markets as part of its transition from a centrally planned to a social market economy. The 10th Five-Year Plan (2006-2010) sets out a vision in which the country will have been transformed by 2020 into one that is fully integrated into the world economy and has the confidence, institutions and creative talents to compete effectively in international markets.

E. Eastern Region Economic Development Programme

The project, with a total funding of \$3.3 million, contributed to the creation of a climate conducive to economic growth and job creation, with specific emphasis on achieving balanced economic development. It is implemented in the three Eastern Governorates that encompass 41% of the area of Syria, 17% of the population, and 57.6% of the country water resources. The project outputs targeted: (a) enhancing the capacities of governorates for local development, devolution of authority, and mobilization of local resources; (b) industrial and business sector reforms; (c) local financial and sectoral reform; (d) tourism sector reform; (e) economic development and spatial sector reform; and (f) trade, customs and transport facilitation.

F. Rural Community Development at Jabal Al-Hoss and Support to Rehabilitation & Livelihood in Zeyzoun Disaster Area:

Within the framework of the poverty programme, UNDP has previously embarked on two rural community development projects in Jabal Al-Hoss and Zeyzoun Areas where microfinance was used as a tool for poverty alleviation. Both projects have contributed to capacity development of the local community through providing training on developing a wide range of small-scale projects, exposing them to the experiences of other countries in implementing microfinance projects; training on and awareness raising of gender related issues, and implementing illiteracy programmes.

G. Enhancing Investment Environment:

The project supported the strategy of the Syrian Government to increase employment and raise incomes by promoting private investment in order ultimately achieve MDG Goal 1 to eradicate extreme poverty and hunger. Notwithstanding the important economic reforms implemented by the government in the last 14 years, unemployment continues to rise and the rate of investment as a percentage of GDP is dropping. The project aims to enhance the legal and regulatory framework for Investment, and, to strengthen the institutional capacity for Investment Promotion.

H. Towards Changing the Mind-Set for Competitiveness:

This ongoing project has assisted in the dissemination accurate and current information on industry and relevant economic sectors. It has also provided strategic technical advice on first-best practices and created a sense of urgency among stakeholders to drive competitiveness to the forefront of the national agenda and help motivate a more competitive economy.

I.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):

The preparatory phase of this project has assisted the Ministry of Transport in conducting studies and formulating a full-fledged project document that aims at: i) developing and modernize seaports including streamlining the related work process; ii) improving maritime safety/security and marine environment protection by further strengthening its Maritime Administration; iii) modernizing the Syrian merchant shipping fleet; iv) to facilitate maritime trade; and v) upgrade its maritime training and education system.

J.Modernization of Customs Directorate:

This project targeted building the capacity within the Customs Directorate, deploying a national customs connectivity infrastructure, and automating customs clearance work process. The project benefits the private sector with transparency and trade facilitation while providing the Customs Directorate with enhanced intelligent risk management capabilities for enforcing national laws and regulations.

K.Support to the Business Innovation and Development Center in Deir Ez zor:

The project brings about the necessary support for the creation of a Business Innovation and Development Center in the city of Deir Ezzor to act as a facilitating and capacity-building center for local Syrian entrepreneurs to meet their business development and technical needs, thereby increasing employment generation and sustainability in the region.

L.Towards a Vision for Development Prospects – Syria 2025:

The project assists the State Planning Commission in developing a long term vision for Syria in relevance to political environment conducive to socio-economic development and globalization knowledge, economy, and technology.

M. Enhancing aid effectiveness and coordination in Syria:

The newly signed project is driven towards scaling up of development assistance and the Paris Declaration commitments demand urgent steps to increase the quality, transparency and accountability of ODA. This project's focus is on enhancing the capacity of the State Planning Commission in its coordination role and play a catalyst role in promoting Syria's interactions and initiatives within the Paris Declaration.

N. DevInfo:

Within the framework of a UN joint programme (led by UNICEF), the Syrian Government represented by the State Planning Commission and the Central Bureau of Statistics, and the UN Country Team will launch the Syrian Dev Info in November 2007. This software will serve as an excellent tool to regularly monitor the MDGs at all levels (national, urban-rural, local, etc.) thus highlighting regions that are lagging behind and define actions that need to be taken. /This tool would be extremely useful in the monitoring of the FYP.

Part III. Strategy

a. Government Strategy

1. Ultimately, the success of this Project is measured by the contribution it will make to provide an enabling environment for the implementation phase of the tenth FYP. Building a partnership between the GoS/SPC and UNDP to achieve this task will continue, and evaluate, the performance of their joint work during the formation phase of the tenth FYP.

To better respond to the country's needs at this stage, and in order to assist in ensuring soft landing of the economy in its transition, the UNDP technical assistance is needed to provide international expertise and best practices that could help Syrian policy makers to decide on how to verify options and choose country-specific alternatives in implementing the tenth Five-Year Plan policies and projects.

2. Moreover, the Government/SPC intends through this joint project to develop capacity for closely monitoring progress made in implementing assigned policies and projects for the result-based FYP, and to properly evaluate their outcomes and impacts. UNDP is already the leading agency that provided technical support in building a national M+E system. Assistance in operationalization of the system will build up, complement and further institutionalize the efforts made by UNDP.

Utilizing such a system will evaluate the results of project SYR/05/005 and tie it with the implementation phase of the Plan. Previous five year plans were not accompanied by such systems of follow up. Consequently, they suffered from the absence of a monitorable framework that could guide the implementation and show at each stage the progress achieved and the results performed.

Proper, measurable, implementation of the adopted M+E system will be able to provide SPC and ministries with the following answers: (1) **Relevance:** Did the assigned policy or project address priority issues/problems faced by the given sector/target areas and communities? Was the project consistent with policies of the sector as identified in the FYP? (2) **Effectiveness:** Were inputs (staff, time, money, equipment) used in the best possible way to achieve outputs? Could implementation been improved? Was there a better way of doing things? (3) **Impact:** What has been the contribution of the policy/project to the broader level development goals? Did the project have any negative or unforeseen consequences? (4) **Sustainability:** Have the necessary system been put in

place to ensure the policy/ project itself, and more particularly, the policy/ project benefits continues?

3. As for addressing local development needs and potentials at the Governorates, towns, municipalities level, the preparatory process for the formation of local socio-economic development plans has already started through joint work with UNDP. But assistance in this project will go beyond preparatory facilitation and give substantive support for the establishment of such plans.

Previous FYPs were extremely centralized and, therefore, they failed to address issues related to local resource mobilization and decentralized development plans. Stated differently, they did not, sufficiently, help in improving utilization of local assets and in enhancing opportunities and services through achieving sustainable and equitable regional economic and social development, supported by pro-poor policies, employment-generating economic growth activities and skills development, and decent infrastructure.

Recognizing these issues, the current Tenth FYP (2006-2010) addressed local and regional development plans and the creation of growth poles in two separate chapters, in addition to another chapter that tackle the priority issues of the least developed and targeted areas: i.e. the economic and social development of the North Eastern region.

b. UNDP Strategy

Supporting the Syrian Government in implementing its Tenth FYP in which the MDGs are mainstreamed, this project is in line with UNDP's corporate priority to support countries in pushing forward their MDGs agenda and in promoting human development. As such, the project supports UNDP's work in all practice areas, namely democratic governance, poverty reduction, crisis prevention and recovery, energy and environment, and HIV/AIDs with a specific focus on the first two practice areas.

Both the United Nations Development Assistance Framework (UNDAF) 2007-2011 and the Country Programme Document (CPD) state that the UN Agencies and the UNDP, respectively will support numerous aspects of the Tenth FYP. Further, both documents stress the need to reduce disparities among and within the governorates in order achieve equitable development in Syria.

This project will specifically support UNDAF outcomes 1 *A socio-economic environment in place that enables sustainable growth, employment, equity and protection of vulnerable groups* and the corresponding CPD outcome A1 *Strengthening & better targeting social protection.*; and UNDAF Outcome 2 *Efficiency and accountability of governance structures at central and local levels strengthened, by Government, civil society and the private sector, towards sustainable development* and the corresponding CPD Outcomes B. 1 *Policy and decision-making supported by quality information and analyses* and B5 *Planning and decentralization policies and structures enhanced.*

Finally, the project, through its various components which will be described in the next section, will emphasize the UNDP drivers of development effectiveness¹, namely developing national capacities, enhancing national ownership, advocating for and enabling a policy environment, seeking south-south solutions, and promoting gender equality, and forging partnerships for results.

Part IV. Project Strategy

The project will build on the achievements made in and draw on the lessons learnt from Project SYR/05/005 and the Preparatory Assistance Project SYR/05/018 which can be considered phase I of this intervention². In this second phase, the project will assist in creating an enabling environment for the implementation of the Tenth FYP through the implementation of five major components.

IV A. Project Components

i. Operationalization of the national M&E System to track performance of the Tenth FYP

The purpose of this project component is to assist SPC in particular and the government in general to use an M&E system that promotes accountability, results, effectiveness, processes and performance of the FYP policies and projects. More importantly, this adopted M&E system will promote learning, feedback and knowledge sharing as basis for decision making at all levels.

In this regard the project will achieve the following:

- a. Assist the SPC in the consolidation, operationalization, and evaluation of the M&E System that project SYR/05/005 has developed during the formulation phase of the Tenth FYP.
- b. Provide ministries and other public sector organizations with information needed for the day-to-day decisions concerning the implementation of policies and projects embodied in the FYP that fall within their sectors; and provide an early warning system for problems, and assess progress, and adopt the corrective measures as deemed necessary.

¹ The development drivers are the crosscutting values of UNDP's work under each of the MYFF's service line and should if emphasized be the Country Programme's lasting contribution to national/regional development effectiveness after the conclusion of time bound country/regional programme support.

² After the approval of the Tenth FYP, and in order to reduce operational costs and avoid any duplication of efforts it was jointly agreed by the SPC and UNDP to merge projects SYR/05/005 and SYR/05/018 since many of their activities would be overlapping. By the same token, SPC suggested closing project SYR/06/011 –*Support to Localizing MDGs* and merge its components to the above mentioned projects and have one integrated project. This project document is therefore the result of the integration of the three projects and the reflection of the evolving priorities of the Syrian Government in general and SPC in particular in terms of the implementation of the Tenth FYP.

- c. Assist ministries in generating national M&E systems to compile, process, analyze information and data as concerns the progress made by their policies and projects, their effects and impact.
- d. Strengthen local level skills of M&E among planners in the six pilot governorates³, as part of their wider skills and capabilities for formulating and implementing local development plans; and helping them in developing skills to produce, analyze, use information, and draft reports that will enable them to adopt their own decision regarding the optimum use of local resources.

ii. Developing technical capacities within the State Planning Commission and the Economic Team at the Deputy Prime Minister's Office to implement the economic reform package emanating from the Tenth FYP

In the earlier Development Plans in Syria, the SPC, its main divisions and technical staff were heavily involved in public sector fund allocation. Public sector investment was the main instrument for realizing the sectoral goals. Moreover, sectoral policies were less tuned to market impulses and more to control mechanisms.

While several ad-hoc training endeavors have been attempted recently, this project component provides a comprehensive learning package capable of introducing vital capacity development programs at the various management and technical ranks of the SPC and other line ministries on major areas of market-led policy, modeling, and strategic planning

It is worth mentioning in this regard, that the Capacity Development Scheme which the project will offer to SPC is not and should not be perceived a one-off or ad-hoc events. All workshops/training courses proceedings, models, kits, outputs, manuals, and guidelines will be posted on the SPC website, Also, self instructional CD-ROMs will be developed for the given training course or workshop in order to assure expanded distribution to a wider audience of decision quarters and planning bodies in other ministries and local governorates. Stated differently, capacity development activities in this Project's component will give new focus on making more effective use of information and communication technology in order to assure continuous learning. Experience shows that classroom confined training has had limited outreach, audience and impact. Planned ICT applications including original self- instruction CD-ROM production and dissemination is more useful.

This component will specifically focus on achieving the following:

- Establishing and developing the capacity of a 'National Development Planning Core Team (NDPCT)' consisting of senior technical members from the SPC and

³ Whenever the term 'six governorates' is mentioned, it refers to the pilot governorates where the local development plans will be formulated and local MDG Reports will be produces, namely: Aleppo, Idleb, Deir Ezzor, Sweida, Dara'a, and Quneitra.

the Economic Team at the Deputy Prime Minister's Office. This team will be prepared to manage macro issues in a market-led economy. This will include training on macro policy formation and management of fiscal, financial, monetary, and exchange rate policies, liberalization of trade, restructuring of the public sector enterprises and foreign direct investment, with emphasis on how to overcome institutional bottlenecks. The Team members will have a fully fledged training program (training courses, study tours, workshops, and international advisory and assistance) to enable them to respond to ad-hoc inquiries and act as the in-house training/capacity development arm of SPC.

- Equipping the *NDPCT* with quantitative modeling techniques, analytical and methodological tools in understanding and assuring policy formulation, coordination, and management in the following: (a) the role of fiscal policy in macro stability, growth and poverty reduction, measurement of fiscal deficit and contingent liabilities; (b) the financial system and the transmission process of monetary policy; (c) inflation targeting and monetary policy under flexible exchange rates; (d) capital flows, financial integration, and financial integrity; and (e) banking reform, corporate finance, and public debt finance.
- Introducing best practices and familiarizing the *NDPCT* with the various experience of other countries that went through the process of economic reform and restructuring in macro policies. This will give decision makers and planners at SPC and at other line ministries an opportunity to make informed choices from among a range of options in light of the unique feature of the Syrian economy.
- Acquainting SPC staff with formulation and implementation of MDG-based, Poverty Reduction Strategies, design of social risk management and social safety nets for vulnerable groups.

iii. Producing MDG Reports in six pilot governorates, namely Aleppo, Idleb, Deir Ezzor, Sweida, Dara'a, and Quneitra, and linking them to their respective local development plans

The project will focus on capacity development of key ministries in the six pilot Governorates for monitoring, planning, and formulating policies towards achieving the MDGs, led by the Governorates' SPC divisions. Local MDG reports for each pilot governorate will be produced in participation with stakeholders, and will be used as a benchmark to measure development progress at the local level. The local MDG Reports will be used for including social development concerns within economic development plans and ensuring that those plans are MDG focused. As indicated, this component is being implemented in six governorates as a pilot; hence the experience may be replicated in other governorates for benchmarking and monitoring achievements towards MDGs at a local level.

The localizing process will also facilitate the preparation of socio-economic development strategies and implementation plan for the six governorates at a later stage (see [*annex 1*](#) on the main links and references regarding related to the concept of localizing the MDGs and [*annex 2*](#) on the capacity development concept). It is worthwhile noting that

availability of disaggregated data is at the heart of the success of this component. Thus, every effort will be made to regularly update the Standards of living Map.

The technical assistance of Capacity 2015 Program and the SURF-AS in Beirut will be sought at UNDP/ and at UNDP/ SURF in Beirut well be sought. This will help municipal administrations to act as budget, planning and implementing units, through improving local authorities capacities in local resource management.

The project will use the villages as analysis units for the identification of needs and potentials, and the municipalities as a viable and effective structure to articulate the governorates and central authorities efforts in devising MDG-based, pro-poor policies and benchmarking target areas, transferring funds and, hence, achieving balanced development.

Finally, through this component, the project will act as a catalyst to raise public awareness for governmental and non-governmental agencies on the importance of utilizing the MDGs as a framework for setting and prioritizing national and local development needs. In addition, there will be public MDG campaigns to various stakeholders to incorporate the MDGs into local development plans. These advocacy workshops will be based on the MDG+5 linked to the five-year development plan targeting among others, the UNCT and donors coordination forums. It will also include developing an MDG-communication strategy, including publications, media spots, etc.; and an awareness raising campaign targeting various stakeholders.

iv. Formulating local development plans in the six pilot governorates

This component of the Project will help in putting forward a comprehensive vision for decentralization and de-concentration. It will assist the SPC, line ministries, and local Governorates to Formulate LDPs for six pilot governorates, and to establish new rules and an institutional framework clarifying the functional and fiscal relationship between the different tiers of central and local authorities. This will be achieved through:

- Providing the six pilot governorates (Decision makers and planners) with skills on how to take a strategic approach to economic, social and spatial planning and move beyond ad-hoc decision making.
- Helping conduct situation analysis for local development plans (explores potential areas and sectors, business and market relationships, social services, infrastructure, targeted programs, as well as organizational network within the local area and between the local area, the region and the rest of the country).
- Examining the economic, social, and spatial bases and how local development function (SWOT analysis).
- Assisting in the formulation of a local development vision, i.e. Where the Governorate wants to go? What is the desired future? How to alter the current into the desired? How to derive objectives and actions from the vision and connect it to practical decision making?

- Helping in setting objectives and define priorities for local development plan.
- Identifying and evaluate strategy options for local development plans (How the Governorate will reach its short, medium and long-term goals and objectives?).
- Formulating action planning (i.e. Design Plan's chapters, establish required resources, assign activities, time frame, verifications for performance, responsibilities, logical matrices, etc).
- Linking the LDPs to the MDG Reports produced in each of the six Governorates.

V. Developing a long-term socio-economic strategy (until the year 2015) that will feed into the formulation of the Eleventh Five Year Plan

Linked to the second component on capacity development, the project will also support the SPC in developing a long-term socio-economic strategy that will feed into the formulation of the Eleventh FYP. Towards this objective, the project will:

- a. review and analyze the sectoral studies prepared by Project 2025 which covered the period 2000 to 2025 and identify any gaps and research that still needs to be conducted;
- b. Break down the twenty five-year period into two phases, and identify the priorities for each period⁴;
- c. Set a strategy and action plan for the first phase and reach a consensus about it among all concerned policy makers and stakeholders
- d. Define the methodology, approach, and priorities of the Eleventh Five-Year Plan.

Throughout the process of developing the socio-economic strategy, the project will provide all the necessary technical assistance in terms of expertise, tools, and hands-on training for the NDPCT. Once the strategy and action plan are developed, they will be discussed in a national meeting that SPC and UNDP will jointly organize. Policy makers from different levels and a number of selected stakeholders will participate in the meeting.

⁴ The timeframe for each pahase will be determined after the signature of the project document, while taking into consideration the the end year of the Eleventh FYP and the deadline set in the Millennium Declaration (2000) for the attainment of the MDGs.

IV B Common Principles in the Formulation of the LDPs and LMDGRs

Throughout the process of formulation of the LDPs and preparation of the LMDGRs, the following principles will be accentuated

Local ownership: In order for the LDPs to reflect the needs of the respective governorates and be implemented by them and the LMDGRs to be used as benchmarks to measure development progress at the local level, they both have to be prepared in a participatory manner with the involvement of all local stakeholders (bottom-up approach).

Capacity development: The project will ensure that both existing institutional structures will be strengthened and local capacities built to improve their effectiveness in management and coordination among different sectors; and that new institutions will be created when necessary to accommodate requirements not covered by existing institutions

Transfer of knowledge and best practices: Technical assistance of UN-HABITAT and C2015 will be sought in the process of preparing the LDPs and LMDGRs. The former will assist in the conducting the Rapid Urban Sector Profiles (RUSPs) as preparation for the formulation of local development plans. On the other hand, the bring expertise and build on lessons learnt globally and in the Arab States with regards to the preparation of the LMDGRs and the local capacity development.

Gender mainstreaming: The project will ensure that gender issues are constantly mainstreamed in LDPs and LMDGRs.

IV C. Expected Results

The specific deliverables of this Project are multi-faceted, and multi-dimensional. Through the three years duration, the following results are expected to be achieved will be achieved:

- An M&E system that tracks performance, monitors and evaluates national and local plans implementation, in order to adjust in action plans, change in priorities to ensure that limited resources for local development can be put to "best use", and that negative or unintended impacts can be identified and minimized,
- A National Development Planning Core Team established and capacitated to implement the economic reform package emanating from the Tenth FYP and develop a long-term strategy (until 2015)
- Capacities and skills of technical staff working at the SPC's local planning units on techniques and modeling related to Situation Analysis, identifying vision and objectives for Local Development Plans, resource assessment, resource management, budgeting, monitoring and evaluation, and carry out strategic planning exercises developed,
- A long-term socio-economic strategy developed until the year 2015 that will feed into the Eleventh FYP (2010-2015),

- Local development plans formulated in six pilot governorates
- Local MDGRs produced in six pilot governorates
- Local capacity to implement and monitor local development plans strengthened.

IV D Time Frame

Project work plan will commence operation in February 2008 through February 2011. The section on Strategy Results and Resources Framework (Part V), lists the various activities that will be undertaken over the Project cycle.

Part V. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

- A1 *Strengthening & better targeting social protection*
- B. 1 *Policy and decision-making supported by quality information and analyses*
- B.5 *Planning and decentralization policies and structures enhanced*

Output indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets. Outcome indicator:

Output A.1.2 *Policy recommendations developed based on gender sensitive MDGs, HD, and poverty assessments*

At least 3 local gender sensitive MDG Reports produced and linked to the respective local development plans; B:0; T: 2 local MDGRs in 2008 and 1 in 2009

Output B1. 5 National capacities to monitor and evaluate and implement the economic reform package emanating from the Tenth FY strengthened

Indicator: M&E System for the 10th FYP developed and Implemented.

B: preparatory work for M&E undertaken; **T:** M&E system established and implemented at the national level and in 6 governorates by 2010

Indicator: National Development Planning Core Team (NDPCT) formed and capacitated to implement macroeconomic policies that support the MDGs/HD

B: Such team does not exist (only economic team exists; but with limited capacities); **T:** NDPCT members trained on development economics, strategic planning, fiscal policies, monetary policies by 2009.

Output B5.1 Capacity of local stakeholders, in development planning, coordination and monitoring strengthened

Indicator: Number of development plans formulated in a participatory manner with an M&E system in place (based on the respective local MDGRs)

B: 0 local development plans existed; **T:** 6 development plans formulated with the involvement of all local stakeholders in six pilot governorates by 2010

Project title and ID (ATLAS Award ID): SYR/08/004- "Technical Support for the Implementation of the Tenth Five Year Plan"

Partnership Strategy

The project through its management unit and project board will ensure coordination with all other stakeholders, including Government authorities, UN Agencies, and donors that are working on supporting the government in the implementation the Tenth Five Year Plan and in the localizing of MDGs.

Outputs	Output Targets/Indicators	Indicative Activities	Responsible Parties	Inputs
Output 1: The national Monitoring and Evaluation System to track performance of the FYP operationalized	1.1 Implementation Structures in place	1.1.1 Form a project implementation (managerial and technical) team at the central and local levels 1.1.2 Form the project board	SPC	National Project Director (3000*12*3 = \$108,000) (*) Senior International Consultant (three months every year) 6000*9=\$54,000(*) Researchers 1000*12*3=\$36,000(*) Admin/Finance 600*12*3=\$21,600(*) Secretary 500*12*3= \$18000(*) Driver 250*12*3 = \$9000(*) Internal travel 1,000*6*3=18,000(*) Part-time Communications Officer: 500*12*3=18,000(*) SPC Sub-total 1.1: 282,600 F&A SPC 1.1: 14,130 Sub-total 1.1: 296,730

<p>1.2. The policy and planning framework of the FYP incorporated a result-based Monitoring and Evaluation system.</p>	<p>1.2.1 Conduct a mid-term evaluation for the Tenth Five Year Plan</p> <p>1.2.2 Develop Tool kit and training scheme on M&E</p>	<p>International consultant (30w/d*500)=15,000^(*) Mission cost: 7,000^(*)</p> <p>International consultant 25w/d *500=12,500^(*) National consultant: 1w/m*3,000=3,000^(*)</p> <p>SPC Sub-total 1.2: 37,500 F&A SPC 1.2: 1,875</p> <p>Sub-total 1.2: 39,375</p>
<p>1.3. National observatory of M+E established at SPC and sectoral observatories at ministries and governorates.</p>	<p>1.3.1 Install at SPC the national M+E observatory system: concept, modality, information management, data base, reporting system and link it with the national urban observatory that will be established at the Ministry of Local Administration and Environment</p>	<p>International Consultant: 20*500=10,000^(*) Mission cost: 5,000^(*)</p> <p>SPC Sub-total 1.3: 15,000 F&A SPC 1.3: 750 Sub-total 1.3: 15,750</p>

1.4. M&E national network completed.	1.4.1 Install and implement the M+E system at ministries and local levels 1.4.2 Implement an M+E system at the six pilot Governorates of (Aleppo, Idleb, Deir Ezzor, Quneitra, Sweida, and Daraa)		Local Consultants (4 months) 4*6*2000 = \$48,000 ^(*) IT equipment: 10,000*6=60,000 ^(*) Internal travel & DSA: 500*6*3=9,000 ^(*) SPC Sub-total 1.4: 117,000 F&A SPC 1.4: 5,850 Sub-total 1.4: 122,850
Sub-Total			452,100
Sub- Total F&A			22,605
Sub-Total output 1			474,705
Output 2: Technical capacities within the State Planning Commission and the Economic Team at the Deputy Prime Minister's Office developed to implement the economic reform package emanating from the Tenth FYF	2.1 Wide –range Capacity Development of the SPC for its role as a professional organization	2.1.1 Design a comprehensive training program for the NDPCT 2.1.2 Recruit human capital for training purposes 2.1.3 Bring in external expertise for the hands-on training	International Advisors (30 days each) 30*500* 6=\$ 90,000 ^(*) 7 National Consultants 7*3*2000= \$42,000 ^(*) SPC Sub-total 2.1: 132,000 F&A SPC 2.1: 6,600 Sub-total 2.1: 138,600

2.2. NDPCT's (SPC + economic team) technical skills to implement the economic reform package enhanced	2.2.1 Conduct tailored training courses 2.2.2 Conduct external training courses to build on experiences of other countries	Travel Expenses \$20,000(*) Workshops/ Logistics \$20,000(*) External Training/ Study Tours: 25,000*4=100,000(*) Workshop Cost \$8,000(*) SPC Sub-total 2.2: 148,000 F&A SPC 2.2: 7,400 Sub-total 2.2: 155,400
Sub-Total		280,000
Sub- Total F&A		14,000
Sub-Total output 2		294,000
3.1 Essential Capacity MDG-based local level Planning developed	3.1.1Conduct capacity development training for concerned stakeholders	Training expenses: 6,000 C-2015 mission cost: 5,000 Internal travel: 500*6=3,000 UNDP sub-total 3.1: 14,000 Sub-total 3.1: 14,000
3.2 MDG advocacy at the governorate level with the local government agencies considering the MDGs an essential framework for local planning	3.2.1 Create MDG advocacy showing the need to adopt the MDG framework for Local Development Planning	C2015 mission cost: 3,905 Publications: 6,000 Internal travel: 500*6=3,000 UNDP sub-total 3.2: 12,905 Sub-total 3.2: 12,905

Output 3: Producing MDG Reports in six pilot governorates, namely Aleppo, Idleb, Deir Ezzor, Sweida, Dara'a, and Quneitra, and linking them to their respective local development plans;

<p>3.3 Governorate-level MDGRs produced with participation of all stakeholders (UNCT, government, CSOs and the public).</p>	<p>3.3.1 Prepare and launch reports</p>	<p>National consultant(s): 2,000*6=12,000 Internal travel: 500*6=3,000 Publications \$1,000*6=6,000, International consultants 1*20*500=\$10,000 C2015 mission cost 5,000 Technical committees 1,500*6=9,000 Internal travel: 3,000 Workshop/training expenses \$10,000 Translation \$500*6=3,000 UNDP sub-total 3.3: 61,000 Sub-total 3.3: 61,000</p>
<p>Output 4. Formulating local development plans in the six pilot governorates</p>	<p>4.1 Situation analysis for formulation of the local development plans in the six governorates completed and the necessary institutional arrangements put in place</p> <p>4.1.1 Set-up and define roles of local working groups at each governorate</p> <p>4.1.2 Set-up local Research Team to write background papers for situation analysis.</p> <p>4.1.3 Set-up Surveys Groups and conduct field work including (Rapid Urban Sector Profiles).</p>	<p>Sub-Total output 3 87,905</p> <p>National consultant(s):2,000 *3 w/m=6,000(*) Internal travel 1,000*5=5,000 Internal travel (Deir Ezzor) 1,000*1=1,000(**) Part-time Local project coordinator: 400*12*5=24,000 Part-time Local project 400*12*1 (Deir Ezzor) =4,800(**) Local Research Groups. 10,000*5=50,000</p>

<p>4.2 Institutional and technical capacities of local authorities in formulating local development plans in the six governorates developed</p>	<p>4.1.4 Establish local data bases.</p>	<p>Local Research Groups 10,000*1(Deir Ezzor)=10,000(**)</p> <p>Local Survey Groups. 2780.5*6=16,686(*)</p> <p>International/UN-HABITAT mission cost: 8,256 (**)</p> <p>IT consultant(s): 2,000*6=12,000(*)</p> <p>UNDP sub-total 4.1: 79,000 SPC sub-total 4.1: 34,686 AECI sub-total 4.1: 24,056 Sub-total 4.1: 137,742 F&A SPC 4.1: 1,734 F&A AECI 4.1: 1,684</p> <p>Sub-total with F&A 4.1: 141,160</p>
<p>4.2 Institutional and technical capacities of local authorities in formulating local development plans in the six governorates developed</p>	<p>4.2.1 Design a training program/manual for various phases of local plan formation, (materials, manuals, models ...) of local development plan.</p> <p>4.2.2 Conduct training courses for local teams</p>	<p>International consultant (Technical fees and mission cost) : 15,000(**)</p> <p>National consultant : 3,000*2 w/m=6,000(**)</p> <p>Internal tavel : 3,900(*)</p> <p>National consultant: 2,000*3 w/m=6,000(**)</p> <p>Internal travel:</p>

	/SPC/ MoLAE governorates on formation of local development plans.	<p>1,000*6=6,000^(**) Training expenses: 2,000*5=10,000 Training expenses (Deir Ezzor): 3,000*1=3,000^(**)</p> <p>National consultant: 2,000*5=10,000 National consultant (Deir Ezzor): 2,000*1= 2000^(**)</p> <p>SURF mission cost: 1,106^(**)</p> <p>UNDP sub-total 4.2: 20,000 SPC sub-total 4.2: 3,900 AECI sub-total 4.2:39,106 Sub-total 4.2: 63,006</p> <p>F&A SPC 4.2: 195 F&A AECI 4.2: 2,737</p> <p>Sub-total with F&A: 4.2: 65,938</p>
4.3 local Development plans completed.	4.3.1 Formulate the local development in the six governorates in a participatory approach engaging all concerned stakeholders	<p>Internal travel: 1,000*5=5,000 Internal travel (Deir Ezzor): 2,000*1=3,000^(**)</p> <p>publication/reporting cost: 2,000*5=10,000 publication/reporting cost (Deir Ezzor): 2,000*1=2,000^(**) workshop expenses: 1,000*5=5,000</p>
4.3.2 Publish the six local development plans		

<p>Output 5: Long-term socio-economic strategy developed in preparation for the formulation of the Eleventh Five-Year Plan (2011-2015)</p>				<p>workshop expenses (Deir Ezzor): 2,000*1=2,000 (**)</p> <p>UNDP sub-total 4.3: 20,000 AECI sub-total 4.3: 7,000 Sub-total 4.3: 27,000</p> <p>F&A AECI: 490</p> <p>Sub-total 4.3 with F&A: 27,490</p>
<p>Sub-Total</p>				
<p>227,748</p>				
<p>6,840</p>				
<p>Sub-Total output 4</p>				
<p>5.1 Long range perspective strategy with quantitative targets formulated.</p>		<p>5.1.1 Collect and analyze all research and sectoral papers that were conducted within the framework of 2025 vision project and identify any gaps</p> <p>5.1.2 Develop a socio-economic strategy building on the sectoral papers prepared by the Syria 2025 vision</p>		
<p>National consultants/team: 2,000*3 w/m=6,000 Senior International consultants: 15,000*3w/m=45,000 Mission cost: 15,000 Workshop expenses: 5,000 SURF mission cost: 2,000</p> <p>UNDP Sub-total 5.1: 73,000</p> <p>Sub-total 5.1: 73,000</p>				

	stakeholders	
5.2 Methodology and approach for the formulation of the Eleventh Five-Year Plan defined	5.2.1 Based on the long-term strategy, hold brainstorming sessions to agree on the approach and the overall priorities that will be adopted in the preparation of the Eleventh Five Year Plan	International consultant: 500*17=8,500 Mission cost: 4,000 Workshop expenses: 2,500 UNDP Sub-total 5.2: 15,000 Sub-total 5.2: 15,000
Total		88,000
Total F&A		1,135,753
Budget Total		43,445
		1,179,198

Note:

- Budget inputs with an asterisk sign next to them are those that will be funded by the SPC.
- Budget inputs with two asterisks sign next to them are those that will be funded by the AECI (Government of Spain).

Part VI. Management Arrangement

The project will be nationally implemented by the State Planning (referred to as the implementing partner) in accordance with the established UNDP rules and procedures. The SPC will be responsible for the overall implementation of the project and for ensuring that the day-to-day activities are implemented in accordance with the work plan. It will also be responsible, together with UNDP Country Office, for supervising project staff and consultants and ensuring, that proper equipment is in place and coordination of events. The implementing partner will be responsible for negotiating with the six governorates in order to provide in kind contribution of office space, facilitation of contacts, access to information and resources in the governorates and allocation of national and local counterparts. Staff of the implementing partner will support the project as part of the capacity development requirements.

A Project Board (PB) will be established to monitor the project's progress towards results. The PB will be headed by the Deputy Prime Minister for Economic Affairs and consist of representatives from the State Planning Commission, the Ministry of Local Administration and Environment and UNDP. Representatives of the six pilot governorates will be invited to the PB meetings as deemed necessary and relevant. The PB should meet at least once every year to review the progress of the project and provide policy level oversight for its implementation and/or revision, or as need be (*TORs of the PB are attached as an annex 3 to this document*).

A National Project Director will be recruited according to UNDP rules and procedures and will be responsible for the day-to-day management and decision-making for the project. S/He will also be accountable for the implementation of all the activities of the project, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems and monitoring and evaluating the project's overall progress. S/He will be accountable to the PB, and any changes in the milestones and outputs of the project will be discussed with and agreed upon by the PB.

The NPD will head the project Central Management Team, which will also include Technical Consultant(s), Researcher(s), Research Assistant(s), IT specialist(s), Accountant(s), Secretary(ies) and Driver(s) as needed. All staff and other short-term staff hired if needed, will be recruited by UNDP according to its rules and regulations.

Each of the six pilot governorates will have a part-time Local Project Coordinator (LPC) who will report directly to the NPD. S/He will be in charge of the preparation of a detailed work plan based on the plan provided in this document, implementation of the project activities in the respective governorates, coordinating among all local payers and stakeholders who will be involved in the preparation of the local development plans and the Local MDG Reports, reporting the day-to-day activities and progress of the project and submitting monthly progress reports to the NPD. He/She will also be responsible for managing the project's finances in the respective governorates according to UNDP rules and regulations and to acceptable, standard financial management rules and regulations and for maintaining all documentation related to the project. The LPC is

accountable to familiarizing himself/herself with UNDP rules and procedures necessary for implementation of the project.

Cooperation will be ensured with the Central Bureau of Statistics for the provision of available indicators necessary for the preparation of the MDGs reports from its own resources on one hand, and on the other for verification of the methodologies of indicators acquired through other sources in order to include them in the report. An international expert will be recruited over the project's implementation to provide technical assistance to this component.

The purchase of non-expendable equipment and services will be done by UNDP according to its rules and regulations. An Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered as requested by National Project Director and 6 governorate local project coordinators. The request should be based on a procurement plan submitted along with the work plan. These fees will be charged based on the latest update of the UNDP Universal Price List

Planning and management of implementation will be governed through approved annual work plans, with schedules defined either monthly or quarterly. The approved annual work plan, once endorsed by SPC and UNDP, will be the instrument of authorization to the Project Team to implement.

The Project Team will be subjected to monthly, quarterly and annual reporting and review requirements. These reviews will reassess, if appropriate, the work plans. These reviews are intended to create the necessary conditions for effective and efficient execution as well as implementation.

Part VII. Monitoring and Evaluation

The Project management and the Government counterpart SPC will be responsible for delivering the outputs of the project, the implementation, input management, and sound administrative management. The National Project Director will develop and submit a detailed project work plan, a procurement plan at the outset of the project, quarterly financial reports, and quarterly progress reports to the UNDP country office. The report should include two sections, namely project implementation and project performance. It should receive inputs from Deliverable Descriptions, Outputs Definitions, Quality Log, Issues Log, and Risks Log. Additionally, an annual progress report (APR) and a final project review report at the end of the project will be submitted to UNDP. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs.*

⁵ These reports will be prepared in line with the UNDP updated rules and regulations and the templates included in the user guide 2006 (<http://content.undp.org/go/userguide/results/project/>)

The Project Board will meet on a regular basis in order to take stock of the progress of the project. All stakeholders will also participate in a Final Review Meeting at the end of the project duration, where a Final Project Review Report highlighting the main achievements, results, and lessons learned will be reviewed and discussed. A number of field visits should take place by UNDP CO during the life of the project, to ensure proper implementation of the project. The project is subject to auditing at least once in its lifetime, in accordance with NEX regulations.

Risks and Opportunities:

Successful implementation of this national project will depend in large part on establishing close and collaborative working partnerships with the concerned line ministries, the Central Bureau of Statistics (CBS) and the governorates. Since the principal interlocutor for UNDP in government is SPC, there is a need to ensure this coordination for the effective implementation of the project's outcomes.

This project also presents opportunities for UNDP and the UNCT. Insofar as national/local planning decisions, this national initiative should enable the UNCT to have a stronger role in leveraging joint programming resources and forming closer working partnerships with other development partners at the country level within the framework of the UNDAF.

Risks Associated with implementation can be identified as follows:

- Operational: The processes of recruitment and procurement are time consuming and may cause delays in implementation.
- Organizational: Coordinating among the line ministries involved in the project at both national/local levels.

However, these risks have been assessed during the project's formulation and discussions held with major stakeholders. SPC is very committed to ensuring the timely delivery of the project's activities including the speedy recruitment/release of SPC staff and other necessary project staff.

Part VIII. 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 Programme, signed by the parties on 12 March 1981. The host-country implementing unit 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:

- Revisions in, or additions of, any of the annexes of the project document.
- 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
- **Mandatory annual revisions, which re-phase the delivery of agreed project inputs or expert or other costs due to inflation or take into account expenditure flexibility.**

Annex 1: Localizing the MDGs Concept

References

- Inter-Regional Initiative: "Engaging Government and Civil Society in MDG Localization." United Nations Development Programme, Bureau for Development Policy, Poverty Group, MDG Cluster Activity, Project Document (Proj. ID 50898)
- The UNDP How-to-Guide to MDG-Based National Development Strategies, Section 3: Taking the MDGs to the Local Level <http://mdg-guide.undp.org>
- Jan Vandemoortele, Leader, Poverty Group, "Can the MDGs foster a new partnership for pro-poor policies?", UNDP, June, 2004.
- United Nations Development Programme, Bureau for Development Policy, Capacity Development Group, Capacity 2015 Programme Document on Localizing the MDGs.
- [UNDP Capacity Development Practice Note](#)
- [UNDP Capacity Assessment Practice Note](#).
- United Nations Development Programme, Bureau for Development Policy, Cross Practice/Capacity Development/Crisis Prevention & Recovery/Democratic Governance/Energy and Environment/HIV/AIDS/Poverty, "Localisation of the Millennium Development Goals" Cross-Practice Project
- UNCDF Information on Local Level Development
- UNDP Civic Engagement Sub-Practice (Poverty Group)
- UNDP Decentralization and Local Governance Sub-Practice (Governance Group)
- UNCDF & Local Development: http://www.uncdf.org/english/local_development/index.php
- Toolkit on Localising the MDGs:
<http://www.capacity.undp.org/index.cfm?module=Library&page=Document&DocumentID=5669>
- UNDP and CSOs: A Policy Note on Engagement: <http://www.undp.org/poverty/docs-civilsociety/UNDP%20CSO%20Policy.pdf>
- UNDP Practice Note on Decentralised Governance for Development: A Combined Practice Note On Decentralisation, Local Governance, and Urban/Rural Development: http://www.undp.org/governance/docs/DLGUD_PN_English.pdf.
- UN-HABITAT's guide book: "Localising the MDGs: A guide for municipalities and local partners"

Annex 2: The Capacity Development Concept

I. Capacity Development Objectives

Strengthening the capacities of the relevant local government ministries and departments on MDG formulation, monitoring and reporting in order to enable them to better coordinate all social development efforts, ensure the integration of the multi-dimensional aspects of sustainable human development and the MDGs in development policies and planning, and the ability to translate global MDG targets into action, and monitor progress towards achieving the MDGs. It is hoped that the capacity development interventions will create the enabling environment for localizing the MDGs at the Municipal Federation level.

II. Expected Results of the Capacity Development Intervention:

- To gain capacity on strategic planning and localizing the MDGs
- To gain capacity on formulating MDG-based local development plans
- To gain knowledge on how to formulate an MDGR at the local level
- To unify concepts/definitions to assist in planning
- To gain knowledge on poverty definitions and measurements
- To understand the definition of partnership and its relevance
- To reduce the discrepancies among governorates
- To lay the foundations for establishing comprehensive MDG data base

III. Proceedings of the Advocacy Workshops

- Why is Capacity Important to Achieve the MDGs?
- The Millennium Development Goals. International Commitment for Development
- Analysis of the MDGs
- Methodology of Calculating the Local MDGs Indicators
- Discussion of poverty indicators and the poverty line
- Gender Analysis and Gender Mainstreaming
- General awareness on HIV/AIDS and nutritional issues
- Capacity Deficits & Enhancing Statistical Capacity
- Review of the National MDGR
- Localizing the MDGs and Local Governance

IV. The National & Local Context

- Analyzing the National and Local development context
- Identifying major challenges and strengths for achieving the MDGs at the local level
- Presentation and discussion of the National MDGR findings and recommendation

V. Operationalising the MDGs

- Discussing & exploring the feasibility of the formulation of MDG-based local development plans
- Ensuring stakeholders participation and consensus

VI. Localizing Targets and the Consultative Participatory Processes

- Reasons for localizing MDG targets
- Integration of MDGs in local development planning

VII. Capacity Development

- Introduce a framework for capacity development
- Identify gaps in local capacities
- Develop MDG Statistical Capacities: Assess data availability for monitoring MDGs working with inequalities hidden by data
- Poverty measurements and targets

VIII. Mainstreaming

- Gender mainstreaming into the MDGs
- Mainstreaming HIV/AIDS into MDG targets

MDG-based Capacity Development:

- The local, national and international context of development and the MDGs.
- Methodologies for strategic planning and integration of the MDGs into planning processes.
- Instruments and methodologies for policy and programme implementation (e.g. project cycle management, logical framework approach, leadership for development, stakeholder analysis, project costing and budgeting, gender mainstreaming, gender budgeting, pro-poor analysis, environmental mainstreaming, etc.).
- Systems for policy and programme monitoring and evaluation (e.g. results-based management, monitoring and evaluation system development, methodologies to evaluate results and assess policy and programme impacts, setting of benchmarks and success indicators, etc.).
- Particular attention will be devoted to ensure that gender issues and local communities' needs are constantly mainstreamed while formulating, implementing, and monitoring policies and programmes.

Annex 3: Terms of Reference of the Project Board

The Project Board (PB) is the group responsible for making executive management decisions for the project when guidance is required by the National Project Director (NPD), including approval of project revisions. project assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the NPD. This group is consulted by the NPD for decisions when project tolerances have been exceeded. The PB will be composed of senior representatives of the State Planning Commission, Ministry of Local Administration and Environment, Ministry of Finance, the six pilot Governorates, and UNDP.

The PB is responsible for the project assurance. The PB can delegate this responsibility to the Project Assurance role which supports the Project Board and the PB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed and UNDP designates a person to provide this oversight, which is mandatory for all projects. The NPD and Project Assurance roles should never be held by the same individual for the same project. The UNDP pertinent Team Leader typically holds the Project Assurance role.

- **Composition:**
 - Implementing Partner Head or Minister
 - UNDP RR or Deputy Resident Representative
 - Head or Deputy Head of SPC
 - Responsible Parties

UNDP and the implementing partner issue invitations jointly to the meeting.

- **TORs:**
 - Agrees on annual work plan and approve quarter work plan including approval of resources (financial and human) needed for quarter period.
 - Facilitate the work of project director visa vie other agency
 - Agree on any necessary step needed for better project implementation
 - Review financial audit report
 - Review quarter progress report
 - Ensure that Government funds are made available when needed by taking proactive steps and prerequisites for release of funds
 - Ensure that there is a clear and unambiguous decision-making process with the relevant governmental bodies for project implementation so that project activities are implemented well
 - Review APR reports
 - Attend TPR meetings
- **Frequency of Meeting:**
 - Minimum meets once per year or as need be. UNDP or the implementing partner can call for a meeting

Annex 4 Terms of Reference - National Project Director

Duration: 1 year, Subject to extension

Background: The ultimate objective of the project "Technical Support for the implementation of the Tenth Five Year Plan", is to provide technical assistance and develop the capacity of government counterparts (SPC and other line ministries) to execute policies and project assigned for the 10th FYP.

Objective: The National Project Director (NPD), working in close cooperation with the UNDP (the executing agency) and the State Planning Commission (the implementing agency), is responsible for delivery of the project outputs as per the Project Document and in accordance with UNDP rules and regulations.

Responsibilities:

- a) Assume overall responsibility for the successful execution and implementation of the project towards achieving the outputs as per the Project Document.
- b) Represent the project at Steering Committee Meetings and Tripartite Reviews.
- c) Ensure the adherence of project activities to the approved project work plan.
- d) Ensure the proper use of project resources.
- e) Ensure that UNDP rules and regulations for nationally executed projects are implemented in all project activities, including procurement and recruitment.
- f) Represent the national executing agency at project and annual reviews.
- g) Support resource mobilization efforts to increase resources in cases where additional outputs are required;

The National Project Director will be assisted by a Technical Manager and other Technical and Administrative Staff in fulfilling the following responsibilities:

Management:

- a) Supervise the work of the Technical Manager and Administrative staff, project work teams, Consultants and sub-contractors.
- b) Manage the project's financial resources to achieve the completion of

project outputs.

- c) Manage the project's material resources, ensuring that vehicles, office equipment, furniture, etc are properly maintained and used correctly for implementation of project activities. Ensure that the required work plan is prepared and updated in consultation and agreement with UNDP and distributed to the Government (SPC)
- d) Initiate and administer the mobilization of project inputs under the responsibility of the executing Agency.
- e) Support to media/communications work of the project;
- f) Ensure that UNDP is invited to all stake holder meetings.

Technical:

- a) Identify and locate, in consultation with UNDP, the services needed to move the project along, and
- b) Prepare terms of reference and contracts according to UNDP authorized procedures
- c) Arrange, in consultation with UNDP, the recruitment of project professional and support staff in line
- d) With approved recruitment processes.
- e) Prepare annual and detailed quarterly work plans;
- f) Obtain approval from UNDP on annual and quarterly work plans during their preparation and present
- g) The final work plans to the Project Steering Committee for approval.
- h) Prepare papers for the project steering committee.
- i) Prepare funding proposals if required.
- j) Draft technical and other documents as required.
- k) Share with UNDP draft document and outputs for comments, as well as final products.
- l) Develop mechanisms for updating stakeholders on progress of project.
- m) Participate in all project meetings and annual reviews.

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, SPC and other ministries and local authorities and other partners on behalf of the project.

- c) Ensure that the Government inputs for the project are available;
- d) Liaise with the UNDP Programme Officer on daily/weekly basis to ensure proper monitoring and realization of results.
- e) Liaise with UNDP staff to organize the annual review, evaluation missions and project visits.
- f) Liaise with various stakeholders (academic, media, government, donors, etc).
- g) Lead efforts to build partnerships for the support of outcomes indicated in the project document.
- h) Support resource mobilization efforts to increase resources in cases where additional outputs and outcomes are required.

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 (Le. 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; facilitate and cooperate with audit requirements at all times, as required

Reporting:

- a) Progress towards achieving outputs:
 - Quarterly reports of progress on project activities for each of the activities listed for that quarter in the annual and quarterly workplans. - Annual project reports (APRs).
 - A Terminal Report at the end of the project, in the approved UNDP format.
 - Technical, policy and briefing papers as requested by UNDP and the executing agency.
 - Any reports requested by UNDP for the TPR meeting (Tripartite

Review).

b) Financial reporting:

- Quarterly financial reports, in the approved UNDP format.
- Annual financial reports, in the approved UNDP format.
- Final financial report at the end of the project, in the approved UNDP format.

Reporting Line:

Contractually to the UNDP Resident Representative and technically to both UNDP and the Implementing Partner.

Evaluation:

The renewal of contract will be based on satisfactory midterm and final performance evaluation by UNDP and the executing agency.

Duration of Contract: Annual contract, subject to confirmation after three months.

Qualifications:

- The NPD should be a Syrian National with at least 10 years management experience, with at least some experience socio economic and development planning as the NPD will need to guide the work of Technical staff; Management experiences should preferably be in development work or at least in working with government
- A higher degree in Economics or other social science fields, preferably from a reputable overseas university;
- And have excellent spoken and written English in addition to Arabic.

Salary: The salary will be based on UNDP salary scales.

Annex 5:

Table demonstrating the best estimate of remaining funds (by source of fund) from Projects “Capacity Development of the SPC and Assistance in the Formulation of the five-year Plan – SYR/05/005” & “Technical & Logistical Support to the Implementation of the 10th Five-year Plan of Syria (TLSI) - SYR/05/018” that will be incorporated into the budget of this project “Technical Support for the Implementation of the Tenth Five Year Plan” SYR/08/004.

Project	Fund	Remaining Programme Cost-sharing funds	Remaining SPC funds	Remaining UNDP funds	Remaining Total Amounts
Capacity Development of the SPC and Assistance in the Formulation of the Five-Year Plan (SYR/05/005)		137,163.62	257,970.43	10,327.11	405,461.16
Technical & Logistical Support to the Implementation of the 10th Five -year Plan of Syria (TLSI) (SYR/05/018)		0.00	69,711.14	616.56	70,327.7
TOTAL		137,163.62	327,681.57	10,943.67	475,788.86