



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

Project Title:

***“Enhancing Civic Engagement in CSR through
Inclusive Growth based Civic-Private Sector Partnerships”***

Project No.

SYR/08/001

Brief Description

The Programme aims at achieving inclusive growth through enhancing civic engagement and introducing UN Global Compact to leading Syrian businesses and NGOs and utilizing corporate citizenship in assisting the development of the local community. In this regard, the Programme will build on and complement the key role that UNDP Syria, and its partners will be playing in establishing a Business Platform where socioeconomic development players can come together for the first time in Syria. The Programme will use the said Platform to build capacity of those NGOs who will be identified in consultation with the Ministry of Social Affairs and Labour to have a substantive role in the civil-private development vehicle.

The Programme Outputs will be:

1. Inclusive Growth concept promoted and applied through effective NGOs facilitation between the private sector and local communities using CSR as entry point.;
2. Three Assessment studies concerning Human Rights, Labour Conditions, Corporate Environment Impact, and Anti-Corruption Measures conducted and launched through the GC framework; and
3. Global Compact, with full participation of all stakeholders, launched in Syria and Local Global Compact Network is established.

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Country: Syrian Arab Republic

UNDAF Outcome(s)/Indicator(s):
(Link to UNDAF outcome., If no UNDAF, leave blank)

Outcome 2: A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups.

MYFF Goal No.2: Fostering Democratic Governance
S/L 2.5: E-governance and access to information

Expected Outcome(s)/Indicator (s):
(CPAP outcomes linked to the MYFF goal and service line)

Expected CPAP Outcome

B.3. An empowered civil society involved in local community development and implementation of public policies, planning and programmes in place

CPAP Outcome Indicators

Expected Output(s)/Annual Targets:
(CPAP outputs linked to the above CPAP outcome)

Implementing Agency:

State Planning Commission

Responsible parties:

Ministry of Labour (NGOs) , Ministry of Economy & Foreign Trade (Private sector)

Programme Period: 2007-2011
Programme Component: Fostering inclusive participation
Project Title: "Enhancing Civic Engagement in CSR through Inclusive Growth based Civic-Private Sector Partnerships"
Project ID: SYR/08/001
Project Duration: 12 months
Management Arrangement: NEX

Total budget: US\$ 230,000.00
Allocated resources:
• DGTTF US\$ 230,000.00

Agreed by: H.E. Dr. Tayssir Al-Raddawi
Head of the State Planning Commission
On behalf of the Syrian Government

Date: 12/2/2008

Agreed by: H.E. Dr. Tayssir Al-Raddawi
Head of the State Planning Commission
On behalf of the Implementing Agency

Date: _____



Agreed by: Mr. Ahmed Rhazaoui
Officer in Charge – UNDP
On behalf of the United Nations Development Programme

Date: _____

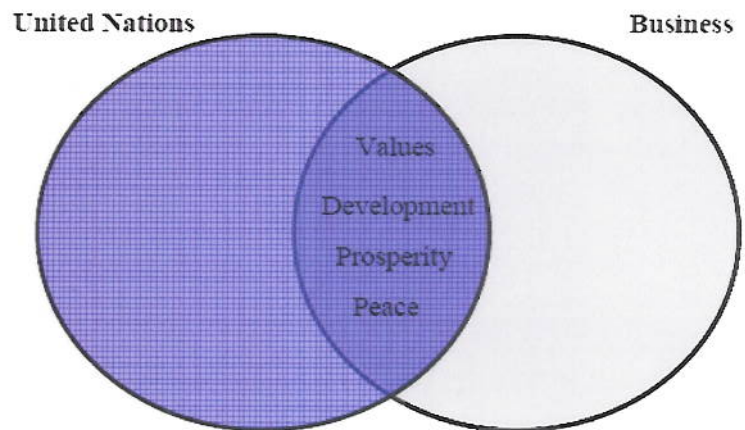
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Part I. Situation Analysis

As Syria enters a new phase of revolving economic prospects and socio-economic reform through initiatives prioritized and adopted by the Government in its 10th Five Year Plan, private sector and civic engagement in the development process become urgent issues. Given its multilateral and politically neutral approach, UNDP has been entrusted by the Syrian government to partner in working and breaking the ground in the empowerment of the private sector and civic engagement to ensure that the socio-economic reform process promotes pro-poor and inclusive growth. This new era in Syria has also conceived the promotion of the NGO sector, which has been actively supported by UNDP through several innovative interventions, including empowering NGOs through capacity building and joint efforts in advocating human development.

The Global Compact is the world's most inclusive voluntary initiative to promote responsible corporate citizenship and ensure that business, in partnership with other societal actors, plays an essential part in achieving the shared goal of a more sustainable and equitable global economy. The UN Global Compact (GC) aims to bring business together with UN agencies, labour, NGOs and governments to advance ten universal principles in the areas of human rights, labour, environment and anti-corruption, as well as Corporate Social Responsibility (CSR) principles.



Through mainstreaming the GC ten principles in corporate business and civil activities in Syria, the programme aims to catalyze actions in support of diffusing broader UN goals such as the Millennium Development Goals (MDGs) and UNDP human development strategies and values in the Syrian emerging market economy on a wider level. The said efforts will foster the production of more corporate activity, where civil-private partnership is necessary for the increasing overlap of business interests with development objectives.

Furthermore, the one year Programme will plant the seeds for practical manifestation of good corporate citizenship and underscore donors' commitment to societal change, human rights, women's and vulnerable group participation and impact on decision making. Through frank, detailed and practical examination, this initiative will move the civil-private partnership concept beyond the superficial to become a valuable business driver and achieve social and environmental goals that neither party would be able to tackle successfully on their own. The Programme will focus on interactive processes and inclusive communication for the purpose of civic engagement, which is based on volunteerism and acknowledgement of the people and organizations who contribute their time and knowledge to civil work.

The project responds to UNDAF outcome No. 2 - A socio-economic environment in place that enables sustainable growth, employment equity and protection of vulnerable group; as well as to CPAP outcome B. 3 an empowered civil society involved in local community development & implementation of public policies, planning & programmes in place .

Considering the socio-economic development process in Syria, it is inevitable that the private sector should play a leading role in boosting the economy and ensuring social stability through generating job opportunities. As a strong partner, the private sector can support the development of local communities on a win-win basis. The private sector can closely touch on the grassroots' needs and can reach to areas where the Governments cannot. In partnership with the civil society and NGOs, the private sector can maximize its role in reducing poverty, promoting good governance and enhancing the clean environment concept.

In line with the above, the Private sector in Syria contributed in the development processes in the country through taking initiatives in enhancing the business environment at both levels. At the policy level, the private sector worked on identifying the challenges that are facing the flow of Foreign Direct Investment into the country. This has been achieved through a group of private companies that aimed at contributing to facilitating trade and investment in the country. The challenges were discussed openly in a meeting with respective national authorities and several important recommendations were adopted by the government which should result in improving the investment climate. At the institutional level, the private sector contributed in enhancing the business environment through establishing several training centers in management and leadership for SMEs and vocational training for unskilled labour in order to increase their employability and upgrade their competencies. There are many other initiatives in the area of health, education and social development which all fall under the corporate social responsibility.

Part II. Global Compact Principles and NGOs

When it comes to civil society organizations (NGOs), one of the challenges in the region is to enhance the coordination and networking among these organizations so that they can promote an effective exchange of ideas, experiences, and capacities that can enhance development activities and promote development outcomes. Within the Syrian context, the Ministry of Social Affairs and Labour is the national party that is directly responsible for the NGOs including any coordination of activities with other parties.

The cooperation between the United Nations and NGOs, globally, goes back to the foundation of the UN, and has expanded as the scope and mission of UN projects have also evolved. Following the UN's principles of pluralism and participation, NGOs have become an integral part of applying a new more dynamic people-centered approach to development, where NGOs can participate alongside government and the private sector in initiating projects to serve the social and humanitarian needs of their communities and acting as advocates for their communities to better articulate and direct development initiatives.

Partnerships with NGOs are pivotal for mobilizing public opinion and awareness for the MDGs. In countries across the world, civil society groups have a special interest in one or more of the MDGs. Many have a proven capacity for broad-based mobilization and delivering on development projects efficiently in support of government institutions— skills that will be essential to placing the MDGs at the heart of national debates and development priorities. The role of NGOs is crucial not only in campaigning for the goals, but in preparing the analysis for MDG reports, and monitoring progress to generate and sustain political momentum and public interest; the GC themes are in the meant of the MDGs.

In 2006, the Syrian Government initiated the 10th Five Year Plan (10th 5YP) which introduced a focused commitment to the empowerment of civil society, particularly in the area of social development. As emphasized in the Plan, Syria's development track is moving on transitioning from a centrally-planned economy into a social market economy through broad-based, long-term multi-sector reform. According to the vision of the 10th 5YP, the transition process will be guided and motivated by the inclusion of all levels of government, as well as the inclusion of the private sector and civil society organizations in the national development agenda. As such, there is a significant attention given to the role and the development of civil society organizations, and in particular to the NGOs sector, as a means to achieving increased citizens' participation in socio-economic development, localizing development efforts, empowering communities and enhancing social responsibility.

In addition, the 10th 5YP identifies several issues facing Syrian NGOs, mostly relating to weaknesses in their organizational and professional structures, specifically in terms of their administrative and managerial systems. This is particularly relevant to cooperation and expansion of activities among organizations in Syria.

In light of this, the 10th 5YP recommended a series of short and long term goals to address the social and legal situation impacting on NGOs' effectiveness. Among the stated goals of the 10th 5YP are the following:

- Providing supportive environment to the civil society to perform its role in the decision making process;
- Ensuring that civil society is participating in social justice and poverty alleviation programmes;
- Enhancing civil society participation in social and economic development process; and
- Developing a networking system that links civil society, state and market.

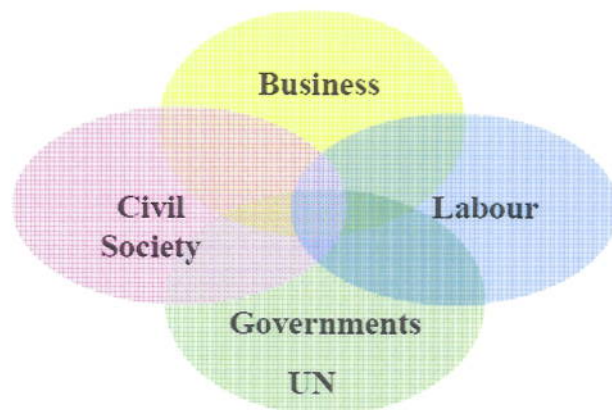
Furthermore, and within the 10th 5YP, the role of NGOs in achieving the MDGs was emphasized. As recognized internationally, the MDG's are a people-based mechanism to achieving long term development goals. There is a stake for all to take ownership of the issues on a local grassroots level, and to ensure a greater broader-based participation encompassing all.

In order to ensure that national development initiatives are yielding their expected results, synergies between the state, the private sector, and civil society organizations should be achieved. This synergy assumes that both the state institutions and civil society organizations have the capacity to organize and coordinate their efforts. While this is happening at the national level, impacting on the capacities of State institutions through on-going national reform initiatives, it remains absent when it comes to developing the capacities of civil society organizations, especially NGOs.

Serious attention needs to be dedicated to developing the capacities of this sector to enable it to undertake an effective role in the national development process. In other words, it is important at this stage to focus on a rigorous capacity development process to up-scale the capacities of NGOs.

This will enable NGOs to develop from strictly charity-based organizations into national partners in the development process undertaken by the Syrian government, in cooperation with UNDP and other partners.

The empowerment of civic dialogue and active engagement through CSR partnerships between the private sector and NGOs is a cutting edge initiative in Syria. The Programme positions UNDP as the leader in pushing the frontiers to build capacities for implementing GC CSR principles and address local community development needs. In addition, the said process will give NGOs a groundbreaking empowerment opportunity through inclusive participation. Next are the 10 principle of the Global Compact.



The Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Part III. Previous and Ongoing UNDP Interventions

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

The first and 2nd MDG reports were published in June 2003 and September 2005 respectively. Both reports highlighted the progress made by Syria in several of the goals, especially those related to health, education and women empowerment. They 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.

B. Towards Changing the Mind-Set for Competitiveness:

This ongoing project supports the private sector through assisting in the dissemination of accurate information of value-chain analysis of major industrial 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. Through this project, Syria has been placed for the first time in the International and Arab competitiveness reports issued by the World Economic Forum.

C. Support to the Business Innovation and Development Center in Deir Ezzor:

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 Syrian SMEs and local Syrian entrepreneurs to meet their business development and technical needs, thereby increasing employment generation and sustainability in the region.

D. 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 IV. Partners

a. Government Strategy

The last couple of years, the Government of Syria (GoS) attached a great importance to the role of the private sector in the socio-economic development process as strong partners. Furthermore, the GoS has also identified the importance of engaging the NGOs as effective tools to reaching the local communities and enhance their participatory approach towards achieving local development. The interest of the Government in strengthening the role of NGOs is revealed through the increased number of NGOs that were established within the last three years as well as a wider margin allowing them to play a role in the development of the country.

b. UNDP Strategy

The proposed Programme will enhance the role of the private sector in the social development through adopting the themes and principles of the Global Compact vis-à-vis fighting corruption in business and trade environment, preserving the labour rights and fighting all kinds of discrimination in their companies, as well as, contributing to green environment through applying clean technology in their industries. The private sector will also contribute to the economic development process through maximizing its role in the development of the local communities by promoting the Corporate Social responsibility.

In full coordination and consultation with the Ministry of Social Affairs and Labour, the Programme will also contribute to increasing civic engagement by supporting the collective engagement of the NGOs to partner with the private sector in implementing the CSR concepts, for the benefits of both the private sector and the development of local communities. The Programme will also upgrade the capacities of all stakeholders and establish a framework of Business National Advisory Committee. The Committee will empower those NGOs that will be selected in agreement with the Ministry of Social Affairs and Labour, to act as the GC sustainability pulse for the private sector, providing inputs, feedback, and guidance that would ultimately lead to the participation of NGOs in the formulation and implementation of GC CSR programs.

Through a portfolio of projects, UNDP aims at supporting the GoS in achieving the MDGs, including poverty alleviation and good governance, through several important initiatives including enhancing Syrian business environment and supporting women empowerment as well as supporting the development of local communities and maximizing the role of NGOs through stronger civic engagement in the development reform process.

UNDP's practical role in launching the Global Compact is catalytic to the process and involves initiating the building of a viable, self-sustaining local network that is business-led. UNDP strategy will be to fulfill different roles that will change over time as the process gets underway and specific, depending on the local context.

At the same time, UNDP will have to create space for companies to engage in partnership projects in support of UN development goals, using the GC partnership as the engagement mechanism.

UNDP Syria Country Office will have a short-term lead and catalytic role and is aware that the launch of a local GC network is nevertheless a lasting commitment. After transferring its coordination role, UNDP CO will find ways to stay linked to the partnership aspect of the GC network and that connectivity should secure identifiable opportunities for partnership projects.

Part V. Project Strategy

GC challenges the private sector to take a stand on human, labour, and civic rights in Syria as well as working against all forms of corruption. It enables a policy environment whereby the private sector would be involved in the development dialogue. The Programme will set the grounds for a National cooperation concept between the civil society and the private sector to improve governance and the local community's living conditions and standards where they become productive, gender sensitive, agents in the socio-economic development cycle. The Programme outputs plant the seeds for an effective role of the civil society in the development efforts within the context of greater participation from and sponsorship of the private sector.

Within a NGO National Advisory Committee which will be identified in coordination with the Ministry of Social Affairs and Labour, NGOs and businesses will receive support to jointly implement community development programs as well as assist private sector organizations in improving their corporate governance and business processes through compliance with CSR principles.

UNDP CO will also promote partnerships and expand programming with support from the private sector towards the realization of the MDGs. Two areas—Damascus and North-Eastern region including Aleppo and Deir Ezzor – will be focused on in the GC advocacy efforts. The said two areas were chosen according to the feasibility of Programme coverage within twelve (12) months implementation time and qualified Private sector partners' geographic representation and density. Through attending awareness workshops on the GC principles in these Governorates, local NGOs and citizens, as well as the private sector will be enabled to identify strategies on CSR issues and possible projects.

V a. Project Components

- 1) Civic Engagement enhanced through participatory involvement of NGOs and the private sector in CSR using GC themes as an entry point
 - a) Project Board set-up composed of membership of: State Planning Commission, Ministry of Social Affairs and Labour, Ministry of Environment and Local Administration, Chambers of Commerce & Industry and United Nations Development Programme.

- b) Local network to be established
 - i) Develop communication strategy by including the media
 - ii) Raising awareness about GC CSR for success and sustainability
 - c) Dialogue (action-oriented meetings)
- 2) Three Assessment studies concerning Human Rights, Labour Conditions which will be conducted in close consultation and cooperation with the Ministry of Social Affairs and Labour, Corporate Environment Impact – which will be conducted in close cooperation with the Ministry of Environment and Local Administration, and Anti-Corruption Measures conducted and launched through the GC framework.
- a) Learning (knowledge sharing on GC CSR)
 - b) Launching the GC and follow-up activities
 - i) Set objectives
 - ii) Assessing readiness to launch GC
 - iii) Organizing the launch
- 3) Inclusive Growth concept promoted and applied through effective NGOs facilitation between the private sector and local community
- a) Partnership (strategic relationship)
 - a. Building relationship with companies through
 - i. One-on-one discussions
 - ii. Small group meetings
 - iii. Pre-launch workshops with selected parties (media, government, Private sector/ selected NGOs)
 - iv. Sharing good practice
 - b. Raising awareness and building commitment

V b. Time Frame

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

Part VI. Results and Resources and Framework

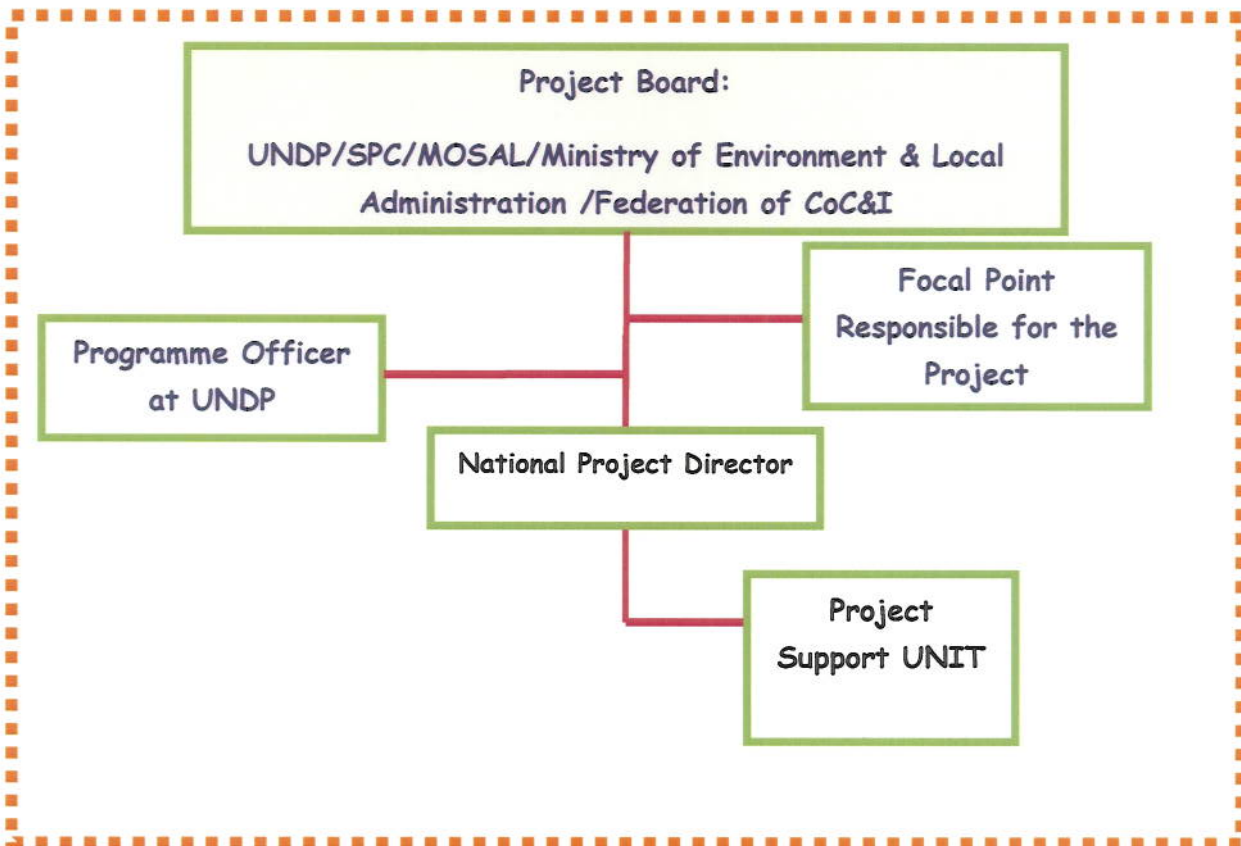
Expected Output	Key Activities	Timeframe				Responsible Party	Inputs	Amount (USD)
		Q1	Q2	Q3	Q4			
Inclusive Growth concept promoted and applied through effective NGOs facilitation between the private sector and local communities using CSR as entry point.	Form a project implementation (managerial and technical) team at the central and local levels)	✘				SPC	International consultants Local Consultants Contractual Services National experts evaluation committee Travel Workshops Rental & Maintenance- Premises Audio Visual & Print Prod Costs	40,500
	Group of NGOs selected for the National Committee			✘		SPC	Miscellaneous Expenses	31,500
	Concept for establishing NGO Support Center in place and TOR drafted				✘	SPC		31,000
	Awareness building workshop on CSR and the Global Compact is delivered	✘	✘	✘	✘	SPC		33,500

<p>Three Assessment studies concerning Human Rights, Labour Conditions, Corporate Environment Impact, and Anti-Corruption Measures conducted and launched through the GC framework</p>	<p>Three situation analysis studies conducted and launched</p>			✘	✘	SPC	<p>International Advisors (30 days each) Workshops Audio Visual & Print Prod Costs</p>	56,000
<p>Global Compact, with full participation of all stakeholders, launched in Syria and Local Global Compact Network is established.</p>	<p>4 training workshops on GC principles conducted in Syria</p>		✘	✘	SPC	<p>International consultants Local Consultants Contractual Services Travel Workshops Rental & Maintenance-Premises Audio Visual & Print Prod Costs Miscellaneous Expenses</p>	18,000	5,000
<p>Global Compact is launched, and Global Compact Network Host is identified and Global Compact Network is established in Syria</p>				✘	SPC		14,500	
Total							230,000	

Part VII. Management Arrangement

The project will be Nationally Executed by SPC (referred to as the implementing agency) with direct UNDP CO support to NEX, in accordance with the established UNDP rules and procedures. SPC will be responsible for the overall implementation of the project. 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 consist of representatives from MoSAL, SPC, Ministry of Environment and Local Administration, Federation of Chambers of Commerce and Industry, and UNDP. The PB should meet at least once within the project life 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 team. All staff and other short-term staff hired if needed, will be recruited by UNDP according to its rules and regulations.

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. 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 PB, 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 VIII. Monitoring and Evaluation

The Project management and UNDP 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.*

The Project Board will meet 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 DEX regulations.

¹ 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/>)

Risks and Opportunities:

Successful implementation of this national project will depend in large part on establishing close and collaborative working partnerships with the concerned NGOs and private sector partners

Considering that the GC concept is still new to the private sector and it involves indirectly some commitment on part of the private companies to adopt transparency and observe labour rights as well as preserve a clean industry in their businesses, it is anticipated that there might be some risk in reaching to a quiet considerable number of private sector who accept to join the GC.

The Private Sector might not be fully cooperative in applying the labour standards specially those that go against their interests. Awareness campaigns should be intensified with the Private Sector and media on the importance of applying the human rights and labour standards including child labour and occupational safety and health major.

Anti-corruption will be also a major concern considering the sensitivity of the topic and the mal practices that are presently exercised on the part of both public and private sector. While the project might not be able to reach to tangible results, however raising awareness on this topic using media, academia and NGOs would help in bringing this important issue to the attention of the public.

Part IX. 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: 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 is responsible for the project assurance. The PB can delegate this responsibility to the Project Assurance role which supports the Project Board 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 UNDP
 - UNDP RR or Deputy Resident Representative
 - Head or Deputy Head of State Planning Commission
 - Responsible Parties: Private Sector, NGOs.

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:**
 - At least once or as need be. UNDP or the implementing partner can call for a meeting

Annex 2 Terms of Reference - National Project Director

Duration: 1 year

Background: The Programme aims at achieving inclusive growth through introducing UN Global Compact to leading Syrian businesses and NGOs and utilizing corporate citizenship in assisting the Syrian local community. In this regard, the Programme will build on and complement the key role that UNDP Syria, and its NGO partners will be playing in establishing an NGO Platform where socioeconomic NGOs can come together for the first time in Syria. The Programme will use the said Platform to select qualified NGOs to be the leaders in the civil-private development vehicle.

Objective: The National Project Director (NPD), working in close cooperation with the UNDP, 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 NPD will be assisted by a 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 partners.

- 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, 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 managing IT projects 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.