

**Government of the Syrian Arab Republic**

**&**

**United Nations Development Programme**

**Project title:**

**Establishment of a Pilot Career Guidance Centre in Syria**

**SYR/07/009**

<b>UNDAF Outcome(s)/Indicator(s):</b>	<b>#1:</b> A socio-economic environment that enables sustainable growth, employment equity and protection of vulnerable groups in place.
<b>Expected Outcome(s)/Indicator(s):</b>	<b>A.3</b> Improving employment environment and opportunities for skill-enhancement for the under- and unemployed, especially women and youth. Number of beneficiaries from the Centre's services.
<b>Expected Output(s)/Annual Targets</b>	<b>A.3.2</b> Skills enhanced and labour productivity upgraded, through a Comprehensive labour and Employment Policy in Syria.
<b>Implementing partner:</b>	<b>Indicators:</b>
<b>Responsible parties:</b>	# of CGC visitors per year B: 0 – T: 10,000 # of jobs referrals from CGC B: 0 – T: 500 # of training referrals from the CGC B: 0 – T: 2000 # of employers engaged with the CGC per year B: 0 – T: 50 Ministry of Social Affairs and Labour UNDP

**Narrative**

The project aims at introducing the career guidance (CG) concept and services to Syrian youth focusing on job seekers from different educational levels and in particular women. Enabling individuals to choose their careers on an educated basis would increase their productivity, self-satisfaction and enhance matching their competencies to actual labour market needs. This approach proved to be effective in mitigating unemployment and combating poverty. It also promotes involving individuals and the civil society in decision making. Employers will also benefit from CG services in advertising their vacancies and widening the base for selection.

An autonomous Pilot Career Guidance Centre (PCGC) in Damascus under the supervision of the Commission for Employment and Enterprise Development (CEED), with active participation of employers and workers' organizations and the civil society will provide individuals with information on their own interests and competencies as well as the labour market trends and available vacancies. Guidance and counselling will help them acquire necessary skills to search for appropriate jobs, apply for it and prove themselves during screening. Further training will be recommended, as appropriate. Unbiased computer-based helping and matching software will be used, as well as printed material and other media to fit all groups' needs.

Programme Period: 2007-2011
Programme Component: Poverty Reduction and MDG Achievement
Project Title: Establishment of a Pilot Career Guidance Centre in Syria
Project ID: SYR/07/009
Project Duration: 18 month
Management Arrangement: NEX

Budget	US\$ 268,400
GMS	US\$ 6,924
Total Budget	US\$ 275,324
Allocated resources:	
• Government	US\$ 145,400
• Regular	US\$ 129,924
• In kind contributions by MoSAL in the value of	US\$ 310.000 (Annex F)

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

Date:



Agreed by: **Dr. Diala Haj Aref**  
Minister of Social Affairs and Labour  
On behalf of the Implementing Partner

Date

*Diala*



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

Date:

*Ahmed Al-Rhazaoui*



The exchange rate to be used is: 1\$=47.65 SP (March 2008)

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# Establishment of a Pilot Career Guidance Centre in Syria

## PART 1: Situation Analysis

For the second in row 5-year plan, Syria looks determined to continue a number of basic economic developments that necessitate a parallel changes in both educational and employment systems. The Government is well aware of the close links between education and training, employment, productivity and achieving the economic development goals. The 10<sup>th</sup> five-year plan (2006-2010) is based on an assessment of the previous plans as well as a status analysis to identify the challenges facing implementing the new economic policies. A good deal of the analysis is focused on human resources issues. In deed, without a substantial change in the individuals' mentality and attitudes, best achieved through education and training with an operational career guidance system, it would be very difficult to achieve the anticipated economic and developmental objectives. A clear example of that is to question whether it is realistic to build a knowledge-economy (K-economy) in Syria with 68.3% of the labour force and 58% of those already employed only completed 6 years or less of education<sup>1</sup>?

### I. Situation analysis

There is a wide consensus on the important role of Life Long Learning (LLL) in boosting economic development; this consensus is supported by empirical evidence from every success story all over the world. Similarly, quality education is now recognized as a basic human right, simply because it represents a major vehicle towards achieving individual's aspiration on the one hand and improving the standard of living of the community on the other. Matching the profile of graduates with actual labour market needs became a necessity and so relevance of education is considered a corner stone for sustainable development.

In Syria there is much evidence<sup>2</sup> that a good percentage of graduates from the education system who were able to get a job work in areas not related to their educational speciality. In addition, many university graduates are employed in jobs that do not require university skills. The number of those who seek employment in foreign labour markets or even migrate is on the rise. These facts are known to policy-makers and the country development plan includes ambitious goals to improve education at all levels and technical education as well as tertiary education in particular. Some of the actions already taken include introducing psychological guidance in all schools, Offering pre-vocational practical classes to students in grades 5-9 (with workshops established in a number of schools), and an EU supported project to reform Vocational and Technical Education (VET). Still a lot is needed and actively involving students, their parents and the civil society is envisaged.

Although the responsibility of education is still the sole responsibility of the Government, partnership as a concept is newly injected in the system. Syria participated in a study tour in Egypt on partnership<sup>3</sup> and is encouraging such voluntary cooperation between the civil society, employers and the Government. A national workshop supported by the UNESCO-UNEVOC is planned for September 2007. Damascus Chamber of Industry has already established an apprenticeship and capacity building/human resources development unit that offers training to workers in member companies. The Aleppo Chamber has a

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<sup>1</sup> Country Planning Commission (2006), "10<sup>th</sup> 5-year plan 2006-2010", Chapter six: cross-sectoral issues, pp 25-37

<sup>2</sup> See for example: "Alissa, Sufian (2007), "The School-to-Work transition of young people in Syria, ILO, Geneva

<sup>3</sup> Aboubakr Abdeen Badawi (2006), "Good Practices in Private-Public Partnership and Labour Market Orientation in TVET in the MENA Region, a Study Tour for UNEVOC Centres: Final Report", Bonn, UNEVOC.

ready-made garment advisory unit offering technical assistance and training programmes on curriculum issues and apprenticeship programmes. The Chamber of Homs is planning for similar activities.

Syria, as well as many countries in the region, is witnessing a “Demographic Gift” similar to that witnessed earlier by a number of Asian countries. The labour force is growing at a high rate of 3.9% annually from about 4 millions in 1994 to more than 5 millions in 2004. Percentage of women in the labour force is also increasing from 12.8% in 1994 to 16.3% in 2004. This flux of new entrants to the labour market is not matched with appropriate new job opportunities. During the early 1990s (1990-1995) the Syrian economy was able to create 200.000 job opportunities annually, but this ability dropped during 1999-2003 to only 160.000. This shrinkage has been normally complemented by a growing informal sector from 23% in 1987, 36% in 1995 to 37.5% in 2003. Still, the total unemployment rate increased from 8.2% in 1999 to 12.3% in 2004. The 10<sup>th</sup> 5-year plan intends to create 1.25 million job opportunities to decrease the unemployment rate from 12.5% in 2005 to 8% in 2010.

A more detailed look into the figures shows that individuals are still inclined towards the public sector employment. In addition to job security and less concentration on productivity (less accountability), the average salary in the public sector in 2005 was 6134 Lira compared to just 4100 Lira in the private sector. The private sector (formal) was not able to absorb but about one third of those working leaving the largest group to the informal sector. In 2003, labour force distribution was as follows<sup>4</sup>:

- the public sector was still employing 28% of workers and 75% of those having a post secondary education, with three sectors (administration, health and education) absorbing the majority of them<sup>5</sup>.
- 35% of the working population was engaged in the formal private sector and 37% in the informal one. Expansion of the informal sector is expected to continue even at a higher rate in the coming years.
- The largest group (43% of the labour force) has an elementary education and only 14% of the active population pursued studies beyond the secondary level.

Unemployment rate is particularly high among persons with secondary education and especially those who have followed vocational studies<sup>6</sup>. For those already employed, it seems that the education and training they received was not that useful for getting their present employment nor was it suitable for the work they are currently doing. This is also negatively reflecting on the labour productivity, the increase in labour productivity dropped from 3.5% during the period 1991-1996 to only 1.62% in 1996-2003. While increases in the average years of schooling in the Arab region per person during the past 40 years have been higher than any other region in the world (with the exception of East Asia), labour productivity has been amongst the lowest in the world. This contradiction suggests that structural imbalances are a main obstacle to the formation of human capital. Both educational and employment systems must be addressed to ease these imbalances, with a special attention to increasing the ability of individuals, males and females, to choose their own careers and equip them with necessary skills and information to do it rightly.

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<sup>4</sup> Geir Ovansen and Pal Sletten (2007), "The Syrian Labour Market: Findings from the 2003 Unemployment Survey", Norway, FAFO.

<sup>5</sup> The government employs around 13% of men and 29% of women in service industries, manufacturing and construction; in agriculture, the corresponding percentages were 2% and 1%.

<sup>6</sup> FEMISE (2006), "Syria Country Profile, the Road Ahead", Syria.

Underemployment, mainly due to the automatic employment of graduates of all types of education during the previous decades, is also a serious phenomenon in Syria. Over-staffing of most civil service and public sector bodies weakened possibilities of applying accountability rules, lowered productivity and resulted in undermining the concept of work as an economic activity rather than a social institution. Middle-aged people are more affected by underemployment than unemployment, with the exception of people involved in highly cyclical activities like agriculture and hunting<sup>7</sup>.

Syrian Youth are the worst of those hit by unemployment. The majority of youth are fiercely competing for the very little job opportunities created mainly in the informal sector, with its work environment far below those of a decent work. Syria stands out first for the magnitude of the problem among MENA countries with a youth' unemployment rate 6.5 times higher than the one of workers aged 25 and more in 2003, compared to a ratio of 1.7 for Morocco during the same year. Unemployment is most hurting the new entrants to the labour market with 78% of those unemployed never worked before. Consequently, youth (15-24) represents 70% of the unemployed. In a study on transition from school to work applying the ILO methodology, only a small fraction (7.4%) of the youth succeeded in completing the transition (starting a career or getting a regular job). Meanwhile, the educational level of the youth population represents a barrier to enhancing productivity and attempting to introduce k-economy:

- The majority of the young population (41.2%) had no more than a primary education level
- 15.8% got a secondary degree and only 7% pursued post-secondary education.
- The percentage of illiterate youth is relatively significant (6.8%), and higher for young female (8.1%).

The public sector in Syria is no longer able to employ the graduates who have to wait more than 6-7 years before being nominated for a public sector job. Nomination does not necessarily means getting a job. The main youth's employer is typically a small enterprise owned by private individuals. The ILO school to work study<sup>8</sup> shows that 78.5% of the enterprises that hired young people were private, 16% had a partnership structure and only 2.5% were public sector enterprises. Those enterprises were engaged in industry and mining, wholesale/retail or services activities (the percentages are 32.5%, 31.3% and 19% respectively).

Women, in particular young women, represent another group of those worst hit by unemployment. The considerable progress in extending education to more women was not complemented by a similar impact on their employment. In 2003, only 19% of all women were working or ready to work. Women employment rates are lower in urban areas than in rural ones, while men's participation rates were the same in both areas (around 77%). Also total unemployment of women is 2.68 higher than that of men. But regional break-down of data reveals important differences: public sector employment is essential for women in Damascus (68%) but relatively less in the Coastal area (58%) and even much less in the Northern and Eastern Governorates (21% and 24% respectively)<sup>9</sup>.

Concentration of women employment is in agriculture, which is seasonal and low-paid. To the contrary, women are very much under-represented in areas such as financial services and manufacturing<sup>10</sup>. Nearly

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<sup>7</sup> In the bracket of 25 years and more, and depending on the specific demographic group, there was between 5.6 and 10 times more persons suffering from underutilization than underemployment, in 2003, according to Geir Ovinsen and Pal Sletten (2007), *ibid*.

<sup>8</sup> Alissa, Sufian (2007), *ibid*.

<sup>9</sup> Project Team: Strengthening the Strategic Capacities of MoLSA (2007), "Situation Analysis", a background paper prepared by the team, Damascus (unpublished paper).

<sup>10</sup> For more info see: Project Team: Strengthening the Strategic Capacities of MoLSA (2007), *ibid*..

half of the women (46%) work in the informal sector with about 31% of them not paid for this type of work (compared to only 8% for men). Situation in urban areas is different where two-thirds of women (mostly with a post secondary education) work in the health, education and public administration sectors. Worth mentioning is that despite their small absolute numbers, women are over-represented in managers and professionals positions (57% of women in urban areas hold this type of jobs against only 12% of men).

To achieve considerable progress in gender equality in employment, systematic effort is needed on many fronts. Decreasing women' reliance on informal jobs, closing the gap in earnings, reducing discrepancies and occupational segregation are but some of these fronts. Career guidance services can be a useful tool to achieve those outcomes by helping to change the traditional conception and stereotyping of roles, especially if these services are specifically designed to meet specific groups' needs<sup>11</sup>.

The Ministry of Social Affairs and Labour is already involved in a number of important projects aiming to modernize Public Employment Services and to enhance the vocational and technical training device. The Ministry has also decided to introduce the modern concept of career guidance and counselling, enabling individuals, in particular job-seekers, to freely choose their training and employment based on adequate information on their competencies and interests as well as the local and regional labour markets. Establishing a Pilot Career Guidance Centre is seen as the first step towards this ambitious goal. This approach is widely accepted, and also advocated by the UN Economic and Social Commission for Western Asia (ESCWA)<sup>12</sup>, because it has proven to be an effective instrument to facilitate economic integration of the active population. Providing all interested citizens, especially job-seekers and in particular women, with updated information related to occupations and qualifications that are in demand would enhance their job searching capacity and increase their employability. The anticipated Pilot Career Guidance Centre is also expected to help in overcoming the strong structural rigidities of the Syrian labour market.

## **II. The Need for introducing career guidance concepts and services**

Following decades of using students' grades as the sole criteria for directing them to educational paths and automatic placement of graduates with date of graduation/ registration for job as the sole seniority factor; individuals' aspiration and self-reliance are jeopardised. Students' aptitudes and interests are neither considered as criteria for selecting their educational preference nor their jobs. Individuals' right to choose is not only a human right, but also an important determinant of productivity, sustainability and self-satisfaction. Meanwhile, free choice would enhance creativity, self responsibility and independence. Labour productivity, self-employment, entrepreneurial spirit and labour mobility would only work if the individual is responsible for his own career. Consequently, it was not surprising to see higher rates of unemployment and insistence of the youth on waiting for more than 6 years on the hope of getting a public sector job. The private sector is not yet able to replace the Government as the main employer in Syria, employing only 35% of those working. It is almost certain that the current economic developments will encourage foreign companies and multi-nationals to enter the Syrian market, already some banks and companies are there. Orienting the economy towards a social-sensitive open labour market would strongly influence the employment rules in Syria as well as being effected by it.

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<sup>11</sup> Alan Abrahart, Iqbal Kaur, Zafiris Tzannatos (2000), "Government Employment and Active Labour Market Policies in MENA In a Comparative International Context", World Bank, March 2000.

<sup>12</sup> ESCWA (2003), "Responding to Globalization: Skill Formation and Unemployment Policies", United Nations, New-York.



Employment requirements are expected to take another shape, with focus on personal competencies rather than educational certificates. Individuals should be able to search for jobs, apply for vacancies and prove themselves during applicants' screening and selection process. They should be capable of realistically negotiating the terms of their contracts and motivated to enhance productivity, once employed. Individuals' interests and abilities must be adequately assessed to enable them to have informed choices. In absence of this important instrument, career guidance, individuals' choices in education and employment are usually affected by several other factors. It is not only the family that is likely to have a directive approach to career orientation. The state too, as indicated in the situation analysis, has tended to adopt an approach to the economy that is both centralist and command-driven. Syria has developed a succession of 5-year plans for development; projecting the labour requirements to implement these plans, and exerting strong policy influence to direct young people into these tracks. In many cases guidance has tended to be used as a planning tool rather than supporting individuals' decision making, with official circulars setting quotas for each pathway which the schools are obliged to respect

A 2007 report<sup>13</sup> rightly points to the education system as one of the main challenges facing economic development in Syria "one of the important challenges facing Syria is developing the educational system. Syrian workers appear uncompetitive by regional standards. A massive upgrading of the quality of the human resources base is required to take up the challenges of opening up the economy. The Syrian labour market is characterised by large demographic pressures, sluggish labour demand and deeply embedded rigidities leading to high youth unemployment". Lack of integrated career guidance services in the educational system means that a good deal of what is taught in schools is, as indicated earlier, either irrelevant to the needs of the labour market or do not match individuals' interests and aptitudes.

## **PART 2: Strategy**

### **III. National Strategy:**

There is a consensus among observers that current economic reform in Syria is here to stay and even nominated to accelerate. The vision is clear, moving from a centrally-planned economy with all responsibilities falling in the Government yard, to a social market economy aiming to balance the role of the Government with those of the employers and other social partners. The 10<sup>th</sup> five-year plan states this fact clearly as a continuation from the 9<sup>th</sup> five-year plan. to achieve a balanced development through comprehensive policies that take into account the social dimensions of development, as well as the impact of policies on all groups in society, particularly the marginalized ones<sup>14</sup>. The new five-year development plan heritage a group of chronic difficulties and must work to solve them, mitigating unemployment tops the list and is seen by many as the "make or break" factor. It is well known that combating unemployment is not the responsibility of one ministry or body but a joint effort by all parties including the private sector, individuals, NGOs, and all other concerned bodies.

Adoption of the Syrian occupational classification<sup>15</sup> and the current efforts supported by the European Training Foundation, to network and articulate labour and education information systems in an "Observatory Function" represent two important mechanisms to planning and implementing labour

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<sup>13</sup> Maldaoun, I. (2006). "Career Guidance in the MEDA Region:: Country Report on Syria". Torino-Italy,; European Training Foundation.(ETF)

<sup>14</sup> Country Planning Commission (2006), *ibid*, p.6.

<sup>15</sup> Adapted from the Jordanian Classification, with specificities of the Syrian market introduced.

market policies to mitigate unemployment. They also lay the foundation for a career guidance system that would build on this information using the unified language of the occupational classification.

Literature about as well as experience on the ground in all success stories of countries achieving considerable economic development show that the decisive factor in achieving their goals is the quality of the human capital. This fact is well taken into consideration in the Government's strategy where one of the first priorities of the development policy is the national human resources. Government's policy addresses both sides of the HRD equation, i.e. preparation of the supply as well as increasing the demand. One of the 10<sup>th</sup> five-year plan's principle objectives is to "achieve an increase in work opportunities, reduce the size of unemployment to a maximum degree, achieve a more equitable distribution of income and wealth, and pay particular attention to the small and medium institutions, as well as to the informal sector for the purpose of organizing and modernizing it and financing its expansion efforts"<sup>16</sup>. Social safety nets, expansion of the coverage of the social security law to include marginal workers and to provide social protection to needy families<sup>17</sup> are also considered.

Achieving objectives of the 10<sup>th</sup> five-year plan is facing a number of challenges; one of them is how to combine labour market flexibility sought in the plan with the necessity of organizing the labour market. Relevant legislations are to be revised with promoting productivity and ultimate utilization of the human capital at the heart of the anticipated changes. The Government, in particular the MoLSA, is working with the International Labour Organization (ILO) in formulating a national employment strategy. There is also a tendency towards linking such strategy to investment policies to ensure adequate job creation. How would investment, local and foreign, create more decent job opportunities without jeopardising productivity and quality? What type of appropriate technology to be used? How would education and training assist in providing their graduates with the skills required by these technologies? A major rehabilitation of public and private institutions along with promoting life long training and career guidance services are all means towards achieving the Government strategies.

A major weakness is well recognized by the 10<sup>th</sup> five-year plan, this is the lack of coordination between various concerned ministries and other bodies. Such coordination is essential and crucial for the formulation of a comprehensive national human resources development strategies and policies necessary to achieve a well- coordinated comprehensive approach to alleviating poverty<sup>18</sup>. Career guidance would provide individuals with skills to choose their study track and jobs based on trusted information on the needs of the labour market as well as their own competencies and interests, in such a way they would complement the efforts of the Government in achieving the anticipated coordination.

If the current economic reform plans are to succeed, major changes in the educational/ training system are crucial. Reform of education must be a multi-facet one covering most or all aspects of the process. Teachers, curriculum, methodologies, assessment, certification are all nominated for development. Moreover, a system of career guidance and counselling serving all individuals at all stages of their career is a must. The ETF country report<sup>19</sup> puts introducing career guidance in education as the first priority recommendation in the section titled "Ways Forward" saying that "career guidance needs to be improved for young people in compulsory schooling, in upper secondary schooling, in tertiary education, and for young people at risk".<sup>20</sup>

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<sup>16</sup> Country Planning Commission (2006), Ibid. p.5.

<sup>17</sup> Country Planning Commission (2006), Ibid.

<sup>18</sup> Country Planning Commission (2006), Ibid. p.186.

<sup>19</sup> Maldaoun, I. (2006), *ibid.*

<sup>20</sup> Maldaoun, I. (2006), *ibid.*

#### IV. Strategy of the Ministry of Labour and Social Affairs:

With a mandate to regularize the labour market, the Ministry of Labour and Social Affairs (MoLSA) is saving no effort to address issues such as unemployment, underemployment and labour productivity. The Ministry is well aware that improper utilization of the Syrian human capital is hindering economic development. Attempts to mitigate unemployment focus on two fronts; increasing individuals' employability through better training that match the labour market needs and meanwhile, enhancing job creation through better investment climate and developing a social economy.

A number of initiatives and institutional arrangements are ongoing in parallel introducing basic economic and social changes. Projects and activities to develop the employment offices, reform TVET, enhance SMEs creation, etc. are also complemented with an essential policy of assisting individuals in selecting, based on trusted information, their careers and in particular education, training and employment. Some may consider career guidance as a luxury that the Syrian market could not adopt at this stage, but this is not true. On the contrary, Syria could not afford to continue in a system that ignores all individuals' competences, aptitudes, and interests while recognizing only the results of written national certificates' achievement tests.

Career guidance could be defined as "an abbreviated way of referring to career information, guidance and counselling services intended to assist individuals, of any age and at any point of their lives, to make educational, training and occupational choices and to manage their careers". The scope of this wide definition is in line with that used by OECD and related studies<sup>21</sup>. By its nature, career guidance is very much related to education and employment, through services aiming at optimizing the educated free choice of the individual. Within a context where state planning overrides individuals choice, forceful signals by the policy-makers regarding which occupations young people and adults should aim for can pre-empt notions of 'choice' as this is normally understood in career guidance in mainstream interpretations.

An interesting study by the ILO<sup>22</sup> revealed that Syrian youth consider personal contacts as the most useful way to find a job. This view is also shared by the employers. 53.6 % of the youth holding a career or a permanent job and 76.9% of those with a non career or a non permanent job found it with the help of relatives/friends. In the case of the enterprises, 72.4% were relying on personal channels to fulfil their recruitment needs. Education and training institutions played a modest role in promoting recruitment of young persons, while the role of the Public Employment Services was even less effective (only 2.4% found a job through these services).

Meetings with officials and high-ranked staff of the Ministry indicated that the Ministry is adopting an openness approach and intends to disseminate information on the Ministry's mission, principles, values, strategies, policies and actions. Career Guidance services and establishing a pilot centre are to be essential parts of the dissemination process to raise the public awareness. Career guidance is seen by the Ministry as an integral part of the labour market strategies. The role of career guidance in ensuring equilibrium between the supply and demand of labour force is complementary to several other initiatives taken by the Ministry. Career guidance is also linked to enhancing the performance of Public

<sup>21</sup> Ronald Sultana and A. G. Watts (2007), "Comparative Analysis: Career Guidance in the MEDA Region", ETF, MEDA-ETE Regional Project, p. 19.

<sup>22</sup> Alissa, Sufyan (2007), *ibid*.

Employment Offices and activating their role to encourage employers to benefit from these services. Meetings also confirmed the priority given to establishing a pilot career guidance centre in Damascus to support the unemployed people in their job seeking search, and helping to integrate career guidance services in Employment Offices' work, in the future

The reference framework of the 10<sup>th</sup> 5-year plan identified 12 components of the future vision (2025). A major item of this vision is focusing on a real wide-range development of the human resources. Syrian Government and in particular the Ministry of Social Affairs and Labour (MoSAL) are aware of the fact that a change of attitude towards work and mastering crucial work competencies are badly needed. The Ministry is also aware that career guidance and counselling represents a major vehicle in achieving this objective.

The Ministry already started in 2001 an attempt to develop the employment offices. The authorities have enlarged the mandate of the Syrian Public Employment offices to enable them to play more actively their intermediation role in the labour market. But as shown in the 2006 Assessment Report conducted by ILO<sup>23</sup>, their functioning and their limited means impeded them to assume the anticipated active role and to provide any career guidance services. With only 162 employees in 2006 to serve 1.2 million registered persons, the current operations of the Employment services are geared almost exclusively towards filling vacancies in the public sector<sup>24</sup> and there is practically no dedicated team to establish and develop relations with enterprises. The Public Corporation for Employment and Enterprise Development (CEED) is the autonomous body chaired by the Minister of Social Affairs and Labour that acts as the executive arm of the Government in combating unemployment and promoting SME development,

It is universally known that the major way of creating work opportunities is through promoting various types of investment in the economy. While responsibility of promoting investment goes beyond those of the Ministry of Social Affairs and Labour, it is clear that the Ministry has a role to play in this regard: First, it is expected to play a role in integrating the social dimension in economic development, in particular intensity of employment. Second, the MOLSA has been given direct responsibility for combating unemployment and assisting/ encouraging the development of micro, small and medium size businesses, particularly through the work programme of the Public Corporation for Employment and Enterprise Development (CEED) that is chaired by the Minister. The Pilot Career Guidance Centre will be under the supervision of CEED to maximize utilization of the current positive working relationship between CEED and a number of Private Sector institutions as well as the Civil Society..

## **V. Goals and Strategy of the Project**

The general goal of this project is to establish a pilot career guidance centre in Damascus. The anticipated centre will be an autonomous identity under the supervision of CEED with a Steering Committee involving other major stakeholders<sup>25</sup>. The centre will basically provide career guidance services to job seekers, while attempting to apply the modern comprehensive concept of career guidance by offering awareness campaigns for students in schools, institutes and colleges/ universities. Youth and

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<sup>23</sup> Rapport pour une reforme du service public de l'emploi syrien, Jean-Paul Barbier, BIT EMP/ELM, Septembre 2006.

<sup>24</sup> Contrary to private employers, Ministries and governmental institutions have to declare their vacancies to Public Employment Offices.

<sup>25</sup> Preliminary contacts with several potential partners, including chambers of commerce and industry- Public Corporation for Employment and Enterprise Development – Ministry of Education and a number of NGOs- revealed a full support and readiness to cooperate.

in particular women represent the main target group of the Centre. Coordination/ integration of these functions and activities, in the future, with CEED and the employment services is envisaged.

Services provided will mainly focus on providing clients with information, organizing guidance sessions and counselling/coaching. As far as information is concerned, clients will be assessed and provided with information on their own aptitudes and interests, current and foreseen local and related international labour market trends, and vacancies in the local labour market (Damascus). Group guidance sessions and activities, using a diversified scope of media<sup>26</sup>, will provide the main bulk of clients with adequate understanding and equip them with career skills that would enable them to take well-informed career decisions. Clients who require more services to overcome one or the other of their personal/special weaknesses will be counselled / coached on one-to-one or small group basis. Referring clients to training institutions to upgrade their employability is one of the possible activities resulting from counselling. Taking into consideration the prevailing culture, special guidance sessions could be devoted completely to female clients to overcome hesitation, optimize their participation and facilitate open discussion. The Centre is to reflect a gender-sensitive approach in recruiting its own staff with an equitable representation of women.

It is also envisaged that the Centre will utilize the positive relationship with employers, building on CEED's experience in this regard, to create a trust worthy working environment. Employers, self-employed and owners of Small and Medium Enterprises (SMEs) will be encouraged to actively participate in the Centre's activities. In addition to their active membership in the Steering Committee, they will be invited to meet with job seekers and shed the light on the technical and attitudinal requirements they expect from their employees. Entrepreneurs would also tell job seekers their own experience and encourage them to try this field. They may also provide with work experience opportunities to help job seekers in "tasting" the actual labour market.

The specific goals of the project are to:

- 1) Secure appropriate premises for the Pilot Career Guidance Centre in a proper location, refurbish it to the needs and make it habitable for the centre;
- 2) Equip the centre with necessary furniture, audio-visual equipment, computers and modern communication facilities, including a high-speed wide-band reliable internet connection;
- 3) Select, contract and train the core gender-balanced staff of the centre to the required level;
- 4) Design and implement a long media advocacy campaign to help change the mindset of job seekers, males and females, and their families towards employment in the private sector, establishing their own SME or being self-employed;
- 5) produce/adapt necessary software(s) to secure smooth running of the centre; and
- 6) Establish proper connection with related data systems and outline data sharing mechanisms and rules, including own regular data collection and analysis by the Centre focusing on the local labour market in Damascus.

## **VI. Expected Outputs and indicators**

Upon completion, the project will have been produced four outputs:

1. A pilot career guidance centre established and fully operational;

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<sup>26</sup> To be able to deal with all categories of job seekers, the centre will utilize verbal, printed and audio-visual media as well as the computerized one.

- (Indicators: total number of clients visiting the Centre and the percentage of females, Number of employers cooperating with the Centre, number of individuals helped to get a job and the percentage of females)
2. A long-term advocacy media campaign designed and implemented;  
(Indicator: clients learning about the Centre through the media)
  3. Mechanisms linking the centre to available local/ national information systems/ sources as well as local data collection tools established and operational  
(Indicators: number of employers cooperating in local data collection, number of other national data sources networked to the Centre (in particular major labour and training data sources), and number of vacancies collected from local employers)
  4. A final report on the project with clear recommendations regarding possibilities and needs for the anticipated replication.

### **Mission of the Centre**

The mission of the Pilot Career Centre is: “Equipping job seekers and others, in particular women and youth, with necessary information and skills to make well-informed career decisions for themselves so that they would secure appropriate jobs, including self-employment and SME development, in today’s and tomorrow’s economy in Syria and abroad; realising their career aspirations, fulfilling themselves and contributing to a higher productivity rates that enable the economy to grow and create more new decent jobs. The centre will ensure active partnership with employers, workers, NGOs and all concerned and interested partners”.

### **Objectives of the Centre**

- Job seekers better informed and skilled to choose their career, search and apply for job and become productive (higher employability);
- Employers able to freely recruit individuals with skills/competencies that match their needs;
- Youth, in particular students at different levels of education, well-informed on their own capacities and interests as well as the labour market needs and trends;
- Women job seekers perusing job searching and screening more effectively; and
- The MoSAL in a better position to apply, and update, the employment strategy based on the experience gained from undertaking the Centre activities.

### **The Centre will undertake the following main activities:**

- Produce, maintain and update/upgrade all forms of tools necessary for its functions (printed material, multi-media, software, etc);
- Receive female and male clients, properly brief them on the Centre objectives and mandate, listen to their needs and guide them to the right tool(s);
- Organize career guidance orientation sessions for groups of clients using proper media/ multimedia, printed and oral means, with special attention to females and youth clients
- Assess individual’s interests and aptitude, explain it to them and help them in using the results to select their career without limitations arising from stereotyping;
- Coach/counsel individuals, males and females, who require further assistance and advise them on what need to be done to enhance their employability, including further training;
- Cooperate with educational institutions in the vicinity to organize career-related events in these institutions reflecting their experience to staff and students;
- Assist local employers in HRD-related issues, in particular drafting vacancy announcement and selection procedures and techniques

- Collect, on a regular basis, and analyze data concerning the local labour market needs and utilize it in guidance and counselling;
- Provide the Ministry with periodical reports to assist in further planning for employment services;
- Act as a Centre of Excellence providing technical support and training to practitioners and potential practitioners in the area of career guidance.

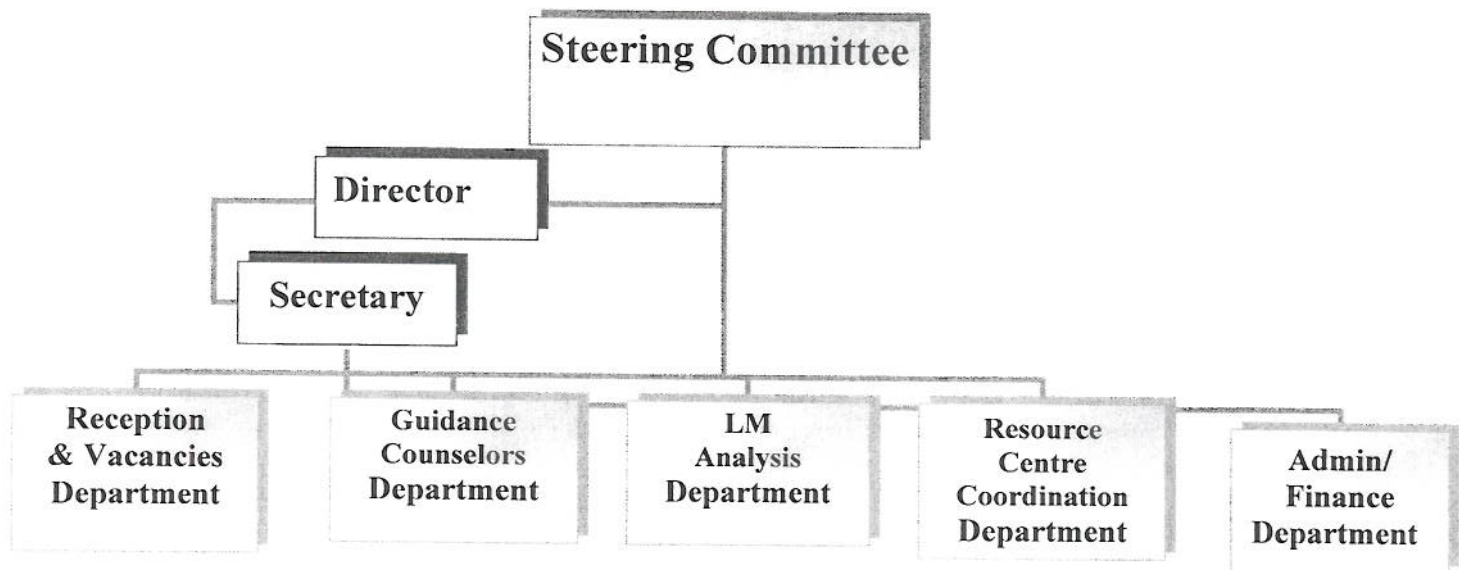
Availability of proper labour market information (local – national and possibly international) is crucial for appropriate career guidance activities. Taking into consideration that the labour and training observatory function is not yet operational in Syria and that many sources of information are not widely published, the Centre will apply a twofold strategy:

Firstly, information on local labour market trends and available vacancies will be collected by the Centre, analyzed and used in career guidance services. Economic sectors and occupations facing significant changes in employment, increases or decreases, as well as changes in the competencies needed are important data for job seekers and the Centre will handle it at the local level. Anticipated changes in the economy reflecting on employment and training will be spotted and analyzed. Direct contacts with local employers, as a part of the Centre activities, and their anticipated utilization of the Centre’s expertise in defining their needs will facilitate this function. Local surveys, possibly in cooperation with the CBS or others, will be another venue for getting specific data needed on the local labour market in Damascus.

Secondly, the Centre could operate as the “HUB” for the observatory function, monitoring and maintaining the observatory network. The labour market analyst would act as the moderator of the network. It should be remembered that the observatory is not a new data collection and analysis institution, but rather a function linking and articulating available sources in a coordinated network and covering any gaps in the data. Such network would provide updated data on training and employment trends at the national level and possibly in neighbouring labour markers, that complement the local data collected and analysed by the Centre. During initial phases till the observatory function is operational, the Centre will coordinate with the CBS, MOE, MOHE and MoSAL to identify available information and jointly analyze it and use it in career guidance.

### **Organizational Structure**

To undertake the above mentioned activities, the Centre must operate on a two-shift per day basis to suit the needs. Organizational structure of each shift (under the same Steering Committee) will be:



The Centre's Steering Committee chaired by CEED President will comprise of representatives of MoSAL, Chamber of Commerce, Chamber of Industry, Trade Union, NGOs, and other concerned ministries e.g. Education and Higher Education, University of Damascus. It is hoped that the partnership reflected in the Steering Committee would also facilitate having the autonomous centre as a "joint institution", that in turn would allow for having a special status and enable contracting the staff with terms that promote quality service and keeping the staff commitment and motivation

A flat structure<sup>27</sup> with enter-changeable roles would better reflect the team spirit and have a positive attitudinal effect on clients. It should be remembered that the Centre must be a willingly service provider, avoiding the negative image of governmental offices. Changing clients' attitude is better achieved by non-verbal means. Centre clients observing the dedication, spirit and commitment of the Centre's staff would better be encouraged to follow such behaviour than to listen to lectures about it. Creating a positive and friendly work environment in the Centre is a crucial factor for success and should be always in the focus of attention. The Centre's staff will be recruited and remunerated by the Government.

In view of the current absence of university programmes in the area of career guidance on the one hand and of even specialized university professors and trainers of trainers in this area on the second, a two-track action plan is required. On the first track, immediate needs of the Centre will be met through an intensive training program, inside Syria and abroad, offered exclusively to the recruited staff<sup>28</sup>. To enhance team work spirit and initiate communication channels between members of the core staff (allow personal chemistry to work) the team will be trained as one group. Meanwhile, for a medium/long term basis it is advisable to initiate contacts with the main Syrian universities to establish a degree programme in career guidance as well as specialized diplomas and post-graduate degrees. Some of the well-trained staff of the Centre could assist in initiating such a programme. In general, counsellors training must have a practical on the job component. Experience gained from other countries show that

<sup>27</sup> Main duties of each of the core staff members are shown in Annex "B".

<sup>28</sup> A proposed training plan is detailed in annex "C".



licensing the career guidance counsellors should be linked to successful completion of a period of actual experience, two years in Scotland, in career guidance (the Centre would be a pioneer place for that).

An administrative and financial unit will be responsible for supporting all activities and staff of the Centre, as indicated in the civil service laws. The unit will comprise of one accountant and one secretarial/ clerical work person and equipped to function properly. The Centre's Director could call on the unit staff to support the Centre activities, as appropriate.

## PART 3: Project Results and Resources Framework

Intended Outputs	Indicative Activities	Detailed Activities	Inputs
<b>Output 1</b> A pilot career guidance centre established and fully operational	<b>Activity 1</b> A pilot career guidance centre established and fully equipped ,and project staff recruited.	<ol style="list-style-type: none"> <li>1. Securing appropriate location (premises) , Refurbish and equip the premises .</li> <li>2. Project staff selected and recruited</li> </ol>	<ul style="list-style-type: none"> <li>- International Expert on career guidance services (2 W/m) <math>\\$13000 \times 2 =</math> <b>\$26,000 including DSA and ticket</b></li> <li>- NPD: <math>\\$2000 \times 18 =</math> <b>\$36,000</b></li> <li>- Admin/Fin Assistant: <math>\\$600 \times 18 =</math> <b>\$10,800</b></li> <li>- Tech. assistant: <math>\\$800 \times 18 =</math> <b>\$14,400</b></li> <li>- IT Specialist: <math>\\$800 \times 18 =</math> <b>\$14,400</b></li> </ul> Premises , equipment and furniture are in kind contribution from MoSAL as per Annex (F)
	<b>Activity 2</b> Necessary software developed/adapted, tested and operational	<ol style="list-style-type: none"> <li>1. Official communication with Al-Manar project, Jordan</li> <li>2. Available software studied</li> <li>3. Necessary modifications introduced, tested and the software finalized and operational</li> </ol>	<ul style="list-style-type: none"> <li>- International Expert on career guidance software (1 W/m) = <b>\$10,000 including DSA and ticket</b></li> <li>- National expert (2w/m) <math>\\$1500 \times 2 =</math> <b>\$3,000</b></li> <li>- Cost of software development = <b>\$7,000</b></li> </ul>
	<b>Activity 3</b> Core staff selected, contracted and trained	<ol style="list-style-type: none"> <li>1. Alternative contracting systems studied, selected system detailed, posts advertised</li> <li>2. Applications analyzes, interviews, selection and contracting</li> <li>3. Training of the core staff as one team</li> </ol>	<ul style="list-style-type: none"> <li>- Training Cost :International Experts on career guidance (110 W/d) <math>\\$400 \times 110 =</math> <b>\$44,000</b></li> <li>- Local experts on counselling and guidance (55 W/d) <math>\\$100 \times 55 =</math> <b>\$5,500</b></li> <li>- Study tours cost: Jordan: DSA: <math>\\$210 \times 10 \text{ p} \times 3 \text{ d} =</math> 6300 Ticket: <math>\\$200 \times 10 \text{ p} =</math> 2000 Total = <b>\$8,300</b></li> <li>-Printing the training material and manual= <b>\$4,000</b></li> <li>-Training session cost = <b>\$5,000</b></li> </ul>
	<b>Activity 4</b> Procedure manuals drafted, tested and printed	<ol style="list-style-type: none"> <li>1. Procedural manuals identified,</li> <li>2. Specialists contracted and the manuals drafted</li> <li>3. Drafts tried, tested, finalized and printed.</li> </ol>	<ul style="list-style-type: none"> <li>- National experts (60 W/d) = <math>\\$2000 \times 2 =</math> <b>\$4,000</b></li> <li>- Printing Cost = <b>\$5,000</b></li> </ul>

<b>Output 2</b> A long-term advocacy media campaign designed and implemented	<b>Activity 1</b> An effective media campaign designed	1, Study local media channels 2. select appropriate venues 3. Design appropriate media campaign	- International Expert on media campaigns (1 W/m) = <b>\$10,000 including DSA and ticket</b>
	<b>Activity 2</b> Implement, monitor and evaluate the campaign	1, Implement the campaign, as planned 2. Close monitoring of the campaign 3. Continuously evaluate and adjust the campaign for optimum impact	- Media campaigns = <b>\$39,000 including materials, TV spots, radio spots, ads, etc...</b>
<b>Output 3</b> Mechanisms linking the centre to available local/national information systems and sources as well as local data collection tools established and operational	<b>Activity 1</b> Study available sources of info., propose linking mechanisms and negotiate them	1. Main producers of related data visited and detailed info collected; 2. Observatory function re-visited to ensure effectiveness; 3. Linking mechanisms proposed and negotiated.	- Local expert (2 W/m)  \$1500x2= <b>\$3.000</b>
	<b>Activity 2</b> Detail mechanisms, designed, tested, applied and evaluated	1. Linking mechanisms designed and tested 2. Mechanisms monitored and evaluated 3. Necessary adjustments introduced	- Local expert (2 W/m)  \$1500x2= <b>\$3.000</b>
	<b>Activity 3</b> Appropriate mechanisms to collect, update and analyze local related data designed, tested, implemented and evaluated	1. Local Employers visited, mechanisms designed and tested 2. Data collected, analyzed and utilized 3. process evaluated and adjusted	- Local expert (4 W/m) \$1500x4= <b>\$6.000</b> - Survey (field work) = <b>\$10.000</b>
<b>Output 4</b> A final report on the project with clear recommendations regarding possibilities and needs for the anticipated replication	<b>Activity 1</b> Report drafted, discussed and finalized	1. Draft final report prepared and discussed 2. Possibilities of Replication studied, discussed and evaluated 3. Final report including specific recommendations for replication finalized and submitted	
<b>Total Project Budget</b>			<b>\$ 268.400</b>

## VII. Duration and Time Schedule of Project Activities.

For a very special project introducing a new concept and aiming to change the attitude of individuals, the time frame should be sufficient to allow for such change. Meanwhile, the project life must be limited to absolutely necessary activities of establishing the Centre. So the time schedule below comprises:

- 1- The period necessary to establish the Centre (premises, equipment, software, staff, training, linking to information system, etc). This period is envisaged to last for 12 months;
- 2- A period where the Centre will be fully operating, and the project is still offering a type of technical support to ensure proper running of the Centre; A six-month period is envisaged.
- 3- The post-project period where some important activities, mainly the media campaign, are continued but not funded through the project. This period is not limited. It may also turn into a replication phase where several other centres would be established.

The resulting schedule of activities during the three periods would be as follows:

Output	Establishing the Centre						Guided Running			Post-Project
	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	
A pilot career guidance centre established and fully operational;										
A long-term advocacy media campaign designed and implemented;										
Mechanisms linking the centre to available local/ national information systems/ sources as well as local data collection tools established and operational;										
A final report on the project with clear recommendations regarding possibilities and needs for the anticipated replication										

## PART 4: Risk and Quality Logs:

### Risk Log Matrix

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Rigid rules of the public sector, do not leave free choice for individuals	Juridical	H	The Project Board of the Centre would recommend changes of related rules and the Ministry is expected to introduce a gradual change.	PB/ MOSAL	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change
2	Lack of awareness concerning career guidance and the long tradition of directing people to educational programmes and job slots may threaten the anticipated spirit of trust in dealing with the Centre.	Logistical	H	The long term media campaign is to be designed specifically to overcome this source of risk.	PB	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change
3	Absence of university-level programmes towards a degree in career guidance as well as lack of specialized professors to initiate such programmes may result in unavailability of professionals who would become carer guidance counsellors	Technical	H	A tailor made extensive training programme for the core staff is envisaged for about six-month. Those trained would become seeds for the profession and should work closely with concerned universities in building the profession..	NPD	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change
4	Availability of proper location and premises for the Centre in a	Logistical	M	Follow up with the MoSAL in stages of refurbishment of the location	MOSAL	Dr. Aboubakr Badawi Int.	07/07/07		No Change

	very accessible location may face rigid renting and purchasing regulations					Expert			
5	Delay in recruitment of the core staff	Juridical	L	Expedite the process through follow up with the respective partners	MOSAL	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change
6	Recruitment of the short term international experts may face some difficulties because the new comprehensive concept is not yet widely known outside some advanced industrial countries.	Managerial	L	With the TOR of experts drafted, it is advisable to announce the posts early enough to allow for proper nomination. Also contacts with the International Centre for Career Development and Public Policy (ICCDPP) as well as the International Association for Educational and Vocational Guidance (IAEVG) would help in this regard.	NPD	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change
7	Poor ICT infrastructure may hinder possibilities of having a wide-band high-speed internet connection and thus slowing the computer-based services.	Technical	M	The Centre would be connected to the best available connection, the cost of such connection is already envisaged.	MOSAL	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change
8	Possibility of finding appropriate data, willingness of employers to cooperate and ability to analyze the data may represent a bottle	Technical	H	Focusing on local data collection and analysis is more relevant to the Centre's mission and it will be collected and analysed by the Centre's staff that are expected to be well trained and motivated.	PB	Dr. Aboubakr Badawi Int. Expert	07/07/07		No Change

neck in the CG procedures.		Meanwhile, no effort would be spared to link available data sources to cover the need for national LM trends.					
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L: Low (Probability/Impact) 0-25%  
M: Medium (Probability/Impact) 26%-65%  
H: High (Probability/Impact) 66%-100%

**Quality log:**

1. **The Centre Staff:** selecting, recruiting and training the staff will not follow the public sector recruitment procedures and rules. Their fringe benefits will also be different from those of the public sector. These are major incentives for devoted professionals to ensure quality.
2. **National project management and institutional support:** CEET experience in implementing technical cooperation projects is a major asset. Also, the Ministry’s team working on building the Ministry’s capacity has proven their high calibre through initiating and close follow-up of a good number of initiatives. It is foreseen that both, CEET and the Ministry’s team, will cooperate in the current project safe guarding it and maintaining quality outputs.
3. **Gaining from previous and current experiences (Possibility of benchmarking):** the project team as well as the core staff of the Centre are encouraged to closely follow-up on similar programmes, or components, in other countries. An initial list of possible websites is provided in annex “D”, as a sample, for ease of reference<sup>29</sup>. Some of these experiences would be useful if benchmarking is decided.

**PART 5: Management Arrangement**

This project will be implemented using the National Execution modality (NEX). Through NEX operational arrangement, the implementing partner will assume responsibility, and accountability, for the management and implementation of the project.

The project will operate in accordance with UNDP regulations, including those of procurement and accounting.

**The Project Board<sup>30</sup>:**

A Project Board will function as an oversight body to ensure that activities are on track and results are achieved in accordance with the project work plan. The board will approve annual work plans

<sup>29</sup> Part two of the ILO publication by Ellen Hansen, “Career Guidance: A Resource Handbook for Low and Medium Income Countries, ILO, Geneva, 2006” would be consulted for further details.

<sup>30</sup> Limited to the project life and should not be confused with the Centre’s Steering Committee which is envisaged as a permanent body involving all stake-holders, see annex “.” For details.

and quarterly plans and any variations that alter the project outputs or overall budget figure. Additionally the board will make policy recommendations to improve project implementation and provide advice to project staff.

The Committee will be convened at the launch of the project and subsequently meet quarterly and will be composed of:

- President of CEED;
- A representative of the Ministry of Labour and Social Affairs;
- A representative from the State Planning Commission;
- A representative of UNDP;

The National Project Director will act as secretariat for the Committee, being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings. He will also follow-up implementation of the Committee's decisions and recommendations.

### **Project Team<sup>31</sup>:**

The NPD will be responsible for managing inputs, delivering outputs and reporting on progress and results achieved. The team will assist the core staff of the Centre, once recruited and contracted by CEET, and the Director of the Centre will liaise between the project team and the core staff.

The project Team will compose of at least the following full-time persons for the duration of the project:

- 1- National Project Director
- 2- One Project Assistant (Administrative and Finance)

The project will utilise various employment modalities such as SSA, SC as well as contracting with private sector and government agencies. The TORs for all recruited staff should clearly identify the outputs, remuneration and evaluation process.

The NPD will be responsible for the overall management of the project. The NPD will prepare annual work plans for the project to be reviewed and approved by the Project Board.

The organizational structure responsible for the execution of this project will be composed of the following, all activities and personnel being under the supervision of the NPD:

1. A senior international expert (SIE) who will provide consultancy and advise to the NPD (2 months in several assignments)
2. Four teams working, respectively, under the direct supervision of the team leader/ NPD:
  - a) *The software and networking team:* sub-team two will be responsible for adapting and customising appropriate software as well as working on networking mechanisms linking the Centre with appropriate information systems. It will comprise one international expert (1 w/m) and two national specialists
  - b) *The media campaign team:* This sub-team will design and implement the long media campaign. Assisted with an international expert (1 w/m), the two national experts (one for 10 months and one for 16 months to cover the guided-running period) would ensure continuity of the campaign beyond the project life.

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<sup>31</sup> Limited to the project life and separate from the Centre core staff headed by a Director of the Centre.



c) *The Local Information/ Data collection Team*: sub-team four will build appropriate data collection and analysis tools, try it out, adjust and apply with a focus on feeding back to the career guidance activities. It will consist of one an international expert (1 month) and two national experts working for 6 months each.

d) *The Procedures Manual Team*: A sub-team of two national experts will work for one month each to write, try-out and finalize the procedures manual of the main procedures to be followed in the Centre as outlined in annex "E" of this document.

3. A Project Board and a steering committee, as mentioned above.

## **PART 7: Monitoring and Evaluation**

The project will be subject to the standard UNDP review, monitoring and evaluation guidelines. Monitoring and evaluation will focus on outputs and their contribution (together with partnership efforts) toward the intended outcome. UNDP Syria will have overall responsibility for reviewing quarter project progress reports to be prepared by NPD.

The NPD will provide the Project Board with an Annual Project Report (APR) in accordance with the new APR format and quarterly progress reports to assess the progress against the Work Plan and project outputs/targets. Additional reports may be requested, if necessary, during the project. Information from monitoring and evaluation will provide the basis for making decisions and taking action.

Regular reporting and financial audit should be shared with all counterparts in order to be monitored, discussed and evaluated.

An independent (external) evaluation will be conducted at the end of the project.

## **PART 8: 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 based on the progress requirement of the project with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the project document have no objections to the proposed changes:

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

Annexes A-E presents:

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- terms of reference of international and national experts, National Project Director as well as the Centre's Project Board;
  - Profile and duties of the core staff of the Centre;
  - Training programme for the core staff;
  - Some useful websites; and
  - Outline for writing procedure manuals.
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## MoSAL In-Kind Contribution

### Location and Premises

With current perception of governmental offices and agencies, the Centre's location and type of premises are very important factors contributing to the anticipated work environment. The Centre must be located in a very convenient location. It should be accessible by youth and job seekers accidentally during their daily life movement, not necessarily in a specially intended trip to the centre. It should be clearly marked and easily to recognize. To fulfil these requirements, it is advisable to have it in the vicinity of popular shopping and/or recreational areas/ attractions or places where youth are used to meet. It is understood that the premises will be an in-kind contribution by the Government.

Premises should be, as much as possible, in a ground floor open directly to the main street. It would be better to have transparent walls where individuals passing by would be able to see the inside. Internal space should also be convenient to accommodate the main four sections of the Centre (reception area – orientation and guidance multi- media room – computer area and counselling/coaching/ assessing room). The lay out must also be transparent with glass walls as much as possible and allowing easy movement of clients and staff. Furniture must be simple and durable. Staff should work from a standing position ready to welcome, orient and assist the visitors and not from a classic desk, a facility to get short rest like a coffee shop would be available for staff and clients.

### MoSAL In-kind contribution:

- Refurbishment	(\$ 200,000)
- Furniture	(\$ 60,000)
- Equipment	(\$ 50,000)

**Total In-kind Contribution= \$ 310.000**