Enhancing Institutional Capacity for E-Government Implementation
SYR/10/008

Brief Description

Following the launching of the E-Government Strategy in October, 2009 the ultimate goal of the project is to initiate the implementation phase of the strategy through enhancing the operational capacity and the institutional framework for overall coordination of e-government initiatives.

Syrian e-government strategy has three strategic priorities:

- Electronic Services Delivery
- Public Administration Reform
- Development of Enabling Environment

A set of Objectives and Indicators has been identified for each strategic priority, and a management structure has been proposed to manage the strategy implementation.

However, for the implementation of all these objectives a powerful coordination mechanism at the top of governmental departments is needed, consequently a supreme steering committee and an executive team for e-government were created by the Syrian Government.

The Executive team will work under the Prime Ministry and is expected to play a key role in transferring strategic goals into practice and coordinate e-government initiatives by (among others);

- Supporting government authorities in formulation of IT policies and strategies,
- Supervising marketing strategy of e-Government Services and e-services and shared ICT components,
- Strengthening and diffusion of the best methods and approaches for implementation of e-Government.
- Supervising the development and deployment of a Monitoring and Evaluation system

The Executive Team needs to provide capacity building for other national counterparts to assume and execute the assigned tasks that were mentioned above.

Building on the successful experience with UNDP through the cooperation with the on-going project "Government Services Reform" within which the E-Government strategy was launched, It is expected that by cooperation with the UNDP, required capacity building, instruments and tools will be provided to support the implementation of this project.

United Nations Development Programme

Country: Syrian Arab Republic

Project Title: Enhancing Institutional Capacity for e-Government Implementation

UNDAF Outcome(s):   outcome #2: Efficiency and accountability of governance structures at central and local levels strengthened, by Government, civil society and the private sector, towards sustainable development

Expected CP Outcome(s): outcome B: Efficiency and accountability of governance structures at central and local levels strengthened, by Government, civil society and the private sector, towards sustainable development

Expected Output(s):   B. 1 Policy and decision-making supported by quality information and analyses

B.1.1. Access to information for decision-making strengthened including capacity building of public institutions to use ICT

B.4 Improved administrative services for citizens and courts' administrations taking into account citizens' rights and the needs of vulnerable groups

B.4.1 Better targeting, access to improved public services enhanced through procedures simplification

Implementing Partner : Ministry of Communication and Technology (MOCT)

Responsible Parties :   State Planning Commission (SPC)

e-Government Executive Team / the Prime Ministry Office

Programme Period: 2007-2011	
Key Result Area (Strategic Plan): Democratic Governance (strengthening accountable and responsive governing institution) (department: 47204)	
Atlas Award ID:	
Start date:	November 2010
End Date	November 2012
PAC Meeting Date	20 Oct 2010
Management Arrangements	NEX

Total resources required	US$ 858,400.00
Total allocated resources:	
• UNDP	US$ 50,000.00
• Other:	
○ Programme C/S	US$ 508,400.00
○ (MoCT)	US$ 300.000.00
In-kind Contributions	NA

Agreed by :

H.E. Dr. Amer Husni Lutfi, Head of State Planning Commission
On behalf of the Syrian Government   Date: 29.11.2010

Agreed by:

H.E. Dr. Imad Sabouni, Minister of Communication and Technology
On behalf of the Implementing Partner   Date: 29.11.2010

Agreed by:

Mr. Ismail Ould Cheikh Ahmed, UNDP Resident Representative
On behalf of the UNDP   Date:

I. SITUATION ANALYSIS

The Government of Syria (GoS) have launched many reform initiatives such as public financial management, institutional reform and administrative reform in the last ten years.

Following the successful launching and official approval of Syrian e-government strategy document by the council of Ministers, the Government established two-level bodies: 1. Supreme Steering Committee 2. Executive Team. The two new bodies are entrusted with the objectives of coordinating all activities needed to support the implementation of the E-Government Strategy.

In that regard, creation of steering committee and executive team under the Prime Ministry's office is very decisive step towards realization of the ambitions of Syrian public to become an information society, with advanced e-government services in operation. It goes without saying that the success of the declared strategy is dependent on a well-designed institutional framework and creating an enabling environment to facilitate effective coordination and materialization of the objectives and aims mentioned in the strategy documents.

On the other hand, the (GoS) decided to include the e-government action plan in the 11th five years plan which will take effect as of 2011, in accordance with the approved e-government strategy. Accordingly. the Supreme Steering Committee, and the Executive Team together with other partners such as Ministry of Communications and Technology and the State planning Commission will join efforts to include the "e-government and institutional reforms" chapter in the 11th five years plan document by the end of 2010. It is also expected that projects mentioned within the e-government action plan will be launched during 2011 in line with the new National 11th Five –year Plan.

Within the above spirit, and building on the successful cooperation with UNDP through a portfolio of related on-going projects, the Government agreed with UNDP on initiating a technical assistance programme titled "Enhancing Institutional Capacity for e-Government Implementation"; which aims at supporting the Syrian government efforts to ensure successful implementation of the e-Government Strategy.

The key priorities of the Action Plan for e-Government include the following:
- E-Government Monitoring and Evaluation Unit for national data records in place.
- E-Government Portal Unit in place and operational.
- E-Government standards and its supporting tools developed and required shared services in place.
- Consulting services provided to e-government programs and projects in efficient and timely manner.
- Communication and Public Relations strategy for e-Government Projects in place.
- Institutional capacity of e-government initiative supported through different proposed scenarios.

In order to gear into implementation of above priorities, the capacity of e-Government Executive team needs to be enhanced at initial phase, to gain a momentum and impetus for implementation of the assigned tasks. Capacity development programme should also be extended to the relevant national staff within line ministries.

In parallel to the enhancement of the e-Government Team, some measures need to be taken related to infrastructural actions for setting the stage for the implementation of the priority tasks as mentioned above.

Government Strategy :

Most e-governments' projects are either total failures, in which the system is never implemented or is implemented but immediately abandoned; or they are partial failures, in which major goals for the system are not attained and/or there are significant undesirable outcomes.

The aforementioned problems are the result of poor management and wrong perception of e-government concept. It goes without saying that a badly implemented and poorly governed IT projects will only waste valuable resources, benefiting no one. For e-government to be a working information system, it must be seen as much more than just the technical elements of IT. It can be described as "socio-technical systems" because they combine both the social (people) and the technical.

Within the above spirit, the Prime Ministry's Decision number 89, and the cabinet decree number 3089 dated 22/6/2010 for establishing a high level steering committee and an executive team, have been realistically prepared aiming at quick wins and speedy advancement, taking the current environment into account.

In other words, it is not only a pragmatic approach to solve the problems, but rather envisaged practical solutions to formulate a pool of highly technical expertise from national and international spheres to support government highly profile projects. It can bring together qualified staff from government, from private sector (freelancers) and also from international pool of experts.

With a diligent and wise implementation of this decree, Syrian e-Government Executive team can create a synergy by getting together all domestic and international brain capital. Moreover, this model guarantees a flexible mechanism for recruiting highly qualified experts at short notice and for limited durations. This is very proper approach in a country, which creating a permanent entity under the current government personnel legislation might have jeopardized the initiative at onset. In fact, creating a small steering committee, that can move rapidly and dynamically and have the flexibility to meet at the demand of its chairman, is also a practical solution and viable model. This small committee can play the role of a bridge between the executive committee and bigger steering committee. On the other hand, it seems quite wise to start with a transitory model that would absorb all negativities of possible resistance to change and as well flexibly adopt itself to the changes dynamically by taking lessons from such setbacks. At the same time, during the envisaged 2 years period of implementation, there will be an opportunity to reflect on founding a long-standing and permanent Body by exploiting the feed-backs from the stakeholders and various strata of the society. Hence the project will also be supporting the provision of some scenarios for a sustainable Body within a proposed institutional set up and legal framework.

UNDP Strategy :

With the dawn of the new millennium, the Government of Syria initiated a modernization and reform programme. A basic tenet of this programme was that furthering the development of the Syrian economy and the success of any economic reform programme is contingent upon introducing comprehensive institutional and governance reforms. UNDP, as a key trusted development partner of the Government, provides support to these governance reform issues through policy advice and technical assistance. Within this context, UNDP is supporting several important initiatives which support the E-government initiative, as per the following:

1. Government Services Reform: This project aims to improve government structures and public services extended to citizens and businesses; and foster a favorable environment for business investment by facilitating access to government services. The project aims at simplification and harmonization of government services extended to citizens and businesses and cut unnecessary red tape. Hence It addresses the reforms of selected ministries' procedures through : re-engineering business processes, revising and recommending policy improvement, building the national capacities and modernizing the information technology infrastructure. It is worth to

mention that within this project the E-Government Strategy was launched in cooperation with Ministry of Communications and technology.

2. Supporting Judicial Reforms: UNDP supports the Government of Syria efforts for increased accountability of the judiciary towards the general public. Within this framework, UNDP supports efforts aimed at improving the administration of the judicial system and citizens' access to justice, including through the simplification and modernizing judicial and administrative procedures, creating help desks and support clinics as well as automating case management within the court system, which are included in a demonstrative pilot project in Dara'a.

3. Improving Local Governance Services: UNDP is assisting Syrian municipalities in developing internal service-oriented modernization plans, structures and information systems. Interventions focus on simplifying and optimizing administrative procedures at the municipal level, introducing alternative work methods and facilitating the dissemination information and sharing knowledge with citizens.

4. Supporting Policy Formulation and Decision Making: In partnership with the People's Assembly and with the aim of enhancing parliamentary capacities and performance, UNDP has established an E-Library at the Official Residence for Members of the Parliament and offered training courses to 75 MPs on communication skills, presentation skills, positive thinking and stress management.

5. Support to Media Reform : UNDP supports the Syrian Ministry of Information to reform the media sector through two main initiatives, the first targeting Syria Times newspaper- the only English language daily newspaper. UNDP is also supporting the establishment of a journalist network for mobilizing journalists to take an active role in socio-economic development reforms in the country, including targeted training for journalists on development issues.

7: Capacity Development for Foreign Service Staff in Syria: UNDP provides support the Ministry of Foreign Affairs to develop the national capacities of Foreign Service staff to meet Syria's socio-economic reform plans, as stipulated in the 10th 5YP. In this regard, UNDP is helping in designing and implementing immediate capacity development programmes for the Syrian foreign diplomatic corps, as well as providing support to formulating the strategy for establishing the Syrian Institute for Diplomacy (SID). The project aims at supporting Syria to obtain optimal benefits from the growing multilateral development system, at the regional and global levels.

Based on the above areas of intervention, UNDP will bring to the project a pool of highly technical experts, both national and international, and help share successful experiences and lessons learnt from different countries that initiated and applied the e-government concept. On the management level, UNDP will support sound implementation of the project activities from the administrative and financial aspects as per the UNDP rules and regulations such as recruitment, procurement, budget monitoring, financial reporting etc. In addition to applying UNDP monitoring and Evaluation tools as stated in section II below.

I. RESULTS AND RESOURCES FRAMEWORK

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

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

Partnership Strategy: The project through its management unit and project board will ensure coordination with all other stakeholders, including Government authorities, and UNDP that are working on supporting the government in the implementation the E-government strategy.

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

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

CPAP expected outputs: B. 1 Policy and decision-making supported by quality information and analyses

B.1.1. Access to information for decision-making strengthened including capacity building of public institutions to use ICT

B.4 Improved administrative services for citizens and courts' administrations taking into account citizens' rights and the needs of vulnerable groups

B.4.1 Better targeting, access to improved public services enhanced through procedures simplification

Project title and ATLAS Award ID: Enhancing Institutional Capacity For E-Government Implementation – SYR/10/008

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
Output 1: Monitoring and Evaluation Unit for the E-Government initiative in place : *Indicators:* • *# Of e-Government projects included in the E-Government M&E framework.*	1.1 E-Government M&E Planning and setting of target indicators. 1.2 Data identification & collection, development of necessary systems.	1.1.1 Review and update targets & indicators at the strategic priorities and programmes level. 1.2.1 Identify data sources , develop processes for data collection. 1.2.2 Develop the necessary systems and its operation and maintenance procedures. 1.2.3 Capacity building in identifying strategic indicators for	Executive Team MoCT UNDP	Total budget without F&A: US$ 169,905

Expected Outputs / Indicators	Activities	Description	Responsible Party	Budget
• #% Of e-Government Programs included in the E-Government M&E framework. • Data Quality indicators • The usage of E-Government M&E result in the national reporting systems.		performance appraisal, Provide training for users. 1.2.4 E-Government strategy midterm review and correction- Survey Design, Implementation; System review and update.		
	1.3 Supporting institutional capacity for setting the E-Government M&E Unit	1.3.1 Setting the organizational structure of E-Government M&E Unit with clear TORs as well as communication and reporting channels		
		Facilities & Administration Fees		US $ 8,495
		Output 1 Subtotal		US $ 178,400
Output 2: E-Government Portal Unit in place and operational	2.1 Service Information preparation and review	2.1.1 Collection of data related to services ensuring quality and completeness. Post data on portal system ensuring on-going data updates	Executive Team MoCT UNDP	Total budget without F&A: US$ 160,000
Indicators: • #% of services with information published through the portal. • #% of services being offered through the portal on its launch date (interactive or transactional) • #% annual growth rates of services provided by the portal. • #% growth rate of portal up-take by beneficiaries	2.2 Activation of e-services on the portal.	2.2.1 Developing service interfaces with the portal; Services new business process, integration and testing and revision of legal and financial issues related to providing the services through the portal. -Add new e-services to the portal whenever needed.		
	2.3 Develop Portal static content	2.3.1 Identify pilot government websites, Develop Portal screen design and themes; Load and classify static content on the portal.		
	2.4 Portal marketing and operation	2.4.1 Portal operation plan development and implementation. 2.4.2 Portal communication plan development and implementation.		
		Facilities & Administration Fees		US $ 8,000

				US $ 168,000
			Output 2 Subtotal	
Output 3: E-Government standards and its supporting tools developed and required shared services in place **Indicators:** • #% of Shared services integrated in e-Government services. • The yearly growth of Shared services usage • # of G2G services covered by SyGIF • The yearly growth of trained staff on standards implementation and auditing. **Baselines:** - 0	3.1 Planning phase for setting the Standards 3.2. Development of Interoperability Framework (SYGIF) 3.3 e-Government Shared Services 3.4 Centralised projects	3.1.1. Review existing standards in place, evaluate their usage level aiming at Identifying missing standard. Prioritise the required action and develop detailed plan. 3.2.1 Develop the data dictionary, XML schema, SYGIF adoption, implementation & maintenance Plan. 3.2.2 Develop SyGIF Tools including: design, Configuration, Testing, Training and dissemination. 3.3.1 set up Shared services development and implementation plan. 3.3.2 Support shared services implementation phase. 3.4.1. Develop a master plan for centralised projects, including detailed plan for the high priority projects. Initiate the Implementation process.	Executive Team MoCT UNDP	Total budget without F&A: US$ 145,000
		Facilities & Administration Fees		US $ 7,250
			Output 3 Subtotal	US $ 152,250
Output 4: Consulting services provided to e-government programs and projects in efficient and timely manner	4.1 Support the initiation and implementation of Key services	4.1.1.Support the assessment of existing system for each service, and support the project initiation and implementation	Executive Team MoCT UNDP	Total budget without F&A: US$ 145,000

Indicators / Outputs	Activities	Responsible	Budget
Indicators: • *Number of programs/projects initiated by the support of the executive team.* • *Number of projects implemented by the support of the executive team.*			
4.2 Support the development of e-Gov chapter within the 11th five years plan	4.2.1. Support the development of a master plan for e-Government projects at each ministry together with feasibility study and PD for selected projects. 4.2.2 Provide consulting services during project initiation and implementation.		US $ 7,250
	Facilities & Administration Fees		US $ 7,250
	Output 4 Subtotal		US $ 152,250
Output 5: **Communication and Public Relations strategy for e-Government Projects in place**	5.1 e-government strategy and related projects better understood by Public Administration Organisations	5.1.1 Initiate awareness campaigns in the central and local government on e-government strategy to help people better understand this new government initiative. Individual workshops can be arranged for media, line ministries etc.. 5.1.2 develop a web-site specifically for the E-government, whereby all related info and data are made available for the public	Executive Team MoCT UNDP	Total budget without F&A: US$ 50,000
Indicators: - Communication plan in place, - Website developed - # of workshops & round tables conducted. - % of Citizen satisfaction with the services	5.2 Promotion for e-Services for Citizens and businesses.	5.2.1 Raise public awareness among citizens and business regarding the available e-services 5.2.3 Ensure better citizen satisfaction regarding the provided e-services. 5.2.3 Communicating with similar regional projects and concerned international organisation to ensure the best positioning of the Syrian e-government initiative.		
	Facilities & Administration Fees		US $ 2,500

	Activities	Sub-activities	Responsible party	Budget
		Output 5 Subtotal		**US $ 52,500**
Output 6: Institutional capacity of e-government initiative supported through different proposed scenarios	6.1. Prepare a study on different scenarios for setting the e-government body within a commission, agency ..etc	6.1.1. provide a comparative study on possible scenarios for setting the institutional body of the e-government to ensure sustainability	Executive Team MoCT UNDP	Total budget without F&A: US$ 50,000
Indicators : - # of proposals for a governing body for e-government - Organizational proposal including clear TORS in place.	6.2 propose the institutional structure of the e-government body, incl. Vision/mission, objectives etc.. 6.3 Build capacity among national experts	6.2.1 Provide the organizational structure, legal and financial framework, qualifications and job descriptions of personnel to be in charge of the new e-government body. 6.3.1 Enhance the competencies of executive team members to better fit in the proposed new e-government body 6.3.1 Enhance the skills of key people from line ministries in regard to e-government.		
		Output 6 Subtotal		**US $ 52,500**
		Facilities & Administration Fees		**US $ 2,500**
Output 7: Project Management Unit functional and activated	7.1. recruiting project management team 7.2 finalize the renovation of project premises 7.3 equip project offices with required IT equipment and furniture	7.1.1 ToR for the project management team developed and the project management team recruited (NPD – Admin and finance assistant – driver... etc) 7.2.1 renovation works for the project premises finalized 7.3.1 project offices equipped and furnished	Executive Team MoCT UNDP	Total budget without F&A: US$ 100,000 (programme C/S : US$ 50,000 UNDP: US$ 50,000)

Internal organization procedures

The project will be based on joint cooperation among:

- Executive Team
- Ministry of Communication and Technology (MoCT)
- State Planning Commission (SPC)
- United Nations Development Programme (UNDP)

The project will be implemented according to UNDP procedures, rules and regulations, in compliance with the Standard Basic Assistance Agreement between the Government of the Syrian Arab Republic and the United Nations Development Programme, signed on 12 March 1981.

The project will be executed by the Syrian Government, represented by the Executive Team, Ministry of Communication & Technology (MoCT) and in coordination with the State Planning Commission (SPC). The project will be functioning under the umbrella of the Programme for E-Government implementation adopted by the Syrian Government.

For this purpose, the Government will assign a National Programme Coordinator (NPC) from the Ministry of Communication and Technology responsible for coordination between national counterpart and project management. He/she will work closely with the Project Management Unit to ensure close coordination for the development of the Master Plan in accordance with the project work plan.

UNDP, in close coordination with the implementing partner, will recruit the project management unit composed of the National Project Director (NPD), and the Administrative and Finance support taskforce. In collaboration with the Syrian Government, UNDP will also recruit the necessary international and national consultants and experts needed for the accomplishment of the project. The Project Management Unit (PMU) will support enhancing the institutional capacity according to the work plan.

The NPD will be responsible for the supervision of the project staff and consultants in close coordination with the Executive team, MoCT, SPC and UNDP, ensuring proper and timely processing of all procurement and recruitment activities within UNDP rules and regulations. He/she will be also responsible for organizing all related events, such the awareness campaign and workshops in coordination with the NPC.

A "Project Board" is responsible for overall supervision of the project and its management arrangements, as well as addressing any problems which may arise during its execution. This Project Board has overall oversight of the Project's objectives. It must approve the detailed final Work plan, quarterly plans and reports, evaluation reports and any variations that alter the Project Outputs as well as the overall budget figure. The Project Board meets when necessary, at least once every six months, and is composed of:

- H.E. Ministry of Communication and Technology (MoCT)
- Head of the State Planning Commission
- Executive Team Leader
- UNDP Resident Representative or Deputy RR

Ex officio:

- The Project Management Unit (PMU)
- The national project coordinator (NPC)
- UNDP TL/ Programme Officer

The Project Board will meet at least once each six months to discuss achievements, results, challenges that face the project, and lessons learned. It will provide initial comments on the different studies conducted, on the Master Plan once it has been issued and to discuss the next steps & workplan.

The UNDP National Execution Modality will be employed with the support of the UNDP Country Office. In addition to regular technical backstopping and monitoring activities provided regularly, the UNDP Country Office shall provide the implementing partner with support services for the implementation of the project. This will ensure that technical and substantive expertise is available to the project for coordination, recruitment, procurement, and contracting. All implementation arrangements will be undertaken according to UNDP rules and regulations.

II. MONITORING FRAMEWORK AND EVALUATION

Monitoring and Evaluation

The Project Management Unit and the Implementing Partner will be responsible for delivering the outputs of the project, the implementation, input management, and sound administrative management.

The National Project Director (NPD) will develop and submit a detailed project work plan on an annual basis, a procurement plan (HR and Equipment) at the outset of the project, quarterly financial reports, monthly cash projection, inventory list, and quarterly progress reports to the UNDP country office. The report should include sections on project implementation and project performance. Additionally, an Annual Review Report 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.

In summary, the project will be monitored through the following:

Within the annual cycle
  ➢ An **Issue Log** shall be activated in Atlas and updated by the NPD to facilitate tracking and resolution of potential problems or requests for change.
  ➢ Based on the initial risk analysis submitted, a **Risk Log** shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
  ➢ Based on the above information recorded in Atlas, a **Project Progress Report (PPR)** shall be submitted by the NPD to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
  ➢ A project **Lesson-learned Log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
  ➢ A **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events.
  ➢ Detailed **Quarterly Work Plans** will be prepared by the NPD.

Annually
  ➢ The NPD will submit detailed **Annual Work Plans** to the UNDP country office.

> An **Annual Review Report** shall be prepared by the NDP and shared with the Project Board.
> Based on the above report, an **Annual Project Review** shall be conducted during the fourth quarter of the year or soon after to assess the performance of the project and appraise the Annual Work Plan for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and whether the outputs remain aligned to appropriate outcomes.

Given the relative short project duration, as well as the project's nature (strictly intellectual and capacity development), it is not expected to have major procurement transactions. For this reason, it is recommended that an audit be initiated towards the end of the project.

Risks and Opportunities

As many of the project outputs are situation analysis, needs assessment and developing strategies for the e-government services, successful implementation of this project will depend in large part on the capacity of the national team within line ministries in addition to have appropriate achievement of the project outputs. As always, coordination and cooperation between the UNDP, the implementing partner (the MoCT), Executive Team and SPC is crucial to the project's success.

Risks Associated with implementation can be identified as follows:

1) **Operational:** adequate capacity in the National Team. Management response: extensive training program to the national teams to help to be in the same level of the competencies to implement the E-Gov projects.
2) **Organizational:** An appropriate coordination mechanism should be put in place to ensure coordinating activities and initiatives among line ministries in order to streamline different activities and ensure that efforts are not duplicated.

It is the understanding of the UNDP and the Ministry of communication and Technology that any document or deliverable produced under the project shall be the property right of the government of Syria represented by the Ministry of Communication and Technology.

III.   LEGAL CONTEXT

This Project shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Syrian Arab Republic and the 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.

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Project Strategy for Gender & Women Empowerment:

The Millennium Development Goals (MDGs) are about inclusive development. Despite the progress that has been made, six out of ten of world's poorest people are still women and girls, only 16 percent of the world's parliamentarians are women, two thirds of all children shut outside the school gates are girls and, both in times of armed conflict and behind closed doors at home, women are still systematically subjected to violence. Gender equality and women's empowerment are human rights that lie at the heart of development and the achievement of the Millennium Development Goals.

This is why gender equality and women's empowerment are integrated dimensions of UNDP's four main areas of work, namely poverty reduction, democratic governance, crisis prevention and recovery, and the environment and sustainable development.

The project will apply the UNDP Gender Equality Strategy (GES) within the UNDP framework for project implementation through:

- Ensuring gender sensitive recruitment processes for capacity building, seminars and workshops attended by the line ministries.
- Inclusion of questions on gender equality and parity (eg. Labor rights) in the project situation data analysis.
- Integration of gender analysis and indicators in the project key reports, documents and studies.

UNDP Gender Marker rates the contributions of investments and expenditures to both gender mainstreaming and targeted interventions for gender equality and women's empowerment. This project gender rating will be scored as (0) per the following UNDP instructions in gender rating:

Gender Rating	Description
Gender Rating 0: Outputs that are not expected to contribute noticeably to gender equality	All outputs that are not expected to contribute to gender equality in a noticeable way should be rated 0. Activities that constitute the output are not targeted to promoting gender equality.

Schedule of Payments:

The Total amount of the project document budget id US$ 858.400.00, distributed as the following: UNDP resources with total amount of US$ 50,000000, programme C/S with total amount of US$ 508,400.00 and the MoCT with the total amount of US$ 300,000 according to the following schedule of payment:

Payment in Dollars	Date
508,400	From the programme C/S Upon signing the Project Document
300,000	MoCT Upon signing the Project Document
50,000	UNDP Upon signing the Project Document

ANNEXES

Annex 1. Terms of Reference:

ToR of the Project Director (vice Leader of the Executive Team)

I. Responsibilities:

1) **Management:**

   a) Assumes operational management of the project in consistency with the project document;
   b) Ensures that UNDP rules and regulations are implemented in all of the project's activities, procurement, and recruitment;
   c) Manages project staff;
   d) Participates in all project meetings and annual reviews;
   e) Liaises with UNDP programme officer on a daily/weekly basis to ensure proper monitoring and realization of results;
   f) Supports resource mobilization efforts to increase resources in cases where additional outputs are required and insures that cost sharing is paid on time where applicable;
   g) Supports the media/communications work of the project;
   h) Ensures that UNDP is invited to all important meetings.

2) **Technical:**

   a) Assumes overall responsibility for the successful execution and implementation of the project towards achieving the outputs;
   b) Prepares annual and detailed quarterly work plans and discusses drafts with UNDP and implementing partners;
   c) Obtains approval on quarterly and annual work plans from the Project Steering Committee;
   d) Implements quarterly work plans and monitors activities;
   e) Ensures proper resources and level of effort provided to insure timely delivery of activities;
   f) Plans and arranges, in consultation with UNDP, the procurement of project services in line with laid out process;
   g) Shares draft documents, outputs, as well as final products with UNDP for comments;
   h) Prepares ToR for relevant project staff and consultants and follows up their work.

3) **Financial**

   a) Acts on behalf of the implementing partner in preparing and adjusting commitments and expenditures;
   b) Acts as the sole authorizing officer for all project financial transactions (i.e. approves all financial expenditures and signs all direct payments);
   c) Authorizes commitments of resources and expenditures for inputs including staff, consultants, goods and services, and training;
   d) Acts as the Responsible officer for the delivery of the project's services to achieve annual financial delivery targets;
   e) Manages the project resources (i.e. vehicles, office equipment, furniture and stationery procured under the project), and maintains the asset register;
   f) Ensures that appropriate accounting records are kept and organized;
   g) Facilitates and cooperates with audit requirements at all times, as required.

4) Reporting

a) Prepares draft technical and other documents as required including the reporting on the following requirements:

- Monthly and quarterly technical reports of progress on the project;
- Activities and financial statements of expenditure for the project;
- Annual Project Reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats;
- Final financial report at the end of the project;
- Technical, policy and briefing papers as requested by UNDP and the implementing partners;
- Any documents needed for the Project Board meeting and other meetings.

5) Facilitation

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

II. Reporting Line

To the Project Board, and respective UNDP TL/ Programme Officer.

III. Evaluation:

Renewal of contract will be based on satisfactory midterm and final   performance evaluations by UNDP and by the Implementing partner.

IV. Qualifications

a) **Education**: Master degree or PhD in Computer Science, IT or any other related Field.
b) **Experience:** 7 years of relevant experience at the national or international level in providing management advisory services, hands-on experience in design, monitoring and evaluation of development projects. Experience in the usage of computers and office software packages (MS Word, Excel, etc.). ICDL certificate is preferable.
c) **Language Requirements:** Fluency in spoken and written English and Arabic.
d) **Other Qualifications:** Good communication and presentation skills. Gender knowledge is an asset.

Terms of Reference for Administrative and Finance Assistant

I. Overview:

The Assistant is expected to support the NPD in all project activities by insuring efficient implementation of processes and systems in the project. He/she will ensure quality inputs to different activities.

II. Responsibilities:

1)   Administrative Tasks:

a)   Maintains general office files and keeps information and reference in a manner that allows easy retrieval;

b)   Prepares correspondence documents as required, logs incoming/outgoing correspondence;

c)   Prepares office supplies requisition including the preparation of equipment specifications, collection of bids and preparation of purchase orders;

d)   Assists in the logistical preparation and implementation of training, workshops, meetings and other awareness activities (exhibitions, fairs, etc.) pertaining to the project;

e)   Assists in drafting progress and other reports, in preparing electronic and printed material, as well as assists in preparing project presentations;

f)   Maintains appropriate inventory records of office material and equipment and prepares the corresponding reports;

g)   Follows-up on administrative matters in the project as well as with UNDP office;

h)   Assists in assembling briefing material, documentation and correspondence for use in official meetings or missions;

i)   Briefs other personnel on administrative matters;

j)   Translates project reports and documents when needed;

k)   Answers phone calls, keeps appointments and arranges office meetings for the NPD and other staff;

l)   Undertakes other office duties which may be requested by the National Project Director;

m)   When needed, works closely with UNDP staff on administrative issues related to the project;

n)   Any other administrative tasks as necessary.

2)   Financial Tasks:

a)   Maintains and updates project budget and assists in the preparation of budget revisions;

b)   Prepares Direct Payment Requests;

c)   Monitors Programme expenditures, prepares and maintains necessary financial control reports;

d)   Handles day-to-day petty cash (opening, administration and closing);

e)   Prepares and follows-up on payments and other expenses;

f)   Prepares the accounting and financial reports for the project;

g)   Processes entitlements (daily subsistence allowance, remuneration) and follows-up on contracts of project staff and national consultants (extensions, renewals, etc.), and maintains various personnel records and files;

h)   Assists in preparing work plans and budgets;

i)   Codes all expenditures according to the ATLAS code in the ATLAS work plan (budget);

j)   Ensures that proper documentation from suppliers is revised, and collects documents from suppliers for releasing payments;

k)   Any other financial duties.

Deliverables	Date
All secretarial, administrative and financial work (duties and responsibilities)	Should be done and accomplished through the contract period.

3) Facilitation and Management:

    a) Ensures that UNDP's name is mentioned in all publications, workshops, and consultancy related activities;

    b) Ensures that UNDP rules and regulations are implemented with relevance to the activities as well as policies and procedures of the execution modality.

    c) Participates in necessary meetings and reviews;

    d) Any other business as required.

III. Reporting Line:

The Administrative and Finance Assistant will report to the national project director and to the UNDP program officer. In the absence of the Project Director, the administrative assistant shall report to the UNDP Programme Officer/Team Leader on the project activities.

IV. Evaluation:

Renewal of contract will be based on satisfactory midterm and final   performance evaluations by UNDP and by the NPD.

V. Qualifications

    a) **Education:**   University degree in Business Administration, Social Science or Literature and Humanitarian Science, Accounting, finance or similar fields

    b) **Experience:**   3 years of relevant experience at the national or international level in providing management advisory services, hands-on experience in design, monitoring and evaluation of development projects. Experience in the usage of computers and office software packages (MS Word, Excel, etc.). ICDL certificate is preferable.

    c) **Language Requirements:** Fluency in spoken and written English and Arabic.

    d) **Other Qualifications:** Good communication and presentation skills. Gender knowledge is an asset.

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

ToR for Government Project Coordinator from MoCT:

Objective:

The Ministry of Communication and Technology national project coordinator is the focal point of the executing agency vis-a-vie the project. He/ She facilitates the implementation aspects of project activities.

Duties:

The coordinator will act on behalf of the related ministry (execution agency) and will have the following responsibilities:

- Ensures coordination of all project activities between all parties (related ministry - UNDP and other).
- Follows up on all activities and transfer opinion of executing agency to project during implementation.
- Participates in the periodic project meetings as well as TPR and Steering Committee.
- Assures homogeneity at all levels (technical/ functional) related matters and insure quality assurance of process.
- Participates in preparing project progress and quarterly reports, biannual, and final reports.
- Provides information on the technical level and administrative issues (rules and regulations of the ministry) to enhance the link between UNDP- project and the ministry.
- Facilitates the job of the National Project Director and staff in implementing project activities.
- Ensures smooth continued support from the staff of the ministry.
- Reports any problems obstacles to the head of the executing agency and obtains relevant solution.

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

- **Composition:**
  - Executive Team
  - Minister of Communication and Technology
  - Head of SPC
  - UNDP RR or Deputy Resident Representative

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

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

- **Frequency of Meeting:**
  - Minimum meets once each six months or as need be. UNDP or the implementing partner can call for a meeting