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The Government of the Syrian Arab Republic



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The United Nations Development Programme

“Technical Assistance in the Area of Regional Planning”

SYR/11/005

Brief Description

This project aims to support the institutional development of the Regional Planning Commission (RPC) established in 2010 in support of its mandate to activate and lead regional planning efforts in the country. UNDP will assist the RPC in setting the national standards for regional and spatial planning as well as developing and activating the National Framework for Regional Planning and providing capacity development and technical support to planning infrastructure and monitoring mechanisms at the Regional Planning Commission and national planning directorates, as well as support the establishment and launch of a Regional Observatory/Spatial Databank. Project will support planning capacity in the Regional Planning Commission and other relevant bodies, through support to national and local level counterparts as well as support the Regional Planning Commission in building partnerships relevant to support regional planning efforts in Syria.

Country: Syrian Arab Republic

UNDAF Outcome(s) **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

Expected Outcome(s): **raising the efficiency of regional planning with a view to achieving balanced regional development in the Syrian Arab Republic**

Expected Output(s): standardizing national sectoral planning tools

- development of sectoral plans
- Building the capacities of the Regional Planning Commission as a key beneficiary and those responsible for planning in Syria subsidiary authorities.
- Develop a specific mechanism to monitor and evaluate the regional planning project.
- Establishment of a regional observatory.
- create the possibility for direct control of the projects.
- To strengthen the appropriate academic environment for local human resources specialized in the subject of regional planning

Implementing Partner: Regional Planning Commission (RPC)

Responsible Parties: Planning & International Cooperation Commission (PICC)
Regional Planning Commission (RPC)

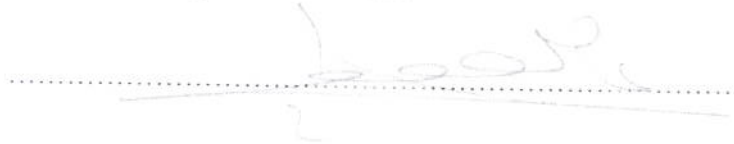
Programme Period:	2011-2014
Key Result Area (Strategic Plan):	
Democratic Governance	
Atlas Award ID: SYR / 11/005	
Start date: 9/ 2011	
End Date 9/ 2014	
PAC Meeting Date: 17/5/2011	
Management Arrangements: NEX	

Total resources required:	3,000,000 USD
Total allocated resources:	2,037,937 USD
• Programme C/S:	400,000 USD
• UNDP:	300,000 USD
• Government (RPC):	1,337,937 USD
Unfunded budget:	962,063 USD
In-kind Contributions	Office/Project Location

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Agreed by H.E. Dr. Amer Husni Lutfi, Head of Planning & International Cooperation Commission
On behalf of the Syrian Government

Signature:

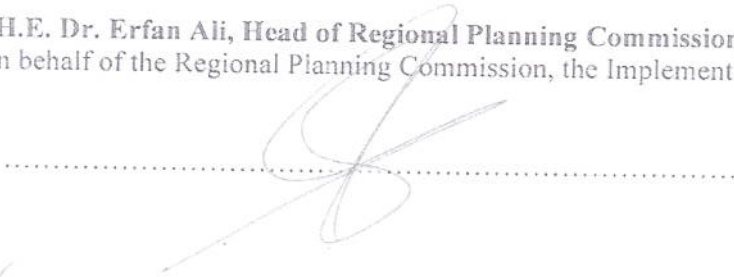

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Date:

23.08.11
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Agreed by H.E. Dr. Erfan Ali, Head of Regional Planning Commission,
On behalf of the Regional Planning Commission, the Implementing Partner.

Signature:

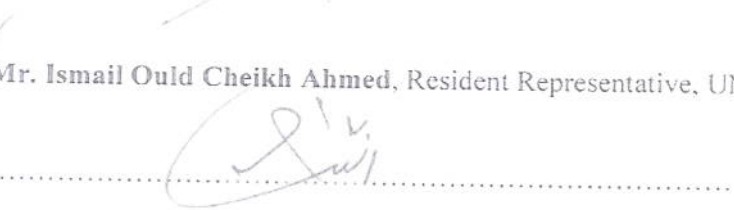

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Date:

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Agreed by Mr. Ismail Ould Cheikh Ahmed, Resident Representative, UNDP.

Signature:


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22/5/2011
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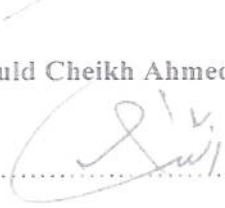

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22/8/2011
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List of Abbreviations

AKDN	Aga Khan Development Network
CBS	Central Bureau of Statistics
CPAP	Country Program Action Plan
EIB	European Investment Bank
EU	European Union
FYP	Five-Year Plan
GIS	Geographic Information System
GORS	General Organization of Remote Sensing
GPS	Global Positioning System
ICARDA	International Center for Agricultural Research in the Dry Areas
IT	Information Technology
LAS	League of Arab States
MAAR	Ministry of Agriculture and Agrarian Reform
MENA	Middle East and North Africa
MHC	Ministry of Housing and Construction
MHE	Ministry of Higher Education
MLA	Ministry of Local Administration
MoI	Ministry of Irrigation
MoSAL	Ministry of Social Affairs and Labor
MoPMR	Ministry of Petroleum and Mineral Resources
MoT	Ministry of Tourism
MoTr	Ministry of Transport
MSEA	Ministry of State for Environment Affairs

NAPC	National Agricultural Policy Center
NFRP	National Frame for Regional Planning
RAPs	Research Action Plans
RD	Regional Development
RDBMS	Relational Database Management System
RP	Regional Planning
RPC	Regional Planning Commission
PICC	Planning and International Cooperation Commission
SCFA	Syrian Commission for Family Affairs
SD	Sustainable Development
SIA	Syrian Investment Agency
SP	Spatial Planning
SPC	State Planning Commission
UNDAF	United Nation Development Assistance Framework
UNDP	United Nations Development Program
WB	World Bank

I. Situational Analysis

With the establishment of the Regional Planning Commission in mid-2010, the Syrian Government laid the foundation for comprehensive regional planning structures in the country and institutionalized tools for effective regional planning patterns. This has been demonstrated by increased focus and studies of spatial and functional distribution and land use on the local Governorate level, as well as initiatives from sectors and Ministries to develop comprehensive plans addressing local development and spatial concerns at the national level.

Previously, efforts to include regional planning whether initiated on the Governorate level or national ministerial level suffered from structural problems mostly related to limited coordination between neighboring Governorates or weak coordination between interrelated ministries. In general, Governorate planning has been confined to a limited geographical area without consideration to national plans, regional and international facts, or taking into consideration the rapid changes in the structure of communication and unity of the global market. Sectoral ministerial plans have also been marked by weak spatial coordination and lack of correlation between regional plans and actual needs on the regional level.

However, national development plans have placed greater focus on integrating regional planning in national planning structures, as indicated by the spirit and content of the Tenth Five-Year Plan (FYP)¹ and emphasis on the conceptual framework imposed by regional planning. As such, the re-building the planning infrastructure is necessary in order to be aligned with regional planning concepts central to the planning process. This includes the integration of activity and efforts from all mandated or related ministries/sectors in a clear and interrelated spatial structure that adopts basic concepts such as sustainability and decentralization.

While the Law of Local Administration promulgated in 1971 delineates decentralized responsibility to Governorates with regards to the development of spatial plans (Local Administration Law No. 15 of 1971, and its amendments, Article 11/ paragraph 1: The Competencies of the Governorate Council), local level planning was not fully implemented or activated only until the past five years mostly due to the urgency imposed by new real estate laws, an active investment environment as well as the growing need for programmes and technical infrastructure to address the relationship between cities, urban surroundings and the emerging industrial zones. In addressing this issue, in 2003, the MLA established Decision Support Centers on the Governorate level to support regional and local planning efforts as a first step. The Centers are designed and mandated to promote and implement large-scale Spatial Planning as well as serve as a coordination hub between national planning structures and technical and operational teams at Governorate level. These Centers are, therefore, a major focal point in regional planning efforts in need of greater capacity development in order to ensure a decentralized participation.

¹ See, for example, Chapter III "Reference Framework", Chapter VI "Inter-Sectoral Issues" and Chapter XXIV: "Good Governance".

Regional Planning in the Syrian Context

Regional development or planning (RP), as a concept, emerged in industrialized countries in the 1960's in response to increasing awareness to regional disparity of living standards within the country. The disparity between regions/areas questioned traditional national planning methods and/or structures and asserted the necessity for plans, strategies and policies that address local and regional contexts and needs. As such, regional planning works to develop solutions and strategies that seeks balanced and sustainable national development based on multiple growth poles in which small, medium and regional cities occupy an important position in developing and implementing national development plans. However, RP does not have only one perspective or approach as it varies depending on the geographical, political or administrative divisions/patterns applied in the country.

In the national concept, national planning structures and institutions view RP as a tool to the achievement of balanced development in that it looks at local-specific planning mechanisms and initiatives as well as links various initiatives at investment, planning and policy-making with the comparative advantages and needs of each region.

While it is relevant to define RP as a practical and/or ideal approach in achieving balanced regional development and in bridging regional disparities in living standards, this approach does not exclude the central importance of sectoral coordination to maximize optimal and sustainable development, particularly when addressing a critical issue such as land use in Syria. Studies indicate that the proportion of inhabited land suitable to agricultural and residential human activity (as per international standards of proportions of moisture and availability of resources) does not exceed 32.5% of the total land mass of Syria. The remaining two thirds of the country remains devoid of significant human activity with the exception of animal grazing and limited crop growth activities, resulting in the formation of marginalized and under-serviced settlements and mineral industry compounds. Studies also indicate that the proportion of unused land which could be rehabilitated to increase its suitability (at an acceptable percentage of costs in securing infrastructure) is no more than 2.2% of the country area. This clearly indicates that the current population increase of 0.5 million people per year will put further stress on already limited resources. Given this context, optimal and management of land resource as well as other resources such as water, energy and coastal terrain is required.

Regional Planning Commission:

The promulgation of Law no. 26/2010 which established the Regional Planning Commission (RPC) indicated a major shift in planning methodology and approach in Syria. The establishment of the RPC not only indicates increasing emphasis on the effectiveness and efficiency of national planning institutions (at the national level) but it also introduces a new level of planning i.e. the spatial level to the planning infrastructure in the country. While the Syrian Government is introducing concepts and approaches used by other countries in the region, Law No.26/2010 is noteworthy in that it makes recommendations issued by the Regional Planning Commission as binding to all public and private bodies. This has empowered and mandated the Regional Planning Commission as an effective institution in order to address critical issues such as land deterioration and resources depletion, as well as address economic and demographic imbalances. There will be a detailed description of the RP Law forthcoming in the document. The following describes the two significant responsibilities of the RPC particularly as it relates to the development of technical studies:

- **Development of the National Framework for Regional Planning (NFRP)**

As indicated by Article Three (3) of Law No.26/2010, the Regional Planning Commission must develop spatial plans at the national level. Being that this is a new level of planning in Syria; the Regional Planning Commission will be referencing previously conducted studies and coordinating efforts with all stakeholders. These plans will map and analyze the natural and human resources, infrastructure and conditions at the spatial/local level as well as propose comprehensive strategies for a balanced regional development. Spatially, plans will cover all territories within the Syrian Arab Republic as well as examining and planning the spatial dynamics with border countries and the region at large. The spatial plans will be formulated within a broader and comprehensive multi-sectoral approach encompassed within a National Framework for Regional Planning (NFRP) to serve as an overall strategy based on detailed and micro level data and include overseeing/monitoring strategy for its implementation. The implementation arrangements, mechanism(s) for activation, structures as well as review and consensus with all stakeholders will be detailed in the forthcoming paragraph on "Legal Framework".

As per its internal work plan, the RPC aims to finalize and complete the NFRP in 2011, to be implemented in the period until 2025 pursuant to the Regional Planning Law. While this level and approach to planning is unprecedented in Syria, the RPC will reference national planning documents such as the Eleventh FYP compiled by the Planning and International Cooperation Commission (PICC), as well as forward-looking studies in line with the timetable of NFRP implementation, such as Syria Report 2025 prepared by PICC (documented the State Planning Commission when the report was completed in 2008) in collaboration with UNDP.

The NFRP will determine Syria's spatial and regional planning for the next fifteen years, as well as develop a mechanism for monitoring and evaluation that adapts to and takes into consideration the technological and environmental trends as well as the economic conditions and effects of a globalized economy. It will also analyze international and inter-regional relations, particularly Syria's place in the region and its physical connection to and dynamic with border and neighboring countries. For example, the NFRP will present and suggest options for inter-regional travel through Syria, it will examine and recommend transport and movement options taking into consideration border movement and relations so as to present the Syrian Government with optimal national and regional solutions and proposals.

In similar lines, the NFRP is responsible, inter alia, for defining the borders of Syrian planning regions as opposed to administrative regions. This will require focus on the mechanism of delineation as well as a high level of engagement and participation from local level partners and communities. The function of categorizing a planning region is to define an area despite its jurisdiction or administrative center based on a socio-economic, natural or geographic consistency in order to facilitate and empower the planning process. While the expected borders of the 'planning regions' (which will be institutionalized through the adoption of the NFRP) will not necessarily be consistent with the administrative jurisdiction of the Governorates, the planning regions will have an administrative and financial impact on policy-making. As the adoption of planning regions to function as smaller planning area, specifically as regional districts should and will constitute a mini module network of lands through which planning regions can be demarcated, it will ultimately give specific responsibility to local governance bodies to plan accordingly.

The NFRP will provide a comprehensive data and vision that will link micro or local levels of planning, varying on the regional plan, to broader structural plans at the governorates level; including urban

settlements and rural development plans. All of this will be done in coordination with the strategies and plans presented by sectoral ministries and within an innovative environment that analyzes and presents optimal solutions for limited resources investment.

- **Development of Regional Plans**

Following the adoption of the NFRP, planning regions all over the Syrian territories will be delineated in order to prepare regional studies and plans based on solid analysis and data. While this is a broad and thorough process, there have been concurrent efforts undertaken by several central and local institutions, in particular the Planning and International Cooperation Commission, to develop their own spatial studies or regional plans. However, while the regional planning approach has been initiated, the planning approach has been completely confined within the administrative boundaries of the governorate with minimal attention paid to national, sectoral and/or overlapping issues. The role of the RPC becomes central in that it will provide the national and comprehensive reference (NFRP) for defining regional planning borders as well support completing regional plans in an interactive manner in order to ensure that they respond to the strategic spatial definition without overlooking previous reports produced at significant financial costs.

The following table indicates a number of studies conducted on a regional or national level. These studies will be reviewed by the RPC as part of the development of the NFRP and regional plans.

Table 1: Previous expertise of Spatial Planning:

Body	Project
MHC	Sanitation and Sewage Outline (85%) - Atlas of Real Estate Development
MAAR	Land Classification Manual - Determination of Land Productivity and Use Schemes Mechanism
PICC and SIA	Investment Map (in progress)
MSEA	Environmental Land-Use Schemes for the Governorates of Damascus and Tartous
MoT	Tourism Map – Mapping of Tourism areas and hubs, as well as tourist attractions and potential areas for tourism development
MLA	Comprehensive Regional Study of the Eastern Region Regional Strategic Study of Palmyra Region Sub-regional Strategic Study of the Greater Damascus Area Regional Studies of Wadi Barada and Ma'aloula Regional Studies of Sednaya Plain Development Axes (Homs – al-Brej, Homs - Tartous, Homs - Hama)

	Comprehensive Regional Spatial Plan of Homs Governorate
	Regional Study of Lattakia Governorate (in progress)
	Regional Study of the Governorate of Rural Damascus (in progress)
	Study of the General Map of Greater Damascus (in progress)
	Study of al-Nadara Valley Area as part of "Homs Dream" (in progress)
	Map of Greater Homs within "Homs Dream" (in progress)
	Regional Study of Tartous Governorate (contract to be finalized)

The role of the RPC in developing regional plans differs from that of developing the NFRP. Law No. 26/2010 grants more flexibility to the Regional Planning Commission to contract or outsource research support to assist in terms of planning and in conformity with the NFRP within the same innovative and visionary approach. As such, preparing specifications, determining the best bidder as well as follow up and monitoring this process remain an important part of RPC activity and expertise. Furthermore, the RPC will take inventory and record all relevant studies previously conducted (see above table) to facilitate their merger into and alignment with the regional plans to be developed or articulated.

- **Monitoring of Spatial Changes:**

As the body mandated to develop spatial/regional plans, the RPC is also responsible for the follow up and monitoring of spatial changes and plan(s) implementation. As such, the role of RPC can be divided as follows:

- *Monitoring Regional Developments:* Article 10 of Law No. 26/2010 assigns the RPC with reviewing and auditing "all public and private projects of regional significance"² as quality assurance on current developments and to ensure their alignment with the broader strategic vision. This will be conducted through on-the-ground research to be shared with a technical team for a rapid assessment. It is worthy to mention that this task is made difficult in the absence of a clear planning environment evidenced in the lack of consistent regional plans.
- *Monitoring Spatial Changes:* This is a process of retroactive verification of the changes on the ground in order to ensure compliance with spatial plans developed and endorsed by the RPC. It will also ensure that RPC is informed of all forthcoming projects with regional impact and that these projects obtain RPC approval before implementation. This process uses a combination of techniques; through observation of changes using aerial photographs and matching them with the Spatial Information Data Bank to be established by the Regional Planning Commission. It also requires coordination with

² Law, Page ...
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Regional Planning Commission

General Commission for Remote Sensing (GCSR), as it has the strongest national capacity and experience in monitoring ground changes in Syria.

Capacity in the Area of Regional Planning

As in the case of any new or emerging approach or sector, there is a vital need to build the capacity and know-how of technical staff in order to assure its sustainability and strength in its field. In the case of regional planning and the RPC, technical staff needs capacity development support in order to assure the mandate and function of the RPC. This includes research and reporting skills, monitoring and evaluation, project/programme design and operation of programmes based on work plans and performance indicators. The Capacity Development programme paradigm proposed must look at optimizing internal work flow and efficiency within the RPC itself as well as strengthening its technical capacity to fulfill the role envisioned by its mandate. The recommendations for broad capacity development for regional planning must focus on the following:

- Capacity Development for the technical staff of the RPC which will be finalized with the end of 2011.
- Capacity Development for Decision Support Directorates on the Governorate level in designing and preparing regional and structural spatial plans; including project/plan cycle management, and monitoring and evaluation mechanisms. The RPC is now the mandated institution in overseeing these Directorates, as per Law No. 26/2010. As part of its broader capacity development initiatives, the RPC will support local Decision Support Directorates to further enhance their capacity and role as part of greater regional planning efforts.
- Supporting the establishment of a pioneer project in the north eastern region of the RPC regional administrations as well as institutionalizing a mechanism to coordinate relationship to and interaction with Decision Support Centers as well as Governorate bodies.
- Organizing workshops, lectures and training courses on the new planning infrastructure and approach in Syria and its role development process of the country. This will sensitize public opinion and local and national decision makers on the importance of regional planning and its place within the national planning process.
- Providing support to research and Specialized training programs in collaboration with the Planning Institute of Economic and Social Development in Damascus of PICC in order to provide instruction on regional planning.
- Training technical staff at relevant ministries, particularly the planning Directorates, on spatial planning and on using/updating the spatial databases to be established by the RPC. Training will also focus on national and regional planning frameworks in order to assure that sectoral ministerial plans are relevant and in alignment.
- Establishing Joint Task Teams composed of in coordination with the Planning and International Cooperation Commission as an institution for comprehensive and national planning and participation of relevant stakeholders and government institutions concerned with spatial/regional planning; including CBS, SCFA, GCSR, etc.

Programmes for training and capacity development are a parallel task with RPC mandate to formulate and monitor regional planning plans. The initial period will focus on the development of a strong technical capacity at the Regional Planning Commission in order to formulate and finalize the NFRP. Following this, there will be emphasis on the regional and governorates levels, focusing on capacity-building related to distinct spatial needs.

Legal and Institutional Framework

This paragraph highlights the main features of Law No. 26/2010. While other legal frameworks address regional planning structures, the promulgation of Law No. 26 in effect nullified them and unified and codified the entire structure as per the stipulations of the new law. It may be summarized as follows:

- **Achievement of Regional Planning Goals**

Regional Planning goals on both the national and regional levels are achieved through the development and implementation of regional plans which comprehensively cover the territory of the Syrian Arab Republic as well as its relation to neighboring countries and the region at large, according to the following levels;

- national level: the regional planning and comprehensive integration with neighboring countries.
- regional level: the fragmentation of the region to a number of levels (the structure of the region)

- **Principles of Regional Planning**

The Regional Planning Commission must lead and manage the spatial organization and development of regional plans in accordance with the following principles:

- i. Achieving sustainability of national and regional resources in a balanced manner on both the inter-regional and intra-regional levels.
- ii. Protecting the environment from all forms of pollution, conserving natural resources and identifying the areas that need protection.
- iii. Maintaining the cultural heritage and protection of archaeological sites.

- **Regional Planning Methodology**

The main approach is to develop regional plans in order to achieve sustainable development at all levels; national, regional and local. This will also facilitate the role of local administrations to assess and determine spatial planning issues as well as identify challenges and obstacles to balanced and sustainable development.

- **RPC Goals and Functions**

The RPC is mandated with preparing, guiding and implementing national policy for sound regional planning, particularly through the formation of the NFRP using this approach and methodology. This will be done using standard indicators and in coordination with the PICC and all stakeholders in order to submit strategies and proposals to the Supreme Council. Furthermore, the RPC must follow up on the adoption and approval of the NFRP, support the development of regional plans, follow up and monitor their development and implementation, submit periodic reports thereof to the Supreme Council, and establish an RP database. RPC will design and build an information and data system for RP and RD using the state-of-the-art GIS techniques to include all geographical, economic and environmental information required for RD planning and management.

- **NFRP**

The NFRP is issued in accordance with standard indicators on economic and social development and is built on the foundations, goals and principles set forth in the Regional Planning Law. It focuses on the overall national vision and provision of goals, as well as the formulation of RD foundations to be articulated through regional plans. It also identifies appropriate planning regions, development centers, areas of major urban centers/settlement, axes or overlap of development and areas in need of or under environmental protection in line with national strategies on environmental and tourism protection, tourism development as well as cultural heritage areas protection and protection of mineral resources.

- **Drafting of Regional Plans**

According to the Regional Planning Law, the RPC prepares a draft regional plan in accordance with the NFRP and in coordination with the relevant ministries and PICC. The regional plan implementation period shall not exceed ten years, during which continues monitoring and evaluation ensures that plans are reviewed and adjusted accordingly to ensure their relevance and impact. Regional plans strive to achieve coordination and compatibility in local and regional development with current and prospective land use among various cross-sector projects as well as all organizational schemes and local plans. When adopted, regional plans are binding to all parties.

- **Follow-Up and Analysis of Spatial Development**

The RPC will continuously collect, review and update data and statistics related to adopted regional plans in order to reflect current developments and changes/shifts in regional spatial development data. National and local authorities concerned with development of organizational schemes are responsible for verification conformity within the provisions stipulated in regional plans. In the case of inconsistency, organizational schemes will be modified to ensure alignment in the planning process as well as the forthcoming monitoring and evaluation process.

- **The Supreme Council of Regional Planning**

The Chairman of the Supreme Council shall be the Prime Minister, while the RPC is associated with the Prime Minister.

The Supreme Council consists of:

- | | |
|--|-----------------------|
| • The Prime Minister | Chairman |
| • Minister of Local Administration | Vice- Chairman |
| • Ministers of the relevant ministries | Members |
| • PICC Chairman | Member |
| • RPC Chairman | Member and Rapporteur |
| • CBS Director | Member |

The Supreme Council shall have a permanent secretariat headed by the Council Rapporteur, and shall be headquartered in Damascus.

The Supreme Council shall meet once a year at least upon the invitation of its Chairman. It is entitled to invite whomever it deems appropriate to the meetings.

The main responsibilities of the Supreme Council are as follows:

- 1) Approve the framework, vision, goals and principles of regional planning in Syria through the adoption the NFRP and regional plans submitted by the RPC
- 2) Approve cooperation with international institutions and bodies, whether governmental or private.
- 3) Review, discuss and take appropriate decisions on issues presented by the Chairman.
- 4) Issue executive decisions for the work of the RPC that are not covered in the RPC Chairman's Terms of Reference.
- 5) Decide on the topics "issues" brought forward by the RPC Chairman.

The NFRP is adopted through a decision taken by the Supreme Council.

Institutional Structure of the Regional Planning Commission

Since its establishment, RPC has developed and implemented an administrative structure to facilitate its mandate and role in the country. This has been submitted it to the Prime Ministry for approval. The structure is based on the administrative hierarchy consisting of the Chairman of the RPC, a deputy Chairman, an Advisory Board as well as various directorates and their detailed functions listed as follows:

- Regional Observatory Directorate
- Spatial Developments and Projects Directorate
- Directorate of Regional Plans
- Strategic Projects Directorate
- Regional Development and Competitiveness
- IT Directorate
- Operations Directorate (administrative, legal and financial affairs)
- Office of RPC Chairman
- International Cooperation Directorate³

The Advisory Board is composed of 14 experts in various fields who work closely and under the guidance of the Chairman to guide general work management and policy-making in accordance with the spirit of the RPC. The function of the Advisory Board is confined to technical issues to support the promotion and guidance of regional planning. Article Nine (9) of the RPC bylaw establishes the Advisory Board functions as follows:

- Develop and review the plans and programs of the RPC before submission to the Supreme Council.
- Review and contribute to the draft NFRP and regional plans before submission to the Supreme Council.
- Provide recommendations on the implementation of RP projects for submission to the Supreme Council.
- Propose development policies, national strategies and RP plans and programs.
- Examine and provide recommendations for community outreach strategies.

³ Draft bylaw of RPC that can be modified once it is finalized.

- Submit a draft estimate RPC annual budget.
- Prepare reports on the implementation of plans and programs approved by the Prime Minister.
- Conduct studies on regional planning tools and methodology for distribution to stakeholders.
- Study and provide recommendations regarding major regional development projects and plans that are reviewed and audited by the RPC.

Operational and Administrative Challenges

- In this context, RPC should introduce and emphasize its planning role as supportive on the cross-sectoral level as well focus on its role to provide guidance and interactive support to all related institutions and bodies, so as to ensure the fulfillment of its role as well as maintain a neutral stand to support decision making through informed planning.

strengthening the coordination role and interactive for the regional planning body with administrative and concerned bodies about regional planning in light of the tasks stipulated in the establishment decree of the RPC.

-strengthening the strategic dimension of regional planning.

-The difficulty of the short-term contribution of the RPC in the outputs of the eleventh five-year plan based on proposed spatial studies by the concerned ministries.

Institutional Challenges

This issue is mostly resulting from the absence of a previous national framework for spatial plans in Syria in addition regions not being officially divided and recognized. These regions are broader than administrative units or stemming from territorial divisions based on natural considerations⁴, and the administrative burdens that may face the regional planning commission.

Strategy

Government Strategy

The Syrian government has indicated its commitment to the regional planning and development process and its role in reducing poverty and the regional disparities. This was indicated through the adoption of Law No. 26 and the establishment of the Regional Planning Commission as the mandated body on regional and spatial planning. By introducing a unified and straightforward legal and institutional framework, headed by the RPC, the Syrian government is addressing local and spatial planning structures and following through on decentralized approach to planning. Furthermore, the introduction of regional planning provides the

⁴ They are the following regions: the southern: located around the capital city, the northern: located around Aleppo, the middle: located around Homs, and the coastal. The previous division has been adopted in a number of national studies such as Syria report 2025. Some studies include a sixth region, namely al-Badiah; it is the only region that doesn't exactly match the governorate borders as it is the area with less than 200 mm precipitation.

opportunity for the Syrian Government to apply targeted intervention(s). It also makes it possible to set clear performance indicators according to a situational analysis characterized by the quasi-absence of RP in specific and of SP in general.

Technical assistance in the area of regional planning is a strategic partnership between the UNDP and the Government of Syria as it relates to the decentralization and balanced regional development envisioned in the Tenth Five-Year Plan of the Government. As per the Government vision, the project will activate the connections between RP framework and the local and national strategies in fields of development and institutional planning through capacity development and technical guidance. The Project will adopt a larger participatory policy that ensures the widest range of partners, stakeholders and beneficiaries and ensures commitment from all partners in its overall strategy, implementation and sustainability. Regional planning is a process that uses spatial considerations as a module for designing and implementing context-specific and relevant development plans. In order to reach spatial level planning, one must empower local partners and governance structures in order to ensure their effective participate in an overall national process. The Government of Syria is working towards developing the infrastructure and mechanisms to ensure a guided planning process reflecting local needs. This will require a large multi-partner effort but will also require a mandated institution to lead and guide the process, as indicated by the establishment supported by and overseen by the Regional Planning Commission.

UNDP Strategy:

UNDP Syria works to contribute to the UNDAF outcomes by ensuring balanced regional and area development through an informed and efficient process. Given the significant variance in human development indicators and inter-regional disparities in Syria, an informed approach to local/regional and area planning is critical. By integrating regional planning approach into the national planning process, the Syrian government is assuring a locality-driven and area-specific development strategy taking into consideration local dynamics and needs and taking this approach to national-level institutions and planning. By enhancing local development and planning structures, UNDP Syria is specifically addressing core concerns such as supporting decentralization mechanisms, economic development, institutionalizing informed planning tools to increase efficiency and responsive to national needs.

The strategy foresees the need for institutional development for planning institutions, namely, the Regional Planning Commission and relevant directorates and sectoral Ministries that will provide a strong base and infrastructure for regional planning in Syria. As such, and as a comprehensive project, UNDP anticipates that long term impact would be actualized through a better informed planning process reflected in balanced regional development. UNDP will therefore focus on two major levels of intervention: Institutional Development in developing planning, reporting tools as well as and Capacity Development for mandated institutions.

UNDP implements pilot projects as a means to enhancing the local and national capacities in urban and regional management. UNDP supports government efforts to promote decentralization for achieving faster and balanced development through providing comparative studies and recommendations for achieving change in policies and legislation and will reference previously conducted studies on regional planning standards throughout the course of this project. This will all be done within the context of supporting and building human capacities which represent the most important component in any sustainable development

process. Focusing on developing national capacity is a strategic priority for UNDP as it looks to build the individual, institutional and social ability to perform tasks and manage administrations. Therefore, the development of national capacities is a process by which the ability to achieve the implementation is acquired, enhanced and maintained over time.

UNDP supports local capacity development as a long term strategy that works towards the “most appropriate solution” methodology, rather than “the optimal solution” bearing in mind local context and dynamics. It is, therefore, possible to use a number of selected principles in the field of capacity development as a central component of all projects based on needs assessment to guide the strategy.

As this project is considered in coordination with and is greatly supported by the Implementing Partner, the Regional Planning Commission, and other relevant stakeholders, there is a committed interest in maximizing benefit and potential on a wider scale to enhance existing national capacities, such as implementing strategies for informed and enhanced regional planning in Syria, UNDP hopes to ensure impact and sustainability on the institutional and policy level.

Initiation Plan: Support to the Regional Planning Commission

As this project, the previous Initiation Plan was defined through the support to:

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

UNDAF 2.8: Planning and decentralization policies and their developmental role activated⁵.

In this context comes the direct cooperation between RPC and UNDP, which materialized through an initiation plan to support the project of establishing the Regional Planning Commission signed in September 29, 2010.

Preparing a proposal for strategic cooperation between RPC and UNDP is deemed one of the most important cooperation goals in RPC establishment support project. This Project formula is one of the outputs of that project which has acquired the necessary experience to identify the most important cooperation features and become capable of connecting the plans with actual need and RPC timetable. Being co-funded by UNDP and RPC, this Project focuses on three axes:

1. Training and qualifying the technical staff.
2. Securing local and international quality expertise.
3. Providing RPC with the spatial monitoring technologies and the technical equipments necessary to activate RP mechanism.

⁵ Document of “the initial plan for supporting RPC” Project, 2010
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To ensure the sustainability of the project and its outcomes, the responsible governmental entity should take over the Project management and guidance, involve all stakeholders in the planning process , at both the practical or scientific levels.

The project introduces, according to its proposed formula, the following contributions:

- 1 - The project contributes to the development of regional planning in Syria, through coordination and cooperation with the Planning and International Cooperation Commission as the national governing body for the planning process and overall national development.
- 2 - The project contributes to the implementation of the content of the Regional Planning law, promulgated by Law No. (26) for 2010.
- 3 - The project contributes to devote introducing the concept of basic requirements for regional planning, represented in the following tasks:
 - A - Decentralization: (responsibilities distribution - responsibilities authorising transferring - planning responsibilities from government institutions to non-governmental organizations).
 - B - Popular participation in the preparation of regional and spatial development plans.
 - T – Contribution to secure data and information. {Data collection - data transferring from region to center - data saving - data analysis}.
 - W - Providing the competencies and expertise to prepare studies and surveys necessary for the requirements of regional and spatial development.
- 4 - The project contributes in ensuring the dimensions of development and regional planning in the country and in the following issues:

First: the economic dimension - represented by: equitable distribution of projects that produce goods and provide services on an ongoing basis, start from the principle of efficiency in the distribution process for these projects and to maintain a certain level which is subject to management of the economic balance between the gross product and the debt, and prevent social disruptions result of economic policies within the region and between regions.

Second: the social dimension - represented by:

- 1 – achieving significant progress in formulating population policies and in a manner that serves the local and regional development.
- 2 - Develop plans and programmes that contribute to the distribution of the population and expanding urbanization in order to prevent the consequences.
- 3 - Provide the basic needs of the population living in extreme poverty (education, health care, clean water, sanitation)
- 4 - to improve social welfare and protection of cultural diversity and investment in human capital.

Third: the urban dimension:

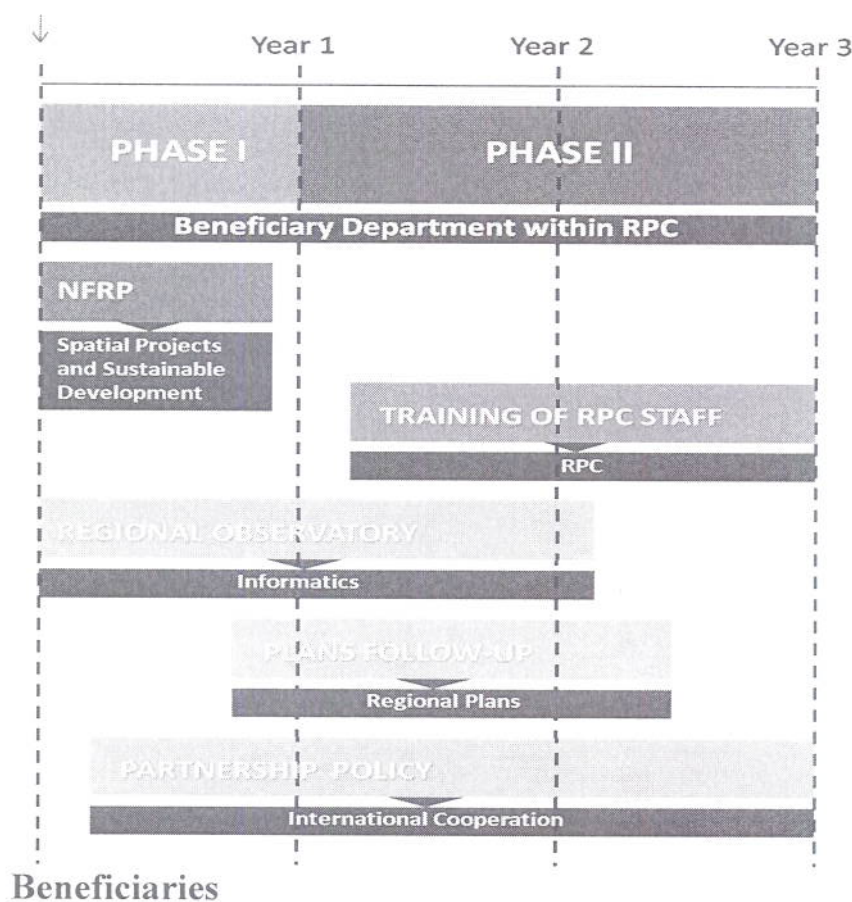
- 1 - any application of a certain vision, in order to achieve specific goals, linked to the growth and development of urban areas
- 2 - Develop a specific strategy, for the development of urban environments, that directs and controls their growth and expansion, in order to achieve better distribution of activities and services, with maximum benefits to the population and thus achieve more balanced growth.

Fourth: the environmental dimension - represented by:

- 1 – maintaining a stable base of natural resources.
- 2 - Avoid excessive depletion of renewable and non-renewable resources, and include the protection of biodiversity and dynamic balance and productivity of soil and other natural ecosystems that are not usually classified as economic resources.

Project Lifetime

The Project lifetime is three (3) years, starting from the adoption of this document. Afterwards, the Initiation Plan will be financially and operationally closed.



The direct beneficiaries of this project are the Regional Planning Commission and its technical staff as the authority responsible mainly for advancing regional planning and regional plans. In addition, there are a number of extended beneficiaries, specifically other planning authorities in Syria, such as PICC, and the ministries concerned with SD, especially MAAR, MoI, MoPMR, MHC and MoTr. MLA will also benefit from the Project and through it the governorates and local authorities by providing more spatial connection between national plans and local needs and in formulating the implementation priorities and financial and time tables.

The project will support a stronger and more integrated level of strategic regional planning, specifically for identifying and enhancing regional comparative advantages; from human or natural resources. This will allow for greater focus to be given to disadvantaged regions through better informing government decisions and investments. Better planning will also guarantee optimal and sustainable use of natural resources to facilitate integrated development, and better coordination of the sectoral planning.

Partnership Strategy

The Syrian government adheres to cooperate with UNDP in this project for the purpose of realizing its goals. Through its cooperation with the Syrian government, the UNDP will guarantee close and effective cooperation with all authorities benefiting from RP process, whether the governmental ones on the central and local levels, or the research bodies and organizations active in fields of SD, maintaining the cultural and natural heritage, and the rationalization and management of resource consumption.

II. Project Outcomes

The outcome of this project is to support balanced regional development in Syria through an informed and capable regional planning process. The project outputs will focus on laying the theoretical framework and standardizing the regional planning process as well as providing capacity development and introducing tools and mechanisms for relevant planning bodies and monitoring activities

Project Outputs:

In order to achieve the mentioned outcomes, the Project will focus on carrying out the following outputs:

- 1) National Spatial Planning Tools and Mechanisms Standardized
- 2) Spatial Plans Developed and Activated and establishing implementation methods.
- 3) Capacity Development for planning institutions
- 4) Regional observatory established, and its role activated.
- 5) Mechanism for monitoring the simultaneous RP projects and the great developmental projects developed.

Lay the foundations for cooperation between the Regional Planning Commission and the Planning Institute of Economic and Social Development of the Planning and International Cooperation Commission in order

to strengthen the structure of national academic and training of appropriate staff specialized in the field of regional planning

Output 1: National Spatial Planning Tools and Mechanisms Standardized

This output will focus on the introduction of regional planning standards for use in Syria through the development of Guidelines and Mechanisms for use by planning institutions and authorities. The introduction of a standard will facilitate the process on all levels in that it will provide a base for alignment and consistency in approach, design and implementation of projects and/or initiatives. The output will focus on the development of three level Guides; National, Regional and Structural or Sub-Regional as well as two Guidelines for the Development Corridor and for the purposes of consistency in future planning and development, project will also design a guide for the project design based on standard methods, indicators and components. By standardizing the regional planning process in Syria, project hopes to empower institutions and facilitate communication and coordination on a local, regional and national level.

Output 2: Spatial Plans Developed and Activated and establishing implementation following up methods

This output will focus on the development and activation of regional plans as well as the National Framework for Regional Planning (NFRP) in order to lay the binding framework for regional planning in Syria. In order to develop a solid and effective NFRP, effort to engage and mobilize all planning efforts through the design of the Research Action Plans to compile into the National Framework.

The Research Action Plans consist of 3 forward-looking axes (ST 2025) summarizing the main aspects of the current development; ramify into detailed sectoral RAPs. The forward-looking axis is in all research axes to ensure sectoral harmony. Responsibilities of the research axes are defined by identifying the role of the available expertise and activating planning partnerships. Periodical coordination among research teams is done through mini workshops and inclusive meetings.

The initial structure which explains the aforementioned work mechanism has been set in cooperation with RPC establishment support project team as follows (table 3):

Table 3: Detailed RAPs adopted in studying the NFRP:

Forward-looking axes 2025	Detailed RAPs
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Land management and water balance	Module 1: Geographic constants, environmental data and risks
	Module 2: Growth and spatial distribution of inhabitants
	Module 3: Land paucity and the water security challenge (integrated management of water resources)
Economic and human development	Module 4: Regional geo-political context
	Module 5: Border crossings and regional trade/the integrated national transportation plan
	Module 6: Sustainability and the social, educational and economic potentials/energy management
Urban development trends	Module 7: Integrated management of the natural and cultural heritage
	Module 8: Tourism development challenges
	Module 9: Future urban development and squatter settlement approach
	Module 10: Rural development and the new urban concentration centers
	Module 11: Challenges of Greater Damascus and the southern region administrations

An diverse work team of qualitative local and international expertise in the field of sectoral, regional and national planning will be leading the process through data collection and analysis and connecting them to the NFRP timetable in order to ensure the highest level of coordination between plans and actively involving the central, local and sectoral authorities specialized in the planning process starting from collecting and documenting data to forming the national proposal. In order to finalize, project will organize a series of internal workshops, and other workshops with representatives of relevant ministries, entities and authorities during the study phases to compile the final reports summarizing the outcomes of RAPs from which the initial draft NFRP will be prepared. The NFRP will be shared with stakeholders in open and expanded seminars for collection and integration of comments for final review. Once the draft has been sent to the Supreme Council, chaired by the Prime Minister, for ratification and enforcement, project will support the RPC in distributing and advocating among relevant stakeholders. Project will organize bilateral meetings and workshops, and through intensive participation in academic gatherings, seminars and studies. This will include setting an activation mechanisms and designing a communication strategy for the NFRP.

In order to ensure the sustainability and enforcement of the NFRP, project will design follow up and strategies for reviewing the NFRP during its implementation. The importance of conducting periodical reviews to the national plans is increasing under the effects of a globalize market and rapid changes, the effects of globalization and the need to keep pace with the technological developments which provides creative solutions. Climate change and the warming the Middle East suffers from will play a major role in formulating flexible adaptation policies which requires periodical reviews of the national environmental

stand. Mechanisms designed by project will need to take into consideration performance indicators for on economic issues, climate change, and water issues/reality as among the most important challenge that faces the Syrian resources during the enforcement period of the NFRP. This also needs to consider technological planning solutions to support planning changes/shifts, adopting policies capable of integrating the Syrian market into the modern international markets and developed industries as well as connecting national spatial plans with the needs of economic restructure taking place in Syria. Project will also review and connect the NFRP with the results of regional studies which will be conducted within the first five years of NFRP lifetime. This demands that the effect between the two planning levels is not confined to only one direction that goes from NFRP to the regional plans rigidly; it would rather requires the NFRP to be flexible in order to adopt some national proposals that result from useful options.

It is also important that project design strategies for the legal and institutional effectiveness of the NFRP. Despite the fact that Law 26 stipulates that NFRP is binding as a strategic document for both spatial and sectoral planning, the practical enforcement of this binding demands significant legal and administrative regulations not available in the current frameworks. Law 26 needs to include follow-up mechanisms of the public and private sector bodies' commitment to the NFRP recommendations. This requires providing support from RPC technical support project by making use of UNDP's experience and developmental goals in activating the institutions and legislative framework to activate and empower the NFRP.

Project will support in designing executive regulations to explain the relation between the multi-sectoral NFRP and spatial trends vis-à-vis other institutions and its correlation to sectoral and local decisions. This will also require supporting RPC in conducting the abiding notifications and circulations to apply NFRP recommendations. Project will also support in identifying focal points between the RPC and line ministries as well as other public institutions covered by the NFRP in order to facilitate communication on issues of uncertainty. This is also relevant for the Decision Support Centers at the Governorate level; the RPC will need a large team of focal points to support other institutions in understanding and working through the NFRP.

This output also aims to identify and magnify the local role in implementing national orientations; it results from NFRP and the adopted division of the Syrian regions. This planning level is focused on the medium term after NFRP preparation has been finished. This Project will provide all required expertise in the short term to follow up all the current spatial projects. It will also help in developing the integrated regional plans to facilitate the implementation of the NFRP with local partners.

Output 3: National Capacity for Regional Planning Developed and Enhance

Diversity in RPC's research and planning responsibilities according to the organizational structure⁶ complicates the process of qualifying the national staffs, and concurrently increases the importance of this component. National staff will play a double role in developing the plans, aiding RPC experts in projects assessment, providing suggestions, following up, monitoring and evaluating how detailed plans and the

⁶ Draft bylaw which contains RPC organizational structure (was not officially adopted by the Prime Ministry at the time of preparing this document).

spatial changes match the regional and national trends. Hence comes the importance of benefiting from UNDP experience in capacity building and knowledge transferring. Training plans which will be supervised by this Project must have flexible mechanisms responsive to emerging needs, and focus, at each phase of RPC work, on the basic tasks.

This output includes providing technical support and logistics for the training operations which will take place inside and outside Syria, whether through training courses or scientific expedition in Syria, the neighboring countries and the countries whose experiences are relevant and important to Syria. The first phase of the training plan will focus on central staff close to the regional strategic decision making, in a manner that goes in line with the RPC action plans. This will include training RPC staff through training programs and on-the-job training. Project will also provide training and introductory activities for ministry representatives and liaison members between the governmental stakeholders and RPC. Capacity development is a broad component and should include organization of research and study trips for RPC staff, liaison members and decision makers of the stakeholders in order to get familiar with the importance of regional and national planning applications and their role in setting executive programs and resources allocation and building of infrastructure. As part of this component, it is important to coordinate with Syrian, international and academic research authorities functioning in Syria, and jointly setting and implementing training plans. The project will focus on the cooperation with the Planning Institute of Economic and Social Development administrated by the Planning and International Cooperation Commission, whether through benefiting from the expertise of the Institute in qualifying the functional staff of the RPC, or through the direct interact of the experts of Regional Planning Commission and the Project with the students of the Institute through undertaking presentations and case studies. This contributes to the preparation of a generation of general and partial spatial planning specialists, and in supplying the RPC with necessary cadres in a sustainable manner.

This output will also focus on local-level/Governorate level capacity in the area of regional planning in order to strengthen regions and governorates' ability to contribute to RP, so as to contribute to the support of planning decentralization and the establishment of the role of the connector between the national and regional levels. Project will also focus on training at the governorate and regional levels. This is particularly important as there is an RP institutional structure in all the fourteen governorates, represented in the decision support and RP directorates.⁷ Efforts should be made to support the efficiency and the role of these directorates during the few coming years within the training plan for many reasons, most importantly for the role these directorates play under the absence of regional administrations which will be established in a later stage. Therewith, these directorates' staff capacity building will be a foundation for establishing regional administrations whose capacity will need further development. Focus includes setting training programmes on the NFRP, workshops, seminars, and analyzing spatial trends during the preparation of regional plans and executive programs at the governorates. This will be done through purposeful training courses to get a feel for RP approaches in other countries. Project will also focus on supporting the directorates' efficiency in handling spatial data and GIS and how to make use of the data in planning decision making.

⁷ Back to "RP current structure" paragraph
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Output 4: Regional Observatory Established and Launched

This output aims at establishing and launching a Regional Observatory/Spatial Databank (GIS Bank) which would allow handling the huge amount of geographic (spatial) data of the topographical, organizational and realty plans and maps, as well as functional purposeful data (geological and tectonic data concerning faults and earthquakes; the climatic, environmental, cadastral and tourism data; maps of water bodies and streams; power transmission lines and main facilities; data of land usage, main infrastructure, agriculture, forests, and industrial, commercial and oil facilities; satellite images and GPS data, etc.) integrated with descriptive and statistical information which will comprise one of the Bank components. Through the massive resources provided by the standard GIS, project will build the suggested and alternative scenarios to ensure making the right policies for RP and urban planning in Syria. This will be done through spatial, 3-D, statistical, geographic and cadastral analyses which can be done through those systems.

Project will support in securing necessary equipment and human resources as well as facilitating with relevant stakeholders. The Central Bureau of Statistics will be a critical partners in providing data as support the designation of particular indicators for use by the Regional Planning Commission. Team formation will be also supported by project to form a team of technicians from different specialties such as: informatics engineering, civil engineering (administration – survey), Technical Computer Institute, Technical Engineering Institute. Project will support the lengthy and tedious process of data collection, maps, schemes, information and charts both in digital and paper forms available at the public and private authorities which are implementing large-scale projects in Syria. They will be included in a study of the data required for the regional observatory GIS Bank, on a scale smaller than 1/50000.

Each type of these data would have an in-depth study for the requirements of the related Bank, the nature of the data it deals with, the type of processes it undergoes, their analyses, the availability of these data, and defining the unavailable data and where they can be found to collect them.

Project will also ensure that Web GIS Application technology is adopted to disseminate and circulate the results on one hand, and facilitating updating of data through internet according to specific permits and defined work methodology on the other. Project will design the function and logical design of the Bank. The conceptual design of GIS refers to the set of work which will be implemented by GIS team in the company implementing the study, in cooperation with a group of engineers and technicians. These works will result in the following:

Designing the geographic database schema, including the description of geographic features matrices, the purpose matrices, their descriptive data, the relation connecting them and all issues related to the geographic database.

Physical design of the geographic databases. This phase includes the physical development of the database using the data form already prepared in the conceptual design phase. This design is transformed into an actual physical database in addition to preparing the plan of data transferring into the digital form.

Project will then design the following applications:

- 1) Input software: Software related to various data inputting processes; they are related to verifying the correctness rules, data integration and input modeling.
- 2) Inquiry software: Software related to searching within the data (spatial conditions, descriptive conditions, etc).
- 3) Analysis software: Spatial and logical analyses which clarify the extent of indicators' correlation and the relation among them.
- 4) Display software: Final software which assists in displaying the data and illustrating the indicators distribution on them and making the decision accordingly.
- 5) Digital spatial data generalization software: Software and procedures that include inquiries from the system through the web.
- 6) RDBMS: Building the procedures related to transferring the data from all the different computers into the main database.

In this phase, samples of prepared and processed data are entered into the database, and the actual investment process of the system begins on these samples. This phase aims to test the system designed and implemented in the preceding phases, find errors/bugs/ defects and fixes them. The best way for this test is by distributing the work to a number of the staff in charge of registering data as part of their daily work routine and inducing already known results. By the comparison of these results, the efficiency of the adopted system can be determined (collecting – analyzing – software – indicators display)

Project will then assure the sustainability through the established of a team core staff; GIS specialist (database preparation – processing – outputting), GIS specialist (spatial data preparation – processing – analyzing), a specialist in developing geographic databases and networking their different components and necessary training for staff on system.

1) Output 5:

- 2) Mechanism for monitoring the simultaneous RP projects and the great developmental projects developed.

This includes designing and facilitating assessment processes to be implemented by RPC for the projects of the great spatial impact. This is an important component as the RPC will play this role during the early years of its work under the continued lack of national and regional spatial plans. Even after the national plan has been available, evaluating spatial projects set for both the public and private sectors remains in need for a level of spatial studies that will not be completed unless regional and structural plans are available (these plans will not be available as an active player in the Syrian planning infrastructure in the short term).

The importance of this component appeared during the work of RPC establishment support project which supported RPC through its experts and provided a number of studies and feedbacks on the projects that were presented to RPC for stating opinion. Work was done by forming a miniature team that visualized the

positive and negative impacts of the project, in light of the general knowledge of the regional needs. This inadequate practice was the only available form in this phase, and it will remain so on the short and medium terms.

To ensure the highest level of transparency, RPC has decided to adopt a mechanism to assess projects of spatial impact, which is responsive to the importance of this task and provides quality and quick services. It is based on qualifying a group of advisory offices of integrated efficiencies to do the assessments. Three different offices shall be assigned to study and assess the projects which are provided in a unified vision commensurate with RPC's tasks; afterwards, RPC can provide a final decision. This process will be done with project support.

Project will support in designing strategy for projects to be assessed, in terms of realty data, geographical location, service reality, and the relation with the close gatherings, means of transport, water and agricultural resources, etc. The project must be detailed to an extent commensurate with RPC's interests; and in unified digital form to facilitate the assessment process. Project will support in the formulation of the advisory group and setting a sustainable mechanism for finalizing circulations and executive instructions and updating laws and regulations followed in the licensing process for tourism, investment, industrial and other projects, including the RPC legal role, especially reviewing the laws.

I. STRATEGIC RESULTS AND RESOURCES FRAMEWORK⁸

⁸ Timeframe for project activities specified in chart following the RRF
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Intended Outcome:

Balanced Regional Development in Syria

Outcome Indicator:

Mechanisms and Strategies for Regional Planning designed and implemented by national planning institutions.

<i>Intended Outputs</i>	<i>Output Indicators</i>	<i>Indicative Activities</i>	<i>Inputs</i>
Output 1: National Spatial Planning Tools and Mechanisms Standardized	1.1. Project Management Unit in Place	<p>1.1.1. Form Project Implementation Team (National Project Director, Admin/Finance Assistant, etc)</p> <p>1.1.2. Form Project Board with representation of key stakeholders</p> <p>1.1.3. Identify focal points from relevant institutions to facilitate knowledge sharing and coordination in project implementation. This will be necessary in aligning RPC and project activities with national priorities as expressed in the Five-Year Plan and in referencing previously conducted studies and analyses.</p> <p>1.1.4. Identify and formulate technical team made up international/national experts support project in various thematic areas or sectors</p>	400,000 USD
	1.2. National and Regional and Structural Spatial Planning Guide(s) Developed	<p>1.2.1 Identify and recruit core review and draft teams for three level guidelines; National, Regional and Structural</p> <p>1.2.2 Compile and review previous reports and planning guides prepared by international and national institutions and/or organizations (UN HABITAT, UNDP, PICC)</p> <p>1.2.3 Recruit expert team (national and international); taking into consideration cross-sectoral experience to support in the drafting</p>	50,000 USD

		<p>1.2.4 Finalize draft Guidelines for review</p> <p>1.2.5 Conduct a series meetings using a multi-stakeholder and participatory approach, to summarize and discuss outcomes provided of each guidelines; National, Regional and Structural</p> <p>1.2.6 Conduct a series of workshops and/or meetings with stakeholders and partners to present drafts</p> <p>1.2.7 Incorporate stakeholder comments and finalize the National, Regional and Structural Guidelines</p>	
	<p>1.3</p> <p>Planning Guidelines for Regional Focus Areas and/or Development Corridors Developed</p>	<p>1.3.1 Identify and recruit core review and draft team</p> <p>1.3.2 Identify regional focus or development corridors (tentative 5 areas in Syria identified)</p> <p>1.3.3 Compile and review previous reports and planning guides prepared by international and national institutions and/or organizations (UN HABITAT, UNDP, PICC)</p> <p>1.3.4 Recruit expert team (national and international); taking into consideration cross-sectoral experience to support in the drafting</p> <p>1.3.5 Finalize draft Guidelines for review</p> <p>1.3.6 Conduct a series meetings to summarize and discuss guidelines for regional focus areas</p> <p>1.3.7 Conduct a series of workshops and/or meetings with stakeholders and partners to present drafts</p> <p>1.3.8 Incorporate stakeholder comments and finalize the Development Corridor/Regional Focus Guidelines</p>	<p>50,000</p>

	<p>1.4</p> <p>Project Initiative and Development Guidelines Developed</p>	<p>1.4.1 Identify and recruit core review and draft team</p> <p>1.4.2 Compile and conduct quick review of existing projects and create sub-categories for classification system</p> <p>1.4.3 Design template for project design including a monitoring and evaluation component</p> <p>1.4.4 Draft guidelines for project ideas and development based on classifications</p> <p>1.4.5 Recruit expert team (national and international); taking into consideration cross-sectoral experience to support in the drafting</p> <p>1.4.6 Finalize draft Guidelines for review</p> <p>1.4.7 Conduct a series meetings to summarize and discuss</p>	<p>50,000</p>
Output 1:			Total: 550,000 USD
<i>Intended Outputs</i>	<i>Output Indicators</i>	<i>Indicative Activities</i>	<i>Inputs</i>
<p>Output 2:</p> <p>Spatial Plans Developed and Activated</p>	<p>2.1 Development and activation of the National Framework for Regional Planning (RAPs & Strategy for Activation)</p>	<p>2.1.1 Provide orientation on the function/purpose of the research action plans</p> <p>2.1.2 Recruit expert team (national and international); taking into consideration cross-sectoral experience to support local teams</p> <p>2.1.3 Identify potential areas of cooperation and partners, donors, funders, lenders to facilitate and advise in the development of plans</p> <p>2.1.4 Hold several workshops and/or roundtables to facilitate coordination in drafting the RAPs involving central, local and sectoral levels/authorities to review data and analysis</p> <p>2.1.5 Finalize draft RAPs for review</p> <p>2.1.6 Conduct a series of workshops and/or meetings using a multi-stakeholder and participatory approach, to summarize</p>	<p>600,000 USD</p>

	<p>2.1 Development and activation of the National Framework for Regional Planning (RAPs & Strategy for Activation)</p>	<p>and discuss outcomes provided by the RAPs</p> <p>2.1.7 Drafting initial draft of NFRP, based on the RAPs</p> <p>2.1.8 Conduct a series of workshops and/or meetings with stakeholders and partners to present draft NFRP</p> <p>2.1.9 Incorporate stakeholder comments and finalize the NFRP for final submission to the Supreme Council, chaired by the Prime Minister, for ratification and enforcement.</p> <p>2.1.10 Document all feedbacks and reviews during the review and ratification of the NFRP to facilitate the coordination and monitoring process during implementation</p> <p>2.1.11 Print and distribute the NFPR to all relevant and mandated institutions as well as national, regional and international partners</p> <p>2.1.12 Conduct workshops and meetings with stakeholders including academia to discuss the NFRP</p> <p>2.1.13 Design and implement a communication strategy for the NFRP</p> <p>2.1.14 Activate an effective coordination mechanism on the implementation of the NFRP with relevant stakeholders</p> <p>2.1.15 Design a follow up mechanism to review/monitor the NFRP (specifying performance indicators and alignment with international standards)</p> <p>2.1.16 Design a mechanism for the review and revision of the NFRP taking into consideration climate changes in order to make it responsive to international and regional proposals</p> <p>2.1.17 Design a mechanism for the review and revision of the NFRP taking into consideration changes in water issues/reality as an utmost challenge facing Syrian resources during the enforcement of the plan</p> <p>2.1.18 Connect national spatial plans with</p>	
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		<p>economic plans as well as dynamics/structures in Syria</p> <p>2.1.19 Link the NFRP with regional studies conducted in order to align national and regional efforts and assure regional level communication with national planning structures</p> <p>2.1.20 Design and institutionalize implementation strategies and/or regulations in order to better coordinate multi-sectoral spatial trends to sectoral and local decisions</p> <p>2.1.21 Design follow up mechanisms and templates for circulation to facilitate the application of NFRP recommendations</p> <p>2.1.22 Identify and activate focal points from relevant institutions (RPC, PICC, line ministries) to facilitate communication and coordination on NFRP</p> <p>2.1.23 Conduct a series of follow up meetings to orient public institutions to ensure flexibility and responsiveness to the NFRP as well as monitor and include emerging factors</p> <p>2.1.24 Activate the Decision Support Centers at the Governorate levels</p>	
	<p>2.2. Development of Regional Plans</p>	<p>2.2.1 Identify and recruit teams made up of international and national expertise in order to design 'region' for spatial planning</p> <p>2.2.2 Provide orientation on the function/purpose of the regional plans</p> <p>2.2.3 Recruit expert team (national and international); taking into consideration cross-sectoral experience to support local teams</p> <p>2.2.4 Hold several workshops and/or roundtables to facilitate coordination in drafting the Regional Plans involving central, local and sectoral levels/authorities to review data and analysis</p>	<p>200,000 USD</p>

		<p>2.2.5 Finalize draft Regional Plans for review</p> <p>2.2.6 Conduct a series of workshops and/or meetings using a multi-stakeholder and participatory approach, to summarize and discuss the Regional Plans</p>	
	<p>2.3. Development of Structural and/or Sub-Regional Plans</p>	<p>2.3.1 Identify and recruit teams made up of international and national expertise in order to design 'region' for spatial planning</p> <p>2.3.2 Review Regional Plans and identification of sub-regional or structural</p> <p>2.3.3 Provide orientation on the function/purpose of the sub-regional plans</p> <p>2.3.4 Recruit expert team (national and international); taking into consideration cross-sectoral experience to support local teams</p> <p>2.3.5 Hold several workshops and/or roundtables to facilitate coordination in drafting the sub-regional Plans involving central, local and sectoral levels/authorities to review data and analysis</p> <p>2.3.6 Finalize draft sub-regional Plans for review</p> <p>2.3.7 Conduct a series of workshops and/or meetings using a multi-stakeholder and participatory approach, to summarize and discuss sub-regional plans.</p>	<p>150,000 USD</p>
Output 2:			Total: 950,000 USD
<i>Intended Outputs</i>	<i>Output Indicators</i>	<i>Indicative Activities</i>	<i>Inputs</i>

<p>Output 3:</p> <p>National Capacity for Regional Planning Developed and Enhanced</p>	<p>3.1.</p> <p>Capacity Development Programme designed and implemented for RPC and national-level counterparts</p>	<p>3.1.1. Conduct a rapid skills and capacity assessment of RPC staff</p> <p>3.1.2. Recruit team to design an on-the-job training programme for RPC staff</p> <p>3.1.3. Conduct hands-on and continuous training for RPC staff; with focus on connecting planning tasks with training and human sustainability tasks.</p> <p>3.1.4. Designing a short-term and long-term training programme</p> <p>3.1.5. Identify focal points from ministries and other stakeholders (with base team/focal points identified in beginning of project implementation)</p> <p>3.1.6. Conduct comprehensive training for focal points and communication staff; this will include focal points from Ministries, PICC and CBS</p> <p>3.1.7. Conduct training on database design and use as well as GIS and function of observatories</p> <p>3.1.8. Conduct introductory courses for all RPC staff and national focal points in other directorates to ensure the minimum required geographic knowledge and coordinate maps handling.</p> <p>3.1.9. Organize research and study trips for RPC staff, focal points and other partners to further sensitize them to the importance and role of regional level planning</p> <p>3.1.10. Outreach with national, international and academic research authorities to design and implement joint training plans.</p>	<p>300,000 USD</p>
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		<p>3.2.1. Identify national and regional/local focal points from Governorate staff and other partner institutions</p> <p>3.2.2. Conduct a rapid skills/capacity assessment of the staff at the local/regional level</p> <p>3.2.3. Conduct introductory courses/training on regional planning mechanisms</p> <p>3.2.4. Design and implement comprehensive training programme taking into consideration the mechanisms between local institutions, the RPC and the NFRP</p> <p>3.2.5. Conduct ToT and continuous training on activation of the NFRP at the local level</p> <p>3.2.6. Organize study tours/learning visits for technical teams at the governorate level to familiarize them with regional planning mechanisms</p> <p>3.2.7. Organize workshops and seminars for governorates and the main local administrations as well as the decision support directorates on the planning process at the national and regional levels.</p> <p>3.2.8. Provide training and support to the Decision Support Units in handling spatial data and GIS</p> <p>3.2.9. Conduct training for the DSU on the use of data in planning decision making, and updating mechanisms for geographic data bank.</p>	400,000 USD
Total Output 2			700,000 USD
<i>Intended Outputs</i>	<i>Output Indicators</i>	<i>Indicative Activities</i>	<i>Inputs</i>
	4.1. GIS System and Team in place	<p>4.1.1. Finalize Terms of Reference for the Regional Observatory – including mission, workflow operations, and administrative and technical departments</p> <p>4.1.2. Identify focal points from relevant stakeholders and institutions; particularly the Central Bureau of Statistics</p> <p>4.1.3. Secure necessary equipment for GIS System; including computers, servers,</p>	450,000 USD

<p>Output 4. Regional Observatory Established and Activated</p>		<p>network, printers and scanners, as well as well as a suitable number of GISs with the necessary functional expansions.</p> <p>4.1.4. Identify staff and core team for the Observatory as well as the Data Collection team for the Data Bank</p> <p>4.1.5. Finalize core work team to include GIS Specialists in data base preparation and processing/outputting, spatial data preparation and developer for geographical databases</p> <p>4.1.6. Recruit expert team with various specialties; informatics engineering, civil engineering (administration – survey), Technical Computer Institute, Technical Engineering Institute.</p> <p>4.1.7. Collect initial data in the forms of maps, schemes, information and charts in both digital and paper format.</p> <p>4.1.8. Conduct in-depth studies for the requirements of the related Bank, the nature of the data it deals with, the type of processes it undergoes, their analyses, the availability of these data, and defining the unavailable data and where they can be found to collect them.</p> <p>4.1.9. Design the relational spatial database for the national observatory</p> <p>4.1.10. Design/Articulate the functional and logical design of the Data Bank which will include the following:</p> <p>4.1.11. The geographic database schema, including the description of geographic features and purpose matrices and descriptive data</p> <p>4.1.12. The physical design of the geographic databases. This design is transformed into an actual physical database in addition to preparing the plan of data transferring into the digital form.</p>	
	<p>4.2. Applied Software Built, Tested and Installed</p>	<p>4.2.1. Finalize data and studies conducted in previous phase for the design of the applications software.</p> <p>4.2.2. Recruit IT Team to design input the following applications:</p> <p>4.2.3. Input software: Software related to various data inputting processes; they are related to</p>	<p>350,000 USD</p>

		<p>verifying the correctness rules, data integration and input modeling.</p> <p>4.2.4. Inquiry software: Software related to searching within the data (spatial conditions, descriptive conditions, etc.</p> <p>4.2.5. Analysis software: Spatial and logical analyses which clarify the extent of indicators' correlation and the relation among them.</p> <p>4.2.6. Display software: Final software which assists in displaying the data and illustrating the indicators distribution on them and making the decision accordingly.</p> <p>4.2.7. Digital spatial data generalization software: Software and procedures that include inquiries from the system through the web.</p> <p>4.2.8. RDBMS: Building the procedures related to transferring the data from all the different computers into the main database.</p> <p>4.2.9. Test the system designed and implemented in the preceding phases, find errors and defects and fix them.</p> <p>4.2.10. Design a system to test the system through staff registering data within the work environment they are working in, then investing the system for analyzing and inducing already known results.</p> <p>4.2.11. Finetune system for finalization and launch - (collecting – analyzing – software – indicators display)</p>	
Output 3:			Total: 800,000 US\$
TOTAL PROJECT:			Total: 3,000,000 USD

II. Timetable and Work Plan

تاریخ	Task name	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
61	Regional Observatory Established and Activated											
62	GIS System and Team in place											
63	Finalize Terms of Reference for the Regional Observatory											
64	Identify focal points from relevant stakeholders and institutions											
65	Secure necessary equipment for GIS System											
66	Identify staff and core team for the Observatory											
67	Collect initial data in the forms of maps, schemes, information and charts											
68	Conduct in-depth studies for the requirements of the related Bank											
69	Design the regional spatial database for the national observatory											
70	Design/ articulate the functional and logical design of the Data Bank											
71	Applied Software Built, Tested and Installed											
72	Input software											
73	Inquiry software											
74	Analysis software											
75	Display software											
76	Digital spatial data generation software											
77	RCGIS											
78	Test the system, design and implemented in the preceding phases											
79	Design a system to test the system through staff registering data within the work environment											

UNDPs Added Value

The support provided by UNDP to RPC through this project facilitate the implementation and activation of regional planning Syria whether in terms of successful planning for investing natural resources or the infrastructure investments in a sustainable natural and social environment. Controlling the spatial development needs an active regional management and an institutional structure capable of practicing its role at the state level.

Sound spatial planning, on the other hand, contributes to the redistribution of the national product in such a way that guarantees higher standards of social equity and citizen rights. It also contributes to the reduction of the severe developmental disparity among the Syrian regions; it is one of the most important goals set as a priority in the 11th FYP. In fact, the support provided to RPC will directly contribute to the alleviation of poverty and suggesting the integrated solutions to minimize it in light of the dissimilar peculiarities of spatial poverty whom various factors play the most prominent role in according with the regional reality.

Effective RP contributes to the local development and supports decentralization within the national context and within the overall strategy of the country. Conflicts between national commitments and local needs are addressed as the local authority plays a more development-orienting role. RP is hoped to contribute to the mitigation of internal migration which is depleting Syrian agriculture and negatively affecting the cities which are exhausted by squatter settlements that shelter more than 35% of the population.

Through the new Project, UNDP can ensure more cohesion in its role in the cooperation with the ministries concerned with the spatial issue. Spatial plans provide the based for many contributions of the projects implemented with a number of ministries, especially the projects with the MLA and MoSAL.⁹

Resources Supplying Strategy

The Project will be established with a budget of \$ 3,000,000.00 divided between UNDP and the Syrian government. The activities mentioned in this document will be implemented through the Project budget and in the highest level of efficiency in utilizing the resources. Adopting new elements in the Project for the joint work will necessitate supplying additional resources.

Project Risks

The Project is implemented under the conditions of the limited capacity among institutions seeking to develop their institutions and increase their efficiency, based on the available expertise and experiences. The risks accompanying the Project implementation are expected to be limited due to clear goals,

⁹ Strengthening Capacity Development Disaster Risk Management in Syria Project (MLA)
Establishment of a Pilot Career Guidance Centre in Syria Project (MoSAL)
Establishment of a Database for a Comprehensive Labor and Employment Policy in Syria Project (MoSAL)
Women's Empowerment and Poverty Alleviation Project (MoSAL)
Establishing The National Social Aid Fund Project (NSAF) in Syria (MoSAL)

willingness of the local partners to participate with RPC and setting a strong start for RP in the strategic decision making.

Accordingly, we present the major risks affecting the success of the Project with the measures necessary to overcome these difficulties or minimize the risk, which should be present during the whole period of the implementation.

1. **Financial commitment:** This Project aims to provide technical and logistic institutional support to RPC and the Syrian planning mechanisms through the UNDP expertise and fund. Such a project requires a parallel participation from the Syrian government which can attract financing supporters. The risk of the parallel financing unavailability can be reduced through implementation mechanisms and mutual conventions with the elements influencing on providing the funding agreed. Still, complete reliability is not fully attained.
2. **Financial sustainability:** The current agreement has a great role in supporting RP and SP mechanism and the efficiency of the sponsor. It supplements RPC establishment support project which continues to the point of signing this document and putting it in force. The risk lies in the discontinuity in financing the following steps of the project when it is done, the unwillingness of the international funding players in continuing the steps which will be founded by the current Project, and to have other initiatives that repeat the tasks the project works on, whether within RPC or in the framework of other planning authorities such as PICC. These risks can be avoided by coordinating the international cooperation efforts and the close work with the benefiting governmental authorities.
3. **Shortage in the supporting local staff at the central and regional national level:** Further delay in adopting the RPC functional structure may weaken the ability of the Syrian party to continue the Project and the action plans within the timeframe. Training and experience transfer plans may also be hampered in its turn, which would reduce the sustainability of the Project at the human level. Through a clear employment policy for RPC, along with selecting the best personnel to coordinate with the Project and benefit from its training plans, this risk can be reduced and success can be achieved at the capacity building level.
4. **Functional expertise shortage:** RP is a young process and the Syrian universities are not interested in this kind of studies on both academic and postgraduate levels, which has led to a great shortage in the staff capable of advancing SP, especially on the strategic level. This might lead to difficulties in coordinating with the national staff and in applying the training programs. Through this Project, RPC, in cooperation with the MHE, will launch programs for postgraduate studies under RPC supervision. The curricula are subject to scrutinizing. Still, the risk of the unavailability of staff on the short term is present.
5. **RPC planning needs within the timeframe:** This risk is most obvious through the timetable set by RPC to develop the NFRP in 2011. The related activities include all the studies, publication, approvals, feedbacks and submitting to the Supreme Council for adoption. The national planning is one of the most complicated and most time-consuming planning levels; a matter that suggests the risk of a time defect that hamper implementing the plans and puts pressure on the budget allocated for the experts and other expenses. Reducing wasted times can be achieved by following the detailed timetables and accelerating the administrative procedures at both UNDP and RPC sides. It is also

possible to depend on the ready planning expertise in many research or international donors to support NFRP within the plans of understandings which the Project is working on within its work with RPC.

6. **Administrative complexities and institutional obstacles:** Obviously, RPC will not easily be able to play its role unless it manages to prove itself through all the tasks presented to it. Competition on SP which is worked on by several public and private entities and on both local and national levels may lead to obscure responsibilities and wasted efforts in the institutional conflicts; a matter that happens in so many experiences all over the world. This risk can be handled by studying the legal structure establishing the NFRP in Syria and setting a set of national planning standards that describe the administrative relations and responsibilities; they are issued as circulations by the authority the RPC is affiliated to, namely the Prime Ministry.
7. **Failure to employ the best qualities:** In such projects with overlapping tasks and such complexity in the planning status quo, a clear employment policy shall be followed, by which the best is chosen based on transparency bases and personal neutral interviews which define the best human choices and reduce the risk of lack of efficiency.
8. **Implement training programs:** this will be through the technical support project and the common aspiration of the Regional Planning Commission and the Ministry of Higher Education to launch postgraduate programs under the supervision of the Commission and its study programs are subject to scrutiny. But the risk of lack of staff in the near term remains available

III. MANAGEMENT ARRANGEMENT:

This project will be implemented using the National Execution modality (NEX) by the Regional Planning Commission (hereinafter referred to as RPC) as the ‘implementing agency’, being the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The ‘implementing agency’ will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP, donors or from government cost-sharing. This accountability calls for concrete capacities in the administrative, technical and financial spheres.

The UNDP national execution modality will prevail, with the support of the UNDP country office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP country office shall provide the executing agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, procurement and contracting.

Services shall be provided in accordance with UNDP procedures, rules and regulations. The RPC, through its designated executing agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the executing agency and upon its request, for the procurement of goods and services and/or recruitment of personnel for the programme. Costs incurred by UNDP country office for providing the above described support services will be partly covered from the Programme budget.

In accordance with the decisions and directives of UNDP’s Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:

UNDP General Management Support recovered with a flat rate of 5% for the Government cost sharing and a flat rate of 7% for donor cost-sharing and includes the following services:

- Project identification, formulation and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

UNDP Direct costs incurred for Implementation Support Services (ISS), recovered through Universal Price List, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard service rates. ISS include the following services:

- Procurement of services and equipment
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing and travel arrangements

Shipment, custom clearance, vehicle registration, and accreditation

The Project Board:

The Project Board (PB) 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 PB must approve annual work plans and quarterly plans and any variations that alter the project outputs or overall budget figure. Additionally the PB will make policy recommendations to improve project implementation and provide advice to project staff.

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

Head of the Regional Planning Commission (RPC)
Head of the Planning and International Cooperation Commission (PICC)
Resident Representative of UNDP

Other stakeholders, such as representatives of the NGOs, or active donors may participate in the work of the PB upon request and invitation.

The National Project Director (NPD) 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.

Role and Responsible of Each Party

UNDP Syria has overall responsibility of total management throughout the life of the project. A senior official (RR, DRR) has the overall responsibility for the achievement of results performs the supervisory function. The official ensures that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency project operations. The official is also responsible for assessing performance, ensuring regular reporting to headquarters, approving budget revisions and signing contracts for recruitment and procurement of services. The official also supervises the project manager.

UNDP Syria will formulate light management structure through a project team headed by a National Project Director who will be responsible for the full management of the project through recruiting international and national experts, NGO relations and administration staffs observe the activities to be implemented by the team, and coordinate the communication between the team and other stakeholders. The project director is responsible, among other things, for preparing and revising work plans; planning and organizing project review meetings; providing technical feedback to senior management; ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with stakeholders.

The Programme Officer in charge is in close coordination with the project manager reporting the progress and outcomes to the CO management, UNDP headquarters and other development partners.

Project Team

Composed of international and national experts, and under the supervision and guidance of UNDP Syria, the team will undertake the role of actual implementation of the activities. It will develop a detailed work plan and design the activities in line with the project concept in the beginning stage of the project, conduct a research/analysis, preparing reports, designing and conducting trainings, networking activities etc. The project director is responsible for overall team activities, coordination of members, and reporting to UNDP Syria will be assigned within the team members. Administrative staff will support all logistic of the implementation including accounting.

IV. 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 Steering Committee 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 an 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. Describe briefly how the key corporate principles for monitoring, measurement and evaluation will be applied for the project in terms of a Communication and Monitoring plan (C&M plan) that describes which activities and outputs will be monitored, reviewed and evaluated, how and by whom should be prepared. The plan should articulate the types of communications and associated scheduling required during the project, as well as methods of communications with stakeholders. The plan should be developed as part of overall Country Programme monitoring and evaluation. The following AWP Monitoring Tool should be used for the project review purpose

V. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the S.A.R. and the United Nations Development Programme, signed by the parties on 12 March 1981. The host-country implementing unit shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that document.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the project document have no objections to the proposed changes:

Revisions in, or additions of, any of the annexes of the project document.

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

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.