

## **Final Report**

### **Project : Establishing the National Social Aid Fund “NSAF” Syria**

SYR /07/014

2012/3/20

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### **Abbreviations:**

NSAF	National Social Aid Fund	MoSAL	Ministry of Social Affairs and Labour
PMU	Project Management Unit	AWP	Annual Work Plan
CBS	Central Bureau of Statistics Syrian Arab Republic	NPD	National Project Director
SPC	State Planning Commission	SDT	Social Development Team
ACU	Agency for Compacting Unemployment	IC	International Consultant /
PCEED	Public Commission for Employment and Enterprises development	NC	National Consultant
IPC	International Poverty Center	MoU	Memorandum of Understanding
PMT	Proxy Means Testing	OMR	Object Mark Recognition
HIES	Household Income and Expenditures Survey	ToT	Train of Trainers
E-Quest	Electronic questionnaire application	O-J-T	On the Job Training
ICT	Information and communication technology	VDT	Virtual Desk-Top
NGOs	Non Governmental Organizations	CSOs	Committee Social Organizations

**Basic Information:**

<b>Project Title</b>	ESTABLISHING THE NATIONAL SOCIAL AID FUND ”NSAF”
<b>Country</b>	Syrian Arab Republic
<b>Project Number</b>	SYR/07/002
<b>UNDAF Outcome(s)/ Indicator(s):</b>	<b>1: A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups.</b>
<b>CPAP Expected Outcome(s) / indicator(s):</b>	<p><b>CP Outcome 1.1: Social protection strengthened and better targeted</b></p> <p><b>CP Outcome 1.4: Poverty alleviation programme enhanced, including income generation and improved access to extension services in rural and poor areas</b></p> <p>- Percent of vulnerable persons (m/w) benefiting from National Social Aid Fund.  <b>Baseline: 0 – Target vulnerable ultra poor to be covered by 2011, representing presently around 6 percent of the population.</b></p> <p>- Amount of funds allocated and distributed for safety nets.</p> <p><b>Baseline: 0 – Target: 9 600 million SL (192 million US \$) per year during the period of 2008 – 2012</b></p>
<b>Expected Output(s)/ Indicator(s):</b>	<ul style="list-style-type: none"> <li>• <b>Ultra poor targeting mechanism, policies and tools developed, tested and put in place.</b></li> <li>• <b>“NSAF” established as an administratively and financially autonomous social safety net.</b></li> <li>• <b>NSAF staff and related partners’ capacities built.</b></li> </ul> <p><b>Base line: 0</b></p> <p><b>Target : Targeting mechanisms developed – NSAF Established – Capacities of staff built.</b></p>
<b>Project Duration</b>	July 2007-31March 2012
<b>Implementing Partner</b>	Ministry of Social Affairs and Labour
<b>Contributing partners</b>	MoSAL – UNDP- UNFPA- EC

<b>Reporting period</b>	September 2007- March 2012
<b>Total Award Amount :</b>	US\$ <u>6,784,582</u> <sup>1</sup>
<b>Donors Contributions</b>	<p>US\$ <u>441,245</u> UNDP TRAC</p> <p>US\$ <u>235,000</u> UNFPA</p> <p>US\$ <u>2,868,900</u> MoSAL <sup>2</sup></p> <p>US\$ 3,239,437 EU<sup>3</sup></p>

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<sup>1</sup> Based on the SBR signed on 6/4/2011

<sup>2</sup> The amount of US\$ 950.000 was committed as the contribution of MoSAL to the project's budget for 2012, however, it was not transferred.

<sup>3</sup> The EC transferred US\$ 1,177,437.72 representing the first year budget, however on May 2011 the EC suspended the agreement. Only US\$ 10,659.63 was disbursed, the remaining balance will be returned to the EC.

## **OBJECTIVES:**

The National Social Aid Fund is the pioneer Syrian cash transfer programme. As a whole, it serves three principal aims:

1) The reduction of poverty through direct cash transfers for households below the poverty line; 2) The promotion of investment into human capital and the prevention of the intergenerational transmission of poverty.

3) The empowerment of the poor through providing opportunities to escape dependency. Beneficiaries for the cash transfers are selected on the basis of a Proxy Means Targeting exercise.

Gradually, conditionalities related to school attendance, vaccinations and literacy will be introduced. Special Case Management Units will be helping capable beneficiaries through referrals to educational, employment and entrepreneurial opportunities in their locality. In the Syrian context of transition to a social market economy, the Fund will also support the economic reform effort of the Government through developing social protection towards a more targeted and efficient direction and helping citizens cope appropriately with the new risks accompanying the new opportunities.

## **SUMMARY OF ACHEIVMENTS:**

The project implemented and achieved the following based on the project document, AWP's and the requests of MoSAL :

- i. Targeting policies, mechanisms and tools for the vulnerable ultra-poor HHs identified, developed and tested.
- ii. Establishment of the National Social Aid Fund, including: legislative, managerial and administrative structure (Decree- Bylaws – Organizational Structure-Financial and Accounting systems).
- iii. Capacities of NSAF staff built (950 Social workers, supervisors and administration staff in NSAF headquarters and 63 district centers, Human Resources System developed for NSAF including policies of recruitment , performance appraisals , promotions and training .
- iv. Information Technologies and unified Data Bases developed to enhance the functioning targeting and the overall workflow of NSAF's Headquarters.
- v. Targeting mechanism (Proxy Means Testing) implemented at the national level (The social survey Dec 2008- October 2009) listed 560,000 poor Syrian households.
- vi. Field verification to 120.000 registered HHs in the Social Survey conducted.
- vii. Coverage of targeting extended to 279 poor villages & 23000 poor HHs 2010.

- viii. The cash disbursement of three<sup>4</sup> payments to NSAF beneficiaries 2011 / 439.000 HHs /. With the technical support from the project to MoSAL.
- ix. Positioning NSAF as the pioneer social safety net in Syria, and communicating the targeting mechanisms to stakeholders , policy makers ;Throughout proper networking on the governorates and districts levels.
- x. NSAF Co-responsibility (conditionality) implemented & Case management (Empowerment of beneficiaries) developed: studies on Supply side –Empowerment agencies, Study on demand side (empowerment needs of beneficiaries) networking with related authorities.

### **ACTIVITIES:**

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#### ***1-Management Unit: Project staff recruited, Project Board assigned, Equipment & furniture needed procured.***

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Start Date : 1/10/2007

End Date : 15/11/2011

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**Description:** Developed TORs for the project management unit, **and purchased the needed office equipments, furniture and the vehicle:**

- Set the Terms of references, for the following project staff members:
  - Project Associate
  - Admin assistant
  - Accountant
  - Technical officer - Researcher
  - ICT systems supervisor
  - Monitoring and Evaluation officer
  - Auditing supervisor
  - Archiving supervisor
  - Data Entry supervisor
  - IT assistant
  - Communication officer.
  - Project Coordinators in four governorates
  - Driver
- Follow-up the selection and contracting procedures<sup>5</sup> .
- Performance evaluation of the project staff <sup>6</sup>, and renewal of contracts when needed and due.
- Set specifications of equipment and furniture needed over the period of the project and Follow up the procurement procedures <sup>7</sup> till the actual purchase of the equipment and the delivery to the intended locations.

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<sup>4</sup> The first two payments were disbursed; however, the third payment was postponed based on government decision.

<sup>5</sup> recruitment had been facilitated effectively and efficiently by the UNDP HR department

<sup>6</sup> Evaluation reports discussed between the NPD and evaluated staff member to enhance performance

<sup>7</sup> Procurement procedures had been facilitated effectively by the UNDP Syria procurement officer

- Developed the Project's assets log, and update it <sup>8</sup> .

Quality Criteria	Quality <sup>9</sup> Date	Results of Activities	Resource Usage User perspective	Timeliness
Selection of project staff members through panels( MoSAL-UNDP-NPD)		Completed	100% On budget	On time
Meeting the UNDP procurement standards and procedures		Completed	On budget	Mostly on time <sup>10</sup>

## ***2- Targeting the Ultra Poor households Identified- PMT developed, tested and finalized***

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### ***2-1 PMT targeting identified and developed***

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Start Date: 01/01/08    End Date: 30/10/08

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#### **Description: Targeting Policies, mechanisms and tools for the VUP identified and developed**

The Syrian government approved a World Bank originated Proxy Means Targeting (PMT) method based on OLS regression analysis of measurable and verifiable determinants of poverty (expenditure per adult equivalent) using the most recent available Household Income and Expenditure Survey for Syria (2006-2007). The PMT analysis has identified a set of variables that are both statistically significant predictors of poverty, and at the same time sufficiently easy to measure and verify to be used as targeting criteria. The score or weight of each variable is based on its regression coefficient in the statistical analysis. The main variables emerging in the analysis concern dimensions like household size and characteristics, employment type, housing characteristics, the ownership of certain items, and electricity consumption based on the electricity bill. To take into consideration the significant differences between rural and urban areas as well as the different regions of Syria, eight separate analyses have been carried out, accordingly eight formulas were developed (for North-Eastern, Coastal, Central and Southern Syria, each separately for rural and urban households).

According to *ex ante* analysis, the expected leakage and under-coverage error rates of the targeting system are clearly lower for Syria than in a set of other countries (Egypt, Sri Lanka, Peru, and Jamaica) for which comparable data is available.

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<sup>8</sup> Refer to the project's assets Inventory list.

<sup>9</sup> Refer to the project staff recruitment procedures , and the procurement procedures files.

<sup>10</sup> All simple procurements were accomplished on time, while delivery of most of complicated ones were delayed, sanctions on Syria affected the procurement of advanced IT equipments and licenses such as the virtual desktop, and the OMR scanners and licenses .



***The project conducted the following:***

- Literature review and search for international targeting practices and experiences, and reporting to the minister and policy makers.
- Meetings with international organizations missions members and keeping track of the development taking place in social protection in Syria supported by several donors as listed below :
  - World Bank mission on September 2008 “Enhancing the social insurance savings investment and restructuring of the General Establishment for Social Insurance”.
  - International Labor Organization's mission in the framework of the “Decent Work Country Program with MoSAL “.
  - European Commissions meetings and preparations for the proposal of the EC social protection fund.
  - Technical meetings with the economic reform team members responsible for social protection in the Syrian cabinet.
- Develop the TOR for the targeting International Consultant, and follow up the contracting procedures.
- Schedule and facilitate the IC’s missions to Damascus and coordinated with related partners ( CBS-SPC-UNDP-UNFPA)
- Workshops and meetings with policy makers and related partners.
- Finalized the PMT Targeting report (based on the HIES 2006-2007) including the targeting mechanisms and recommendations about its policies and tools.

Quality Criteria	Quality Date	Results of Activities	Resource Usage User perspective	Timeliness
<ul style="list-style-type: none"> <li>• The Cabinet approval on the targeting mechanism.</li> <li>• The endorsement of MoSAL of presentations and progress reports to the cabinet.</li> <li>• The final Draft of targeting report has been received to the satisfaction of MoSAL.</li> <li>• MoSAL endorsement of the questionnaire and targeting tools.</li> </ul>	01/03/08	Complete  100% financed	On Budget	On due time

## ***2-2- Pilot testing for Targeting VUP implemented, and targeting finalized:***

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Start Date: 04/11/2007

End Date: 15/4/2008

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**Description:** The Pilot testing was implemented for the PMT targeting formulas and questionnaire based on the recommendation of the targeting international consultant.

The PMT has been further tested and calibrated through a pilot survey conducted in November 2008. The Pilot testing implemented in cooperation with the Central Bureau of Statistics<sup>11</sup>, on a sample of 900 Households representing the urban and rural regions divisions.

### ***The following activities were implemented:***

- Draft the MoU between the MoSAL and the CBS to conduct the field work of the pilot test.
- The Data Entry and the full data set validated and submitted from the IT department in the CBS, analyzed based on the syntax developed by the targeting expert.
- Prepare a report of the administrative and implementation of field work.
- Prepare Final report of the Pilot Survey drafted by the targeting expert.
- The international targeting expert finalized the draft of the targeting report based on the HIES, the report included several scenarios for ( the total Budget – the payment schemes – levels of benefits) and simulation of these scenarios impact on poverty rates and improvement of the living conditions .
- A mission for the targeting international consultant to Damascus took place from 2 – 6 March 2008 took place. During the mission the IC presented the final draft to the policy makers, and highlighted on the criteria and standards to be taken into consideration while making their decisions for issues related to the targeting.
- The PMU provided the IC with the full data of the HIES 06-07 , and the expert did the regression again on the full set of most up to date data HIES 06/07
- The final report and questionnaire submitted from the expert on 31/3/2008.
- The report has been endorsed by MoSAL, and the technical committee in the cabinet.

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<sup>11</sup> An MoU was signed with the CBS on November 2007 to conduct the sampling and the field work , the project also conducted training for CBS directors from all governorates . Results of pilot testing submitted on March 2008, and the targeting international consultant analyzed the results and produced the final report.

<i>Quality Criteria</i>	<i>Quality Date</i>	<i>Results of Activities</i>	<i>Resource Usage User perspective</i>	<i>Timeliness</i>
The questionnaire and targeting tools received to the satisfaction of MoSAL.	01/01/08	Complete 100% financed	On Budget	Delays for two month in delivering the field work results from CBS
The cabinet endorsed the final targeting report	31/3/2008	Complete 100% financed	On Budget	Two months , later than scheduled ( it relied on the Pilot test )

### ***3- The National Social Aid Fund “NSAF” Established***

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#### ***3-1 : Managerial and Administrative Structure of NSAF developed***

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Start Date : 1/5/2008

End Date : 15/9/2010

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**Description: Develop the administrative and managerial structure of the NSAF including its objectives, mission statement, and principles for setting legislative and administrative related documents.**

- Drafted NSAF objectives and the structure of the legislative decree, in full consultancy with MoSAL.
- **Set the TORs for NCs to draft NSAF’s legislative decree.**
- Selection and contracting of the NCs to draft the decree, the bylaws and the financial system.
- Submission of the first draft of the decree to MoSAL on January 08<sup>12</sup>.
- **Set a draft of NSAF's financial and accounting systems:**

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<sup>12</sup> Several amendments on the decree took place, based on the directions of the legislative authorities and the cabinet, communicated through MoSAL.

- Set the TOR for an NC to draft the NSAF financial system in full consultancy with MoSAL.
  - Selection and contracting of the NC to draft the financial system.
  - Technical meetings with the NC contracted for setting the financial System of NSAF and provided him with the relevant documents needed.
  - First draft of the financial system submitted for the revision of the NPD on 15 September 2008.
  - Comments on the first drafted financial system submitted to the NC on 25 September 2008.
  - Draft submitted to MoSAL , and the minister had assigned a revision committee.
  - Final draft submitted to NSAF’s board of directors after taking the committee’s comments and directions.
- **Set the draft of NSAF Bylaws :**
    - Set the TOR for a NC to draft the NSAF bylaws in full consultancy with MoSAL.
    - Selection and contracting of the NC to draft the bylaws.
    - Technical meetings with the NC contracted for setting the financial System of NSAF and provide him with the relevant documents needed.
    - Report on principles for setting the bylaws and the organizational structure of NSAF.
    - Conducted a brainstorming session in MoSAL to discuss the drafted organizational structure of NSAF on the central, governorates and center's levels.
    - Submitted the final draft of the bylaws to NSAF manager.

Quality Criteria	Quality Date	Results of Activities	Resource Usage User perspective	Timeliness
MoSAL endorsed the drafted decree and raised it to the legislative authorities	1/1/2008	100% financed 15/2/2008	On Budget	On due time
Selection of the NCs for the bylaws , decree and the financial system Through panels in which (MoSAL and UNDP ) where represented	15/1/2008			Delay in delivering the final draft of the Bylaws, due to the need for an approval on each level of organizational structure before going into further details in the bylaws.
The NSAF organizational structure on the central level discussed and endorsed by MoSAL	20/5/2011			

### ***3-2 Functions of the Fund Enhanced through Information Technologies:***

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Start Date : 01/02/2008

End Date : 30/11/2011

**Description** : The project developed a preliminary design for the NSAF functions ,and relied heavily on IT aiming to (i) limit the time and costs of data entry and processing ,(ii)minimize errors of data entry and processing (iii)maintain objectivity (iv) keep unified records (v) maintain consistency of workflows and quality results

Intensive efforts were extended to the implementation of the targeting, an ICT consultant has been contracted to assess the ICT infrastructure required, to develop the targeting scoring software and to develop the data base , in close coordination with the NPD and the targeting expert .

- Finalized the ICT infrastructure requirements assessment report for NSAF .
- Developed **Unified Data Bases** for NSAF’s applicant HHs and beneficiary HHs, with an electronic reference for NSAF main servers ( NSAF HQ –NSAF SQL DB – Storage Server ).
- Developed and **computerized the processing of the PMT applications and scoring ( ORM)**.
- Developed the data processing and scoring applications in addition to the following interfaces:
  - Social Survey Data Entry interface.
  - Field verification entry interface.
  - Coverage extension entry interface.
  - Falcon OMR reading system.
  - Base line interface.
  - Complaints interface.
  
- Drafted tender books for the needed data entry equipment in the social survey's center in Damascus.
- Set tender book, procured, installed and operated the (**Virtual Desk-Top system**) in NSAF HQ.
- Participated in workshops on up-to-date technologies.
- Coordinated with the project of Governmental Services Reform GSR , on automating governmental services to explore possibilities of cooperation, and negotiations on listing NSAF among governmental institutes to benefit from the GSR project.
- Developed the Electronic Questionnaire (**E-Quest**) **solution** and tested it during the coverage extension phase in Deir Ezzor.
- Developed many applications for reporting, human resources management, monitoring and evaluation and for follow-up( Share point application).
- Developed servers **Back-up policies and tools**.

Quality Criteria	Quality\ Date	Results of Activities	Resource Usage	Timeliness
MoSAL's endorsement of: the preliminary design and the ICT requirement assessment and hardware and software requirement in setting tender book of equipping the H.Q. of NSAF.	15/2/2008  20/6/2008	Complete  100%  financed	Exceeded  budget <sup>13</sup>	On due time
MoSAL's endorsement of the drafted specs for the tender book related to the data entry OMR technology  Endorsement of MoSAL of the results of E-Quest pilot testing.	15/9/2010			Specs.  Delivered on time, yet Delays in procurement procedures of MoSAL took place.

#### *4- Capacities of local actors and "NSAF" staff developed*

##### *Training Activities for supporting the establishment and operation of NSAF undertaken*

Start Date : 15/3/2008

End Date : 31/12/2011

**Description: Develop the administrative and managerial structure of the NSAF including its objectives, mission statement, and principles for setting legislative and administrative related documents.**

<sup>13</sup> Due to delays of procurement procedures in MoSAL, the project handled some procurement (which was minor yet critical to implementation).

Training activities for designated staff from MoSAL and CBS took place with a focus on the targeting tools and mechanisms.

The project had faced the challenge of limited capacities of the contracted MoSAL staff, in addition to the disparities of capacities in the rural and remote areas. Newly graduated job seekers, and the priority has been to the ones living in the same area of NSAF center .

Two assessments for NSAF training needs took place (i) on 2008 before the commencement of NSAF, based on reviewing the job disruptions and organizational structure, (ii) phase of assessing the capacities of the actual contracted staff of NSAF on 2011.

Every stage of the NSAF work<sup>14</sup> had been combined with special tailored training on procedures and skills needed for the supervisors and social workers responsible for implementation , Also , several workshops were conducted for the relevant partners in implementation (MoSAL directorates in governorates - the Public Establishment for Post – the PCEED- local committees ( governorates and districts levels).

To enable the on-time commencement of activities, the project had conducted several Train the Trainers courses, which also enabled the training activities to take place simultaneously in all governorates as soon as MoSAL gets the approval on implementation of a work phase<sup>15</sup>, as the trainers were available to provide training. Also, the project had adapted On-The – Job-Training, which served as a monitoring tool as well, and it had enabled the corrective actions to take place at ones.

Workshops and brain storming sessions conducted in participation of policy makers on central level and in governorates, contributed to raise the awareness on poor HHs needs and enhanced the conception of the social safety nets as a developmental tool as well as a social protection one.

The workshops also had contributed to develop a better platform for coordination and cooperation between related agencies and authorities. It also communicated effectively the localities problems and complaints to line ministries and the State Planning Commission.

The study tours and participation of the project staff in various social protection related events, courses and workshops, enabled the project to maintain better standards of dealing professionally with contracted experts, and providing support and guidance whenever needed by the implementing partner.

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<sup>14</sup> The social survey – the field verification-the coverage extension – the cash disbursement and base line survey.

<sup>15</sup> As the approval of authorities takes place no more than one or two weeks before the date of activity announced commencement date, and due to delays in contracting staff for the implementation leaves limited time for training activities to take place ahead of time.

***Specifically, the following training activities were conducted:***

- Organized a tailored training course in Damascus for " Designing , Implementing Conditional Cash Transfer Programs for the poor : an International Review ) with the support of the International Poverty Center of Brazil ( IPC ) , with the participation of the economic reform team , the SPC , the ACU and MoSAL's key staff . November 2008.
- A task force from UNRWA and the PMU has been formed to develop the training needs assessment before the establishment of NSAF. Consequently, a MoU has been signed to benefit from UNRWA’s experience in the social fieldwork.
- Train the Trainers courses took place :
  - September 2008, Train the Trainers course for 50 trainees from MoSAL on the training skills in addition to special training on the targeting questionnaire and its instructions.
  - November 2010 - for 30 of MoSAL's designated staff from all Syrian governorates, aiming at enhancing their training capacities, to deliver training in their governorates.
  - May 2011, 25 trainees from NSAF’s key staff.
- Organized 3 training courses for the Social survey center's supervisors in Damascus – Nov 2008.
- Organized 25 training courses simultaneously in all Syrian Governorates for 630 employees contracted with MOSAL to work in the social survey centers – Nov 08
- Participated in the core course on “Designing and Implementation of Effective Social Safety Nets “–Washington DC – Feb 2009.
- Conducted orientation and On-The-Job training for the newly established survey centers in Homs , and in other centers as needed.
- Delivery of project to governmental staff was combined with Training Workshop for the newly assigned NSAF directors on NSAF progress, targeting mechanism, IT tools, applications and NSAF data bases.

Quality Criteria	Quality Date	Results of Activities	Resource Usage	Timeliness
The minister of MoSAL signed the MOU with UNRWA . Deputy minister of MoSAL headed the opening and closing sessions of TOT MoSAL entrusted the project's team to organize and conduct training for it's contracted employees for the social survey	14/3/2008          1/11/2008	Complete 100% financed	On Budget	On due time



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## ***5 -PMT targeting implemented, data verified and coverage to poorest villages extended.***

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### ***5-1 Targeting implemented nationwide (the Social Survey 2009)).***

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Start Date: 1/9/2008 End Date: 31/09/2009

The Syrian government had entrusted MoSAL for the implementation of the Social Survey in all Syrian governorates (which represented the application phase for NSAF) from December 2008 to May 2009. In the 2008-2009 survey/application process, MoSAL allocated 63 temporary offices throughout Syria for receiving the applicants. Trained Social workers on assisting the applicants in filling out the questionnaires were assigned to each center by MoSAL. The geographic allocation of the offices was based on detailed data on the spatial distribution of poverty in Syria extracted from the UNDP prepared Syrian Standards of Living Map (2007). During the process, timely data on number of applications was available to MoSAL and the project team, and it was used to direct efforts by local authorities to mobilize applicants, particularly in rural Aleppo, which is one of the poorest areas in the country but initially had relatively low numbers of applicants. By the end of the process, Aleppo had reached the highest application rate among all regions, with 20 % of all applicant households hailing from the region.

The 2008-2009 survey/application process also included a set of criteria for applicants endorsed by the cabinet, which were publicly announced. These criteria had to be met in advance for an application to be received in the first hand. The criteria centrally included employment and social security related conditions (exclusion from formal employment). Throughout the process, the UNDP engaged in dialogue with MoSAL to support appropriately wide inclusion into the application process on the basis of previous UNDP/GoS poverty analyses, and the criteria were relaxed from original plans as a result. MoSAL has also indicated that it can be possible to flexibly modify the criteria in the future and to include new special groups in separate tailored application processes if so decided. This way, under-coverage resulting from the application criteria can be reduced.

By end of April 2009, after which no new appointments had been given for filling out the questionnaires, altogether c. 732 000 Syrian households had entered the application process, out of whom 674 000 were given appointments. By the end May 2009, when the survey/application process was closed, 546 954 applications were completed. The difference is due to applicants not fulfilling the application criteria or no-shows to interviews. According to field reports, the latter were in many instances due to the deterrent effect of possible sanctions for fraudulent application or self-selection by those applicants who did not consider expected benefits worth the effort. Such cases work to reduce leakage errors.

**Targeting data entry and processing:** PMT questionnaires data were entered into a unified Data Base (SS Applicants DB) , then processed using scanning technology( OMR ) . The targeting expert

analyzed the social survey results and the project supported the Government with technical assistance through scenarios based on different cut-off points (poverty lines), payment levels and payment modalities (per household, per capita, sliding scale, poverty gap based) with their expected poverty impacts. Accordingly policymaker decided on the cut-off point, and beneficiaries ( 430.000 HHs) had been identified from the database.

After the issuance of the NSAF decree on January 2011, Eligible HHs received 3 cash disbursements for 2011, through Syrian public financial institutions (300 post offices).

***The project conducted the following:***

- Intensive technical support from the project's staff to MoSAL in planning and preparations for the social survey including : ( Move to Targeting implementation )
  - Study on social survey’s needs assessment (logistics and HR needs )
  - Developed 3 proposed scenarios for the social survey’s coverage., one that covers 40% of the Syrian HHs , and one for 30% of HHs and the selected one from MoSAL was to cover 17 % of Syrian HHs , in the light of the capacities , facilities and budget available for the survey.
  - Organized and participated in several MoSAL meetings to follow-up on the progress taking place in preparations for the survey , attended by directors of MoSAL and directors of its directorates in all Syrian governorates.
  - Participated in technical meetings in MoSAL for setting the application criteria for the survey in conjunction with the conclusions and results of the PMT finalized targeting report.
  - Developed the survey's tools, the questionnaire, guidelines for filling the questionnaire, the Data Base and software needed.
  - Set the qualifications needed for the survey centers staff and the criteria for recruiting and selecting them, and set the job description and workflow (supervisors, the social workers and the administrative staff).
  - Draft the procedures manual and forms needed for the social survey.
  - Supervised and coordinated all activities, and provided in-time support to operating centers and social workers.

Quality Criteria	Quality Date	Results of Activities	Resource Usage User perspective	Timeliness
MoSAL endorsement of the SS plan proposed by the project, and requested NPD to manage the social survey operations, all reports received to the satisfaction of MoSAL and the cabinet.	15/10/2008	Complete 100% financed	On Budget	On due time

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## 5-2 Field Verification of the Social Survey collected data.

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Start Date: 1/9/2008 End Date: 31/09/2009

By the end of the social survey and processing the PMT questionnaires, a field verification was conducted on the collected data (on a representative sample of 20% of the social survey applicants from all Syrian governorates and districts)

The project extended the technical support needed including the workflow's, set the survey tools, training staff, monitored and coordinated operations on the ground. 110,000 HHs/ were visited starting September 2009 till March 2010. Collected data was entered, processed and automatically compared with the original data given in NSAF offices on earlier stage. Minor differences were discovered. As a result, the Government adapted the Social Survey data base, it was foreseen by MoSAL that additional home visits were not feasible, especially that home visits will be conducted in the recertification phase.

Quality Criteria	Quality Date	Results of Activities User Perspective	Resource Usage Date/Rating	Timeliness
MoSAL's endorsement of the report on Field verification results report.	31/6/2010	Complete 100% financed	On Budget <sup>16</sup>	On time

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<sup>16</sup> Based on substantive budget revision, MoSAL increased its contribution to the project for the implementation of the field verification.

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**5-3 Coverage of NSAF extended to the poorest villages.**

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Start Date: 15/12/2010      End Date: 01/03/2011

Based on the analysis of the Social Survey data, the project suggested to use mobile centers to visit and include remote villages to increase the coverage of NSAF to the poorest villages (based on the poverty map) and to include families that were not able to apply<sup>17</sup>). A pilot testing for the coverage extension phase was conducted in three villages in Deir Ezzor governorate, using the Electronic Questionnaire application. The proposed work plan had been approved by MoSAL; NSAF mobile centers started working and covered 279 villages. The extension of coverage took place over three stages<sup>18</sup> :

- Preliminary village assessment.
- Applications collection phase ( based on an announced date and place for application within the village )
- Social workers Home visits to the applicants houses ( PMT questionnaire filled in during the visit) .

/29.000/ HHs<sup>19</sup> were covered; questionnaires were collected, entered, processed and integrated to the social survey applicants' data base.

Quality Criteria	Quality Date	Results of Activities	Resource Usage Date/Rating	Timeliness Date/Rating
The cabinet approved the eligible HHs from cov.extension to be among NSAF beneficiaries for 2011	15 /6/2011	Complete  100% financed	On Budget	On time

<sup>17</sup> The qualitative assessment of the social survey center's performance showed that one third of applicants already know HHs meeting the application criteria , yet they didn't get to apply to NSAF centers , 40% announced that it was because they are living in remote villages that makes it hard for them to attend to NSAF Centers.

<sup>18</sup> Based on the project's experience, mobile centers proved to be the best method for collecting data in remote villages.

<sup>19</sup> It was expected to have 50.000 HHs enlisted during this phase , but the village assessment missions showed that the difference number of HHs was composed of HHs of public workers , which means that they are poor , but they are not meeting the application criteria.

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**6-Payment system designed and cash disbursed to beneficiaries three <sup>20</sup>cash disbursements paid to NSAF beneficiaries 2011.**

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Start Date: 1/12/2010

End Date : 30/12/2011

As a result of the PMT scoring of /551000 questionnaires /assembled to the central NSAF HQ over the social survey and coverage extension. The special developed scoring software enabled ranking of the applicant HHs from the poorest to the less needy (according to the PMT calculated scores).

Upon the decision taken by the policy makers on the cut-off point<sup>21</sup>, the level of benefit, the available budget; Lists of eligible applicants, were produced for the disbursement of the transfers.

The project drafted the agreement signed by NSAF and the Post Public Establishment; the 300 post offices in all Syrian governorates and districts were designated by the government for the payment of the cash transfers to the NSAF beneficiaries<sup>22</sup>. The project provided technical support, coordinated with relevant partners: NSAF, MoSAL , The Public Post Establishment and the Ministry of Finance. Also, it had conducted a performance evaluation during the first disbursement on February 2011, and proposed corrective actions and amendments to the work flow over the second and the third disbursements (July and October 2011)

Quality Criteria	Quality Date	Results of Activities	Resource Usage Date/Rating	Timeliness Date/Rating
MoSAL endorsed the payment system and, workflow developed.	15/12/2010	Complete	On Budget	On due time for the 1 <sup>st</sup> and 2 <sup>nd</sup> payment.
MoSAL requested the project to manage and coordinate the operations of disbursement and reports were prepared and submitted to the satisfaction of MoSAL.	15/5/2011	100% financed		Third payment delayed <sup>23</sup> .

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<sup>20</sup> The first two payments were disbursed; however, the third payment was postponed based on government decision

<sup>21</sup> The PMT score above which, HHs are not eligible for benefiting from NSAF .

<sup>22</sup> 70% of the social survey listed HHs are from rural areas, and most of the post offices are located in the rural areas .

<sup>23</sup> Due to security disturbances in some Syrian governorates, and delays in transferring needed funds from ministry of finance.

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**7- Establishment of a monitoring and evaluation system for the fund's performance.**

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Start Date: 1/9/2008

End Date: 15/10/2011

**Description:** M & E system designed and integrated into the fund's targeting mechanism.

- Prepare the TOR for an international consultant for (Sampling for verification on PMT questionnaires): which is considered as an emerging and important part of the Monitoring and Evaluation process, thorough which the consultant had submitted technical report on the verification mechanism, the sampling design and the questionnaire, identify the indicators needed for the survey's evaluation, which took place during and after the survey. Eventually, the expert had submitted the final report including an evaluation of the survey and the verification process.( to be copied to M& E ).
- Drafted the monitoring mechanisms for the social survey (PMT targeting application phase), set the reports templates for the survey centers supervisors among other reporting templates .
- Conducted a Base-Line survey included a representative sample of NSAF applicants /8000 Syrian HHs/ 2011.
- Drafted progress reports on the social survey based on the reports of the centers and the auditors reports with recommendations on corrective actions to be taken.
- Participated in the regional workshop for evaluating impact of international social safety nets and drafted a report on lessons learned from the workshop, in addition to consultancies with international consultants regarding best practices and issues related to the NSAF March 2009.
- Conducted Mystery Shopping “inspection visits “to the survey centers, based on the reports and the needs of the centers, review missions reports, submit recommendations for corrective actions when needed and followed-up the implementation with related directorate in the ministry.

Quality Criteria	Quality Date	Results of Activities	Resource Usage Date/Rating	Timeliness Date/Rating
MoSAL requested the project to organize and conduct training for its contracted employees for the social survey	2009- through 2011	Complete  100% financed	On Budget	On due time
MoSAL endorsed the project's reports and approved suggested corrective actions and the Base line Survey	Dec 2010			

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### ***8: Media and communication strategy developed***

Start Date : 1/9/2008

End Date : 15/09/2011

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**Description:** Developing the NSAF media and communication strategy and a media plan the first years of implementation.

Workshops and brain storming sessions conducted with participation of policy makers on central level and in governorates, contributed to raising the awareness on poor HHs needs and enhanced the conception of the social safety nets as a developmental tool as well as a social protection one. The workshops also had contributed to develop a better platform for coordination and cooperation between related agencies and authorities. It also communicated effectively the localities problems and complaints to line ministries and the State Planning Commission.

***In addition the project had:***

- Prepared the TOR for the Communication Officer .
- Followed up on the selection and contracting of the communication officer .
- Provided support for MoSAL in the media campaign for the Social Survey.
- Designed and published materials related to the survey when needed, in full consultancy with MoSAL.
- Coordinated and technically supported the State Press Establishment, entrusted to print the PMT questionnaires and lists of beneficiaries, to be printed in compatibility with the OMR technology to enable scanning for entry .
- Followed-up with the Public Advertisement Establishment as a contracting agency for MoSAL for publishing the ads on the survey.
- Designed and printed NSAF brochure.
- Translated, Printed and disseminated the NSAF decree.
- Produced the NSAF TV advertisement.

Quality Criteria	Quality Date	Results of Activities	Resource Usage Date/Rating	Timeliness Date/Rating
The recruitment of the communication officer through a panel from MoSAL and UNDP.  NSAF endorsed the brochures and TV advertisement.	9 July 2008  Dec 2010	Complete  100% financed	On Budget	The C.O. started working on September 2009

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## ***2: Case management system and Co-responsibility developed***

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Start Date : 10/11/2009

End Date : 31/12/2011

**Description:** Case management system designed.

According to the plan of the Government, the transfers are to be made conditional on certain household behavioral criteria aimed at breaking the intergenerational transmission of poverty – in particular, vaccinating children and ensuring their regular school attendance. NSAF support will therefore require investments into health and education of children in the recipient households. While the mechanism for implementation is still under design, information on the conditions will be disseminated among beneficiaries.

The Case Management Directorate, which will operate from local NSAF centers, are a critical component of the project, transforming it from a supporting into an activating and empowering instrument. Specially trained social workers will serve the beneficiaries through assessing their situation, advising them on locally available public, private and civil society support services and opportunities, and providing referrals to such services. Local partners with whom the NSAF will network include public health centers, schools, public and private educational and training programs, NGOs and CSOs, microfinance initiatives, and public employment services such as PCEED employment offices and Career Guidance Centers. The capacitating of the staff to undertake this task, including both customer service and local surveying of and networking with complementary service providers, were critical for success.

### ***The project implemented the following activities:***

- Introductory meeting with related empowerment agencies conducted including the meeting with the director of Agency for Employment and SMEs Development, and the ministry of health.
- Identified and introduced a vision for the case management system to MoSAL : in which it evolves from a referral system linked to the empowerment and human development specialized agencies , into a self developing entity , that tailors and provides courses and support needed for NSAF's beneficiaries .
- Participated in drafting the Compulsory education decree for 2010 with the ministry of Education.
- Presentation to the Human Development Committee ( in the Cabinet ) on integrating the developmental role of NSAF with line ministries.
- Conducted SWOT analysis for NSAF on both the empowerment and co-responsibility .
- Conducted brain storming sessions with NSAF supervisors from all governorates to explore possibilities for empowering beneficiaries.
- Report on Supply side for empowerment: covered agencies, programs and projects (governmental and non-governmental) providing empowerment services in Syria .



- Assigned the Empowerment task force from project staff to coordinate and reinvestigate scopes of cooperation with governmental and non –governmental agencies. Results were presented to NSAF management.
- Analysis of the demand side ( the empowerment requirements of NSAF’s beneficiaries). Co-responsibility launched in action starting from the second payment to NSAF beneficiaries for 2011, and reported on results to policy makers.
- **Co-responsibility enforced** through linking disbursement of cash transfers to developmental commitments of the heads of benefiting HHs:
  - Identified the Co-responsibility criteria (basic education – vaccination and literacy ). And publicized it to all beneficiaries.
  - Identified from the unified registry (the PMT data base) specifically the commitments of each HH (when criteria applied ), and included information on needed commitments in the disbursement lists .
  - Piloted Co-Responsibility in 3 NSAF centers.
  - Trained NSAF centers’ staff on communicating the commitments to beneficiaries.
  - Coordinated with line ministries and related agencies to support the NSAF co-responsibility campaign.

Quality Criteria	Quality Date	Results of Activities	Resource Usage Date/Rating	Timeliness Date/Rating
Approval of the consulted international experts on the vision for the Case Management system during the course of “design and implementation of the effective social safety nets”.	10-Feb 09		On budget	Implementation delayed <sup>24</sup>
Reports on Co-responsibility were received to the satisfaction of NSAF’s board of directors.	Sep 2011			

<sup>24</sup> The policy maker decided to link the payment to developmental commitments starting from the second payment June2011. Also, delays in authentication of NSAF Decree had delayed the coordination efforts with the related authorities.

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RISKS LOG:

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#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
1	Disparities in human resources capacity across Syria	Operational	Disparities in the level of performance of the project P=H I=H	NPD	NPD Linda Abdul Aziz-	2/08/07	Jan 2012	Solved <sup>25</sup>
Countermeasures / Management response			<p><b>Mitigation</b> : Train the trainers, Training at level of governorates and districts</p> <p>Trainers from NSAF staff were trained , training manuals and forms are available in addition to the Training Policy tailored for NSAF</p> <p>Transferred knowledge through On-Job-Training from relevant project staff to NSAF's.</p>					
2	Lack of clarity in the definition of the targeted population	Technical	Delays in setting the decree P=H I=H	MoSAL	NPD Linda Abdul Aziz	2/8/07	Jan 2012	Solved
Countermeasures / Management response			Conduct meetings and discussions with the MoSAL's officials					

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<sup>25</sup> Training and capacities development is a continuous process and does not end with the project.

#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
3	Poor Information Communication ICT infrastructure, especially in remote areas	Technical	Limit reliance on the ICT , or delays in designing and implementing the ICT structure  P=M I=H	NPD/ MoSAL	NPD-Linda Abdul Aziz	8/02/07	Jan 2012	Solved
3-Countermeasures / Management response			<p>Risk prevention and mitigation:</p> <p>Adaptation of central data entry, and proper ICT strategy based on requirement assessment.</p> <p>Developed and tested the E-Quest system which enables instant filling of the applications in the field.</p> <p>Developed , installed and put in investment the Virtual Desk Top solution</p> <p>Developed and put in investment needed applications, software, interfaces.</p>					
4	Delays in all stages of implementation	Operational	Delays in the establishment and disbursement of cash transfers  P =H I=H	MoSAL /NPD	NPD-Linda Abdul Aziz-	8/02/07	1/9/08	Solved
4-Countermeasures / Management response			<p><b>Prevention and contingency :</b></p> <p>Close follow up to prevent delays and corrective actions when delays take place, Adapting the PMT questionnaire in the social survey.</p>					

#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
5	lack of technical experience related to the distribution of a non universal cash assistance transfer system	Technical	Errors in targeting  P =M I=H	NPD/ MoSAL	NPD Linda Abdul Aziz	8/02/07	Jan 2012	Solved
Countermeasures / Management response			<p><b>Prevention :</b> Rely heavily on relevant international experience</p> <p>Capacity building to the national staff on the statistical related part to the targeting aiming at developing needed scenarios for estimating the errors rates at certain cut-off points and level of benefits; IPC technical training mission on the international CCT implementation experience and best practices; NPD participation in the WB Social Safety Nets Core Course</p>					
6	Possible delays incurred in relation to the definition of the juridical status of the NSAF	Strategic	Delays in endorsement of the NSAF decree  P= H I= H	NPD MoSAL	SDT leader Rima Hassani NPD Linda Abdul Aziz	2/8/07	12/6/08	Solved : the authentication of NSAF decree #9 for 2011
Countermeasures / Management response			<p>Prevention :</p> <p>Draft the decree.</p> <p>Close follow-up with MoSAL</p>					

#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
7	limited geographical coverage by NGOs	Operational	Limiting the role of NGOs in supporting the NSAF's establishment  P- H / I=L	NPD MoSAL	NPD Linda Abdul Aziz	2/8/07		In progress
Countermeasures / Management response			Investigating and negotiating with available NGOs on the potential role the can play in developing NSAF					
8	Delay in assigning an NPD	Managerial	Delays in the project's activities  P=L / I=H	MoSAL UNDP	SDT leader Rima Hassani	2/8/07	1/9/07	Solved
Countermeasures /Management response			Close follow up with the related departments					
9	Delays in financing the Project of Establishing the NSAF	Financial	Delays in the project's activities  P= M I= H	MoSAL UNDP UNFPA NPD	SDT leader Rima Hassani NPD Linda Abdul Aziz	2/8/07	Jan 2012	Solved and project closed with no shortage of budget
Countermeasures / Management response			Close follow up with funding donors and MoSAL.					

#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
10	The estimated % of errors for under-coverage and leakage	Technical	Errors in targeting P =H I= H	MoSAL /NPD	NPD Linda Abdul Aziz-	15/3/08	Jan 2012	Solved
Countermeasures / Management response		<u>Acceptance:</u> Make the estimates clear to the authorities and get their approval ,as the errors are not avoidable ; <u>Mitigation:</u> Took actions to extend coverage and to minimize leakages: Coverage extended to 279 poor villages. Administrative Cross checking on applicant with related registries.						
11	Associating the NSAF with the subsidies reform by the government	Operational, Political	Wrong positioning of the Fund and misconception by the public P=H / I= M	MoSAL /UNDP/ NPD	SDT leader Rima Hassani	15/3/08	Jan. 2012	Solved <sup>26</sup>
Countermeasures / Management response		Prevention and mitigation: through continuous communication of the Fund which provides a better positioning of the NSAF in line with its objectives and vision.						
12	The weak media campaign for the social survey left citizens with a vague perception on what is expected from the survey	Strategic and political	Increased leakage errors	MoSAL	SDT leader Rima Hassani	1/12/08	Jan 2012	In progress

<sup>26</sup> Communicated to NSAF management.

			Mitigation : Media focus on the targeted categories from the survey					
#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
13	Lack of local capacities (staff, physical infrastructure) for the implementation of the Fund	Operational	Delays and problems in implementation P= H I=M	MoSAL/UNDP	PO Sakari Saaritsa	15/3/08	January 2012	Solved
Countermeasures / Management response			<u>Prevention and mitigation:</u> appointment of fund's staff prior to closure of project's activities to enable conducting proper training on implementation mechanisms: The government had appointed NSAF manager, directors and staff, among the staff contracted and trained during the phase of establishment.					
14	Discontent among potential beneficiaries due to limited transparency of the allocation criteria and perceived injustices in transfer allocation	Strategic	Dissatisfaction and unrest among the potential beneficiaries, damage to Fund reputation P = H I=M	MoSAL/UNDP	PO Sakari Saaritsa	30/04/08	Jan 2012	Solved
Countermeasures / Management response			Discuss the media's role in clarifying the targeting mechanisms and criteria in an acceptable manner – Request advice from the IPC on possible solutions					

#	Description	Category	Impact & Probability	Owner	Author	Date Identified	Last Update	Status
15	Limiting the applicants to the NSAF at least at its first year or two of operation , to the HHs meeting the application criteria of the social survey	Strategic Technical and political	Under coverage errors beyond expected rates	NSAF Board of Directors	NPD Linda Abdul Aziz	1/9/08	2/12/08	Communicated to NSAF's Mngt.
Countermeasures / Management response			Mitigation : Recommendation on including categories with special cases in the social survey. Maintaining some survey centers (at least one in each governorate) to give a chance for including additional applicants, even on a waiting list basis.					
16	Lack of funds and security disturbances	Strategic	It affects funding, operation and accessibility of NSAF	NSAF Board of Directors	NPD Linda Abdul Aziz	June 2011	Jan 2012	Communicated to NSAF Mngt.
Countermeasures / Management response			Close follow up with the NSAF board of directors seeking its support					

L: Low (Probability/Impact)

0-25%

M: Medium (Probability/Impact)

26%-65%

H: High (Probability/Impact)

66%-100%



ISSUES LOG :

ID	Type	Date Identified	Description and Comments	Status	Status Change Date	Author
1	Strategic	1-05-07	Definition of the Fund's status	Solved	22/3/08	NPD Linda Abdul Aziz
2	Financial	8/02/07	Delays in financing the Project	solved	10/9/07	NPD Linda Abdul Aziz-
3	Technical	20-08-07	Deciding on the targeting mechanism ( Geographical+ PMT )	Solved	October 07	NPD Linda Abdul Aziz
4	Technical	20-08-07	Change in identification of the Targeted households	Changed	20-08-07	NPD Linda Abdul Aziz
5	Technical	15/09/07	Lack of clarity in the definition of the targeted population	Solved		NPD Linda Abdul Aziz-
6	Managerial	15/3/08	The need for a project extension to enable the implementation of all planned outputs: This extension is necessary because of several delays which occurred after the signature of the document : 1- Delay in assigning the NPD . 2- Delay in finalizing the HIES which is a milestone for finalizing the targeting mechanism and consequently the data base and the scoring application. 3- Delays in approving the Decree which is needed as a base to set the Fund's bylaws , financial and operations systems	Solved	25/5/08	SDT Leader Rima Al Hassani  NPD Linda Abdul Aziz

ID	Type	Date Identified	Description and Comments	Status	Status Change Date	Author
7	Strategic	15/03/08	Associating the NSAF with subsidies reform process by the government, which affects the perception of the fund by the public and the misconception of the SWF vision and mission.	In progress	Sep 2010	SDT Leader Rima Al Hassani
8	Strategic	15/3/08	The need to clarify division of responsibilities and authorities regarding finalizing the eligibility criteria: the Cabinet sets the budget, while the Fund applies the PMT model suggesting to the Cabinet possible scenarios for the cut-off point and benefit levels with the predicted under-coverage, leakage and impact on poverty rate under this budget constraint for taking the policy decision.	Solved	Dec 2010	NPD Linda Abdul Aziz
9	Strategic & operational	15/11/08	Limiting the applicants to the NSAF at least at its first year or two of operation , to the HHs meeting the application criteria of the social survey	No change <sup>27</sup>	-	NPD
10	Strategic & operational	31/12/08	The necessity of piloting the NSAF ( in it's all operations as a cash transfer program ) to rely on the results in scaling up to a national level	Solved <sup>28</sup>	Dec 2008	NPD Linda Abdul Aziz
11	Strategic	11/01/11	The need to realize the financial autonomy of NSAF (having its own budget)	solved <sup>29</sup>	Sep 2011	NPD Linda Abdul Aziz

<sup>27</sup> The issue has been raised to the NSAF board of directors on their first meeting Jan2011.

<sup>28</sup> Not approved by the government, nationwide survey took place which made it harder to make corrective actions, yet it was manageable.

<sup>29</sup> The higher council for planning approved the first NSAF's independent budget for 2012

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Lessons Learned Log :

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Section 3. Lessons Learned :

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Lesson ID	Date logged	Type	Description	Recommendation
1	20/03/2008	Operational	Maintaining a level of flexibility in dealing with policymakers decisions and directions related to the outputs of the project	Continuous coordination with the implementing partner and related governmental stakeholders
2	15/5/2008	Technical	Abeyance to the governmental rules and regulations in designing and setting programs	Legal and administrative advises and revisions are always needed for the substantive outputs of the project.
3	1/6/2008	Operational	Close contact with economic reform and social development interventions helps in enhancing the employment of efforts and mobility of resources	Continuous coordination with related national stakeholders and keep on tracking new interventions and programs to explore possibilities of mutual cooperation
4	15/6/2008	Technical	The need for an ongoing technical support during the project's life cycle through having a technical assistant is as important as having admin/faineance one to the project	It is necessary to have a technical assistant for the NSAF project to be on the track and provide coherent and consistent support on an ad-hoc basis, in a way that increases the value of the project's outputs .

Lesson ID	Date logged	Type	Description	Recommendation
5	2/1/2009	Strategic	NSAF's stakeholders need to focus on its main objective of and keep it from being connected to subsidies reforms at least among the citizens. It's a major safety net for the ultra poor and the subsidies reforms will be better off should this safety net be in place ahead of time to protect the most vulnerable groups to the economic shocks	Focusing on the main objectives of the fund is very essential to promote it for the policy makers and for the citizens and that could be attained through a strong communication strategy
6	10/2/2009	Technical	Opinions and recommendations of experts may vary concerning a specific topic in the project's implementation.	Further investigation is needed and affirmative decisions needed to be taken in terms of choosing the best alternative that sounds convincing in the context of the country and the project's environment
7	2/3/2009	Strategic and Technical	6-1 It is very proactive to consider the Monitoring and Evaluation system in concept of setting NSAF  6-2 Having proper impact evaluation planned a head helped social safety nets in Mexico and Brazil to survive the political changes  6-3 M & E is an ongoing process and cannot be summarized in one output for a certain time limit.	Keep on adapting the M& E concepts in stepping further with the project while developing further systems with a special focus on the targeting mechanisms to be monitored as it forms the substantive element of NSAF.
8	Jun.2010	Operational	Based on the project's experience, mobile centers proved to be the best method for collecting data in remote villages.	Adaptation of the workflow and operations used during the coverage extension as a method for covering HHs in remote areas

Lesson ID	Date logged	Type	Description	Recommendation
9	Jun. 2009	Technical & Strategic	To maintain the responsiveness of the PMT targeting to changing economic and social situation of beneficiaries, it is key to update the formulas and coefficients as according to most recent HIESs .	Frequent updating is needed for the PMT tools, in the light of latest Household and Expenditures Survey.
10	Mar.2011	Operational & Strategic	Acting as lean organization helps NSAF to employ its resources effectively and efficiently	Job rotation, encouraging innovation, and ongoing training for NSAF staff enables employing them efficiently, during the different phases of NSAF's work
11	Jan 2012	Managerial and strategic	Balancing Centralization with Decentralization , had proven to contribute to the success of operation	Targeting related policies and decisions, scoring and processing of the PMT applications, issuance of beneficiaries' lists should be centralized for accountability purposes. While adapting decentralization is key in: collecting data, disbursement of payments, beneficiaries' empowerment activities.
12	Jan 2012	Strategic	It is essential to keep the national dye of NSAF. As a Syrian program serving poor Syrian HHs regardless of the gender or age of the head of the HH.	Emphasize and communicate the national attribute of NSAF
13			Coordination does not take place by nature between organizations, it is enforced by higher authorities, yet it needs to be at the technical and managerial levels to be fruitful.	Clear definition of roles of co-partners is essentials. To increase efficiency of and effectiveness of cooperation and coordination with other agencies, Mngt. Must be fully aware of the institutional framework of the partner and respect its policy as autonomous.

**Financial summary :**

Please refer to the attached Combined Delivery Reports for 2007 through 2011.