

# **Government of the Syrian Arab Republic**

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## **United Nations Development Programme**

### **Project title:**

### **Integrated Community Development for Up-scaling the MDG's SYR/09/007**

#### **Brief Description**

The project aims at improving MDG related service delivery through an integrated community development based approach. The key MDG areas that will be addressed by the project target three MDGOals related to poverty reduction, education and health. These specifically include: i) poverty reduction through employment creation; ii) access to and quality of education; iii) integrated health services and IV) environmental sustainability. This approach will be conducted in 24 villages in the eastern region, while only 6 of them, namely Khan Toman, Jafer Mansour and Mgheirat Shibli in Aleppo and Bsetien, Mueijil and Kabajeb in Deir Ezzor<sup>1</sup> will be targeted in the 1<sup>st</sup> phase.

This project will provide a framework for the UNCT to demonstrate concrete impact on the ground and enhance local capacity for service delivery to meet the nationally agreed goals and prioritized development needs. The planned interventions also aim at demonstrating how targeted multi-sectoral integrated interventions, especially through enhanced service delivery, can upscale the achievement of the MDGs.

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<sup>1</sup> Refer to annex 4

**United Nations Agencies in Syria**

**Country: Syria**

<b>Project Title</b>	Integrated Community Development for Up-scaling the MDG's
<b>UNDAF Outcome(s):</b>	<p><b>Outcome 1-</b> A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups.</p> <p><b>Outcome 3 -</b> Inter and intra-regional disparities related to access to and quality of health, education and other social services reduced, with a focus on the Northern, Eastern and Badia regions of the country and other disadvantaged areas.</p> <p><b>Outcome 4 –</b> The environment at the national and regional/local levels improved, through the integration of sustainable environmental management in development plans, programmes and budgets</p>
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CP)</i>	<p><b>Outcome A.1</b> Strengthening and better targeting social protection</p> <p><b>Outcome A.3</b> Improving employment environment, opportunities and skill-enhancement for the under- and unemployed, especially women and youth</p> <p><b>Outcome C.2</b> Improved environmental situation with the involvement of local communities</p>
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	<p><b>Output 1</b> a Comprehensive Capacity Building Strategy &amp; Action Plan designed to address Health, Education, Environment and Employment sectors' gaps</p> <p><b>Output 2</b> Environmentally friendly households developed through providing drinking water, sanitation and energy conservation</p> <p><b>Output 3</b> Local communities in targeted villages empowered to implement interventions in order to address gaps in service delivery</p>
<b>Executing Entity:</b>	State Planning Commission

Programme Period:	2007-2011
Key Result Area (Strategic Plan)	Promoting inclusive growth, gender equality and MDG achievement
Atlas Award ID:	
Start date:	October 2009
End Date	October 2010
PAC Meeting Date	
Management Arrangements	National Execution (SPC)

Total resources required	US\$ 1,732,484
Total allocated resources:	
o Regular	UNDP TRAC II US\$ 750,00
o Prog. c/sh	US\$ 787,484
o UNFPA	US\$ 95,000
o ILO	US\$ 100,000
Other:	
o FAO	US\$ 100,000 Parallel contribution
o UNICEF	Parallel contribution
o WFP	Parallel contribution
o Government:	In kind contribution: Infrastructure for the 6 villages

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

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Date:

**Agreed by:**  
**Mr. Ismail Ould Cheikh Ahmed**  
 UN Resident Coordinator  
 UNDP Resident Representative

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Date:

The exchange rate to be used is: 1\$=

**Sherazade Boualia**  
**UNICEF Representative**

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**Date**

**Muhannad Hadi**  
**WFP Representative**

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**Date**

**Betelmal, Dr Ibrahim**  
**WHO Representative**

\_\_\_\_\_

**Date**

**Abdulla BinYehia**  
**FAO Representative**

\_\_\_\_\_

**Date**

**Nada Al-Nashef**  
**ILO Regional Director**  
**Office for Arab States**

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**Date**

**Bakhtior Kadirov**  
**UNFPA Deputy Representative**

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**Date**

## **I. SITUATION ANALYSIS**

The Syrian Government ratified the Millennium Declaration that was endorsed at the Millennium Summit in New York in 2000. Since then, there has been significant progress made both in terms of policies and actions on the ground in order to achieve the MDGs by 2015. The National Tenth Five Year Plan (2006-2010) which presented a paradigm shift from a centrally planned to a social market economy was essentially designed based on the principles of the MDGs. Specifically, this plan has sought to eradicate poverty, raise the educational level of underprivileged segments, improve the level of social and health services, develop the infrastructures in the neediest areas, secure financial resources to the poor, enhance the role of society in the development process, and emphasize gender quality and women's empowerment.

Over the past few years, Syria has achieved notable accomplishments in realizing a major portion of the MDGs. These achievements were captured in the First and Second National MDG Reports produced in 2003 and 2005, respectively, the mere production of which is a clear manifestation of the government's seriousness in monitoring the country's achievement towards the MDGs.

The percentage of the population living below the poverty line dropped from 14.26% in 1997 to 11.39% in 2004, which slightly exceeded the interim goal by 0.1%. Rate of enrolment in primary education increased from 95.4% in 1995 to 98% in 2004 thus reaching the interim target set for that year. In terms of gender equality and empowerment of women, the proportion of females to males at the various levels of education showed an improvement; with the exception of the age group 15-17 years, the improvement rate was below the interim target. Further, the contribution of women to economic and social development has been increasing, whereby women have occupied 30 out of 250 seats in the Parliament (during the eighth legislative session) placing Syria third among other Arab countries after Iraq and Tunisia. Under five mortality rates showed significant improvement between 1993 and 2004 both at the national level (whereby the rates dropped by more than 50%) and across the 14 governorates. Likewise, maternal mortality ratio (MMR) dropped from 107 per 100,000 live births in 1993 to 56 in 2008.

### **THE NORTH-EASTERN REGION**

These achievements at the national level have usually been offset by inter-regional, urban-rural, and gender disparities. For example, the percentage of students reaching sixth grade was as low as 82% in Al-Raqqa Governorate compared to 100% in Lattakia and Tartous. Literacy rates ranged between 74% in the eastern region compared to 100% in Sweidaa and Tartous. Literacy rates in the age group 15-24 years among females in 2008 was as low as 71.2% in rural areas of Deir Ezzor in the east and 86.6% in Aleppo in the North compared to a national literacy rate among the same age group for the whole population of 93.6% in the same year. On the other hand, there are disparities in primary schools enrolment in the eastern region which is 22% comparing to 26.9% at the country level.

The region that has specifically been lagging behind other regions in the country in terms of achieving the MDGs is the North-Eastern Region (Aleppo, Edleb, Deir Ezzor, Hassakeh, and Al-Raqqa). This region is home to 58.1% of the poor population in Syria based on the lowest poverty line, a figure that far exceeds its share of the total population (44.8%). The highest incidence of poverty in Syria occurs in rural North-East where 17.9% of the population lives below the lower poverty line, the second highest being urban North-East where the figure is 11.2%. The poverty incidence figures based on the upper poverty line (33.2% and 35.75% for urban and rural NE, respectively) remain significantly higher than the national and other regional figures indicating that the poverty in North-East is far more severe than other parts of the country. Drought that affected the eastern region for a long time increased poverty

radically in this region the reason why some inhabitants had to move to other governorates in the south. Those governorates were also affected by this move in terms of services and employment. The poverty study of Syria also shows that poverty was more prevalent among those who work in agriculture as opposed to other occupations. It is of significance to note that the North-Eastern region has 42% of Syria's cultivated area, is heavily dependent on agriculture as an income source and, therefore, is the most sensitive to desertification and drought conditions.

As concerns other human development indicators of relevance to this project, the rate of access to drinking water in the eastern region is as low as 87.4 comparing to 99% at the country level. The eastern governorates feature the highest percentage of medium and severely underweight children below five (2%) followed closely by the Northern Region at 1.8%. All three Eastern governorates, along with Aleppo in the North, have a higher infant mortality rate than the national average of 19.3 per thousand. There are regional disparities in maternal mortality rate where it is as high as 64.5 in the eastern region.

Regional disparities occur also in skilled attendance at births. For instance, about 93% of births occurring in the year prior to 2006 MICS were assisted by skilled personnel with the highest level in the governorate of Tartous, 100% (with 93.9% in health facilities) and lowest in Al-Hassakeh where only 80.3% of deliveries were attended by skilled attendants (with 58.9% in health facilities) In addition to prevalent poverty and lower than average education and health situation, recurring drought has caused considerable damage to the local economy of this traditional bread basket of Syria, as witnessed by a UNCT Joint Assessment Mission in August that resulted in a flash appeal for the affected areas.

The North-Eastern region also suffers from disparities along gender and urban-rural divides. All human poverty indicators show a significant difference in figures between urban and rural areas as well as progress made for males and females with the latter in both cases— rural areas and females – worse off than the former.

The low ranking of the North-Eastern Region governorates in terms of both income poverty and human development could be considered only the symptom of more serious developmental challenges that this region is facing. **First, the region suffers from lack or limited access to basic services**, including lack of the required infrastructure. According to the Tenth Five Year Plan, this region suffers from *weak health services*, in which there is only one doctor for 1000 citizens (40% less than the national average of 712 citizens). The same applies to the availability of hospital beds (only one bed for every 1000 patients, compared to the national average of 830 patients). Further, there is sufficient evidence about declining levels of *basic public services and infrastructure* essential to the economic growth and human development in the region, where 14% of the people in the 3 governorates do not have potable water (compared to 5% at the national level), not to mention that not all villages get a constant daily supply of water and some of them even get it only once a week.

**Second, the region is characterized with limited human resources capacity in terms of both quantity and quality.** This is manifested in all stages of the development cycle starting from planning to implementation and delivery capacities to monitoring progress. Third, the limited resources that have been injected into the region resulted in little investment and limited job opportunities. As a result, the region has witnessed high levels of migration to the main cities, mainly Aleppo and Damascus, which in turn resulted in the limited human capital, particularly skilled human resources) in the three governorates; hence impacting on the capacity of the three governorate in basic service delivery. For example, one of the main factors to which the deteriorating standards of education could be attributed is the unwillingness of skillful teachers to settle down and working in the region due to the poor basic services provided for them and their families. This could be considered as the vicious cycle between limited investments, leading to unavailability of decent job opportunities and

poor basic services leading to poor delivery capacity; ultimately resulting in migration outside the area in question.

***Finally, the region relies heavily on agriculture as the main source of income.*** This can be attributed to: i) the richness of the region in terms of its water (the region's water sources represent 57.6% of the country's) and natural resources and animal wealth; and ii) the proportion of its cultivated area which constitute 42% of the country's total cultivated area. This heavy engagement in the agricultural sector has increased the risk of farmers and herders to lose their income and fall under poverty in event of a natural disaster such as drought. This is particularly true for this region where the rates of illiteracy are high and the skills in non-agricultural activities are limited; which basically means that a drought may cause a real humanitarian disaster.

It is also important to note that the region has been more impoverished in the last few years as a result of severe drought. A UN joint assessment conducted in 2008 concluded that more than 150,000 vulnerable farming households located in the North-Eastern regions, who got almost zero crop, became severely food insecure, lost their productive capital, and face a situation of seriously reduced job opportunity. Another WFP assessment concluded that, although the affected population in the area tried to diversify their income sources to counterbalance the drought shock, these strategies have not proved sustainable. It also indicated that wives and children were sent to seek seasonal agricultural work and casual work in the urbanized zones in higher numbers, while some tried to access wage labor in the public sector; however, the income from these sources is too low to compensate for the loss of crop/livestock revenues. Seasonal migration to the cities is getting more frequent, and the role of remittances in the overall household economy is accordingly growing. In addition, most herders have sold a large part of their livestock at highly depressed market prices and resorted to borrowing, while most vulnerable families have started to sell their household assets. Debts now constitute an increasing burden for the affected households, which will have long-lasting effects on production. Furthermore, food consumption has decreased in response to the shock, and the number of daily meals taken by adults has dropped.

In order to address the chronic and emerging development challenges outlined above, there is an urgent need to support the development and scaling up of the MDGs in the North-Eastern region through implementing an area-based initiative, specifically targeting an integrated MDGs intervention in the region. This would consist of four main pillars, namely:

- I. Improving access to and ensuring quality of basic social services (education and health)<sup>2</sup>; and
- II. Promoting employment generation<sup>3</sup> with a focus on agricultural development and diversification of sources of income, while addressing the needs of the most vulnerable and marginalized groups.
- III. Improving the infrastructure situation in the targeted villages.
- IV. Building capacities, training and awareness.

## **NARROWING THE SCOPE OF INTERVENTION WITHIN NORTH-EAST**

The need for scaling up the implementation of MDG activities in the region has been acknowledged. The Government of Syria has prioritized the North-Eastern region as the region of focus for development initiatives as reflected in the tenth FYP. The UN development assistance framework (UNDAF) also focuses on the said region. In the context

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<sup>2</sup> This addresses the capability dimension of poverty

<sup>3</sup> This addresses the opportunity dimension of poverty

of the situation analysis presented above, it is evident that a large-scale, integrated, community based intervention in its entirety would entail heavy technical and financial commitments. However, at present, the resources, as well as the time available to demonstrate concrete actions on the ground, are limited. Therefore, there is a need to select two governorates, one in the East and one to the North, to pilot the MDG scaling up initiative. Once preliminary results are achieved, similar interventions can be replicated in the other governorates.

Although the entire North-Eastern region lags behind the rest of the country in terms of human development, there are differences between the governorates within the region. While Aleppo has the highest percentage of poor people (19%) according to the lowest poverty line, Deir Ezzor has the lowest literacy rate in the 15-24 age group (78.3% compared to Aleppo's 89.6% which itself is also lower than the national average of 92.5%) and the lowest enrollment rate in 6-11 age group (about 94% compared to 98.3% in Aleppo, 99% in Edleb and 97.9% in all of Syria). Health indicators show a similar variation in performance by the regional governorates. In addition, the poverty map of Syria reveals that Aleppo, Deir Ezzor and Al-Hassakeh show the highest heterogeneity in incidences of low living standards within their sub-governorate units, i.e. a vast number of village/city numbers show marked variation from the governorate averages. In other words, within these governorates that feature an extremely high incidence of low living standards, there are cities and villages that are the farthest above the averages than anywhere else in Syria. The highest incidence of low living standards is found in a district in Aleppo (60.8%), the second highest in Deir Ezzor. These inter-governorate variations along different indicators, therefore, formed the basis of the selection of target governorates for this pilot intervention, in that the governorates that consistently rank lowest on the relevant indicators would be the most suited locations to begin this project. In the case of Aleppo, the project will target the worst 10 villages in terms of poverty.

In addition to human development performance, as discussed above, the UN agencies in collaboration with the Government set a number of criteria in the selection of the governorates. These include:

- A governorate where a number of UN agencies and donors are working but with very little coordination; hence providing an opportunity for building on the existing initiatives and promoting better coordination;
- A governorate where planning and decentralization capacities are already in the process of being strengthened, including the formulation of local development plans so as to allow for immediate interventions in delivery capacity;
- A governorate where the concept of localizing MDGs has already been introduced and the process of preparing the local MDG report has already been initiated; including the formation of local committees;
- A governorate with a high investment potential which the Government has been recently promoting.

Based on these criteria, there was an agreement among the UNCT members and the Government to start working on six poorest villages in the governorates of Deir Ezzor and Aleppo. This project will build on the existing initiatives of all participating agencies by prioritizing and/or expanding activities to the areas identified jointly as the target areas.

The selection of villages is based on a national programme to target poverty reduction in 100 poorest villages in Syria, initiated by the Syrian Government in March 2009. The villages were identified based on the UNDP poverty map of Syria and the field visits of officials in the related Governorates. As such, the current project adopts the criteria of selection used by

the Syrian Government to target six poorest villages in the country in the first phase of the project. The selection of the villages was based on the following indicators:

- a) high fertility rate/low contraceptive prevalence rates;
- b) inadequate availability of public services and sanitation;
- c) high school dropout rates;
- h) high prevalence of infectious diseases.

As such, it has been agreed that the project targets 24 villages distributed in 6 Governorates (Deir Ezzor, Aleppo, Hassakeh, Raqqa, Idleb and Qamishli). However, the 1<sup>st</sup> phase of the project will focus on six pilot villages, namely Khan Toman, Jafer Mansour and Mgheirat Shibli in Aleppo and Bsetien, Mueijil and Kabajeb in Deir Ezzor<sup>4</sup>. The pilot initiative will be replicated in other villages in 2011 – 2012.

## II. STRATEGY

### A. THE GOVERNMENT STRATEGY

Considering that intra-country disparities may hinder Syria from achieving the MDGs at the local level, the Tenth Five Year Plan emphasized the need to **pursue balanced regional development**, including providing health and education services and providing the basic infrastructure in the most impoverished areas in the country and for the neediest and most vulnerable segments of the population; **alleviate poverty and create jobs** particularly in the impoverished regions of the country; and focus on the **development of the eastern region** as a priority region in need of urgent interventions.

Towards this end, the FYP articulated a number of objectives throughout its chapters, a number of which are quoted in this section due to their relevance to this project. Below are some of these objectives:

- Adopt a policy of **sustainable economic development** that takes into consideration improving the income level, increasing job opportunities, reducing unemployment, and achieving more equality in the distribution of income in favor of the poor.
- **Raise the level of education** and **eradicate illiteracy** among the most impoverished segments of the population (with a special focus on those most vulnerable to poverty)
- **Reduce internal migration.**
- **Increase investments** and capital accumulation, especially in **the neediest governorates with particular concentration on the north-eastern region.**
- Adopt special target programs for providing public services with a focus on expanding **health facilities and infrastructure** services to the poor social classes and poor geographic areas

Below are some objectives specific to the Eastern Region also highlighted in the national plan:

- **Achieve balanced and fair development** in the region by adopting local and socioeconomic planned based on economies of size, active participation of the local economy and optimal utilization of local resources.

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<sup>4</sup> Refer to annex 4

- Achieve self-reliance development and promote sectors of high added value depending on local resources capable of income-generating, poverty-alleviating and economic growth-inducing.
- **Develop** and enhance **qualitative individual and institutional capacity** in the three governorates.
- Ensure **environmental sustainability** leading to sustainable agriculture, a clean and safe water supply, improved sanitation, environmental friendly housing and improved agro biodiversity.
- **Improve standard of services/utilities/infrastructure** to create proper economic environment and facilitate the provision of decent standard of living in the framework of regional economic integration.

## B. THE UN STRATEGY

The United Nations Assistance Framework (2007-2011) was designed with an MDG focus and based on the overall vision and objectives of the Tenth Five Year Plan while taking into consideration the added value and mandate of each of the agencies. This initiative of scaling up of the MDG related interventions at the local level contributes directly to at least two of the five outcomes, namely:

**Outcome 1:** A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups.

**Outcome 3:** Inter and intra-regional disparities related to access to and quality of health, education and other social services reduced, with a focus on the Northern, Eastern and Badia regions of the country and other disadvantaged areas.

**Outcome 4:** The environment at the national and regional/local levels improved, through the integration of sustainable environmental management in development plans, programmes and budgets

The project falls under the Strategic Plan focus area of “Poverty Reduction and MDG Achievement” and the Key Results Area of “Promoting inclusive growth, gender equality and MDG achievement”. It contributes to two corporate outcomes, namely **(a)** “MDG-based national development strategies promote growth and ad employment, and reduce economic, gender and social inequalities”, and **(b)** “strengthened capacities of local governments and other stakeholders to foster participatory local development for the MDGs”. Further, it directly contributes to UNDP’s CPAP (2007-2011) outcome **A.1** Strengthening and better targeting social protection, and outcome **A.3** Improving employment environment, opportunities and skill-enhancement for the under- and unemployed, especially women and youth and Outcome C.2 Improved environmental situation with the involvement of local communities

## C. PROJECT STRATEGY

The project will provide a framework for the UNCT to demonstrate concrete impact on the ground and enhance local capacity for service delivery to meet the nationally agreed goals and prioritized development needs. The planned interventions also aim at demonstrating how targeted multi-sectoral integrated interventions, especially through enhanced service delivery, can upscale the achievement of the MDGs.

The project builds upon and complements other UN-supported interventions, both at the national level as well as in Deir Ezzor and Aleppo<sup>5</sup>. In this regard, the project will serve as the framework for improving MDG related service delivery through an integrated community development based approach. To this end, village committees and local development plans will play an essential role as basis for the coordination of participating agencies' activities.

The project design involves a combination of pooled and parallel funding strategies recommended for UN's joint intervention. The Government has contributed 0.025 from the Government general budget of investment to the national programme of "Women Empowerment and Poverty Reduction" to cover the infrastructure work required for the 6 targeted villages in this project as in kind contribution. The participating UN agencies will be responsible for their budgeted activities through various implementation partners at national or local levels while working towards the common results of this project. The activities and the corresponding budget would be derived from the agencies' ongoing programmes/projects for the initial project period (2009), in the sectors relevant to this project's outputs with an aim to expand the interventions or prioritize the implementation in the targeted areas. The agencies will also commit to a participatory resource mobilization strategy whereby a joint, coordinated effort will be made to raise funds for the gaps in this projects budget for subsequent years in addition to future interventions for the North Eastern governorates. Pooled funding would be distributed towards the expansion of activities after consultation with participating agencies. The project, through this design, would ensure not only joint focus on the identified localities, but also a holistic, integrated intervention in the target areas for up scaling the implementation of MDG's.

Given the Governments and UN's focus on the North Eastern region in the current strategic period, all participating agencies are already in the process of implementing development initiatives in the region. The specific nature and scope of targeting by the said initiatives, however, varies by agency and programme types. This project will bring together the various projects/programmes and compliment the on-going activities in different sectors at the sub-governorate level within Deir Ezzor and Aleppo. Coordinated capacity building of local committees (where operational), support for operationalization of local development plans (where applicable), training of service delivery personnel and mobilization of local communities in education, health and income generation concerns by different agencies during the project cycle will ensure that the governorates are able to realize comprehensive scaling up of MDG implementation.

The project complements the UNDP supported project titled "Technical Support to the Implementation of the 10<sup>th</sup> Five Year Plan", which includes an **MDG-based local planning** component in some governorates, including Deir Ezzor. It also complements different UNDP-supported initiatives in the N-E region aiming at strengthening local government capacity, improving the business environment, and developing skills for increased employment and job creation. Leveraging existing projects present in the target area, such as (Women's Empowerment and poverty reduction) which provides two main services to women in rural areas. 1. Social development services (training on gender issues, literacy courses, establishment of social development and empowerment committees), 2. Business development services (training on establishment and development of business, provides micro-credit for productive assets to women and business consultancy services). Those services will be provided to 2 villages targeted in this project, namely Khan Touman in Aleppo and Kabajeb in Deir Ezzor, The project might cover more villages upon the request of the Government.

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<sup>5</sup> A detailed list of relevant UN projects are attached as annex 1 to this document

Another UNDP supported initiative in the N-E region is support to a national cash transfer program (National Social Aid Fund). and activities of the Global Fund in a coordinated manner to complement the core activities foreseen by the project.

The project also builds upon the on-going interventions supported by UNICEF, UNFPA, FAO, WHO and WFP. Towards **education** related results, UNICEF's Child Friendly Schools will contribute to the activities to be undertaken in the target areas; For the **health** intervention, WHO's "Healthy Villages" along with UNICEF's "Child Survival and Development", "Integrated Management of childhood Illnesses", and "Nutrition Surveillance"; UNFPA's Reproductive Health, Gender, Youth and Information projects; and, If WFP's "Food-Based Education" will be expanded, WFP in consultation with the concerned Government institutions (mainly the State Planning Commission and the Ministry of Education) will consider the inclusion of project target locations.; In the **agriculture** sector, FAO will derive its activities from the agriculture modernization and income generation through non-traditional agriculture products initiatives.

The project will work closely with the national committee established for the implementation of the national programme for poverty reduction in the poorest villages of the country. This committee, headed by SPC, includes representatives from relevant line ministries, including Social Affairs, Local administration, Health, Education, among others. The committee will ensure the ownership of the government and the sustainability of actions undertaken. It will also ensure that parallel actions, outside the scope of the current project, at the village level are completed as required, such as electrical works, road networks, etc.

## *I. KEY MDG AREAS*

The key MDG areas that will be addressed by the project target three MDGoals related to poverty reduction, education and health. These specifically include: **i)** poverty reduction through employment creation; **ii)** access to and quality of education; **iii)** integrated health services **and IV)** environmental sustainability.

## *II. AREAS OF SUPPORT*

These key MDG areas will be supported through three main pillars, namely:

**a. Capacity development for local service delivery (MDG services to communities).** This will include:

- Technical assistance training to service agents (public, community-based, private)
- Delivery capacities of the local government and communities

The project will also build on the support being provided through ongoing UNDP interventions in results-based management support to decentralization processes, and monitoring and evaluation, including statistical capacities.

**b. Planning resource mobilization and implementation.** This includes:

- Needs assessment for health, education, environment, livelihood and agriculture sectors
- Resource mobilization for all key MDG priorities

The project will also draw on the lessons learnt from formulation of the local development plan for Deir Ezzor and will make use of the structure put in place in the development of the plan (i.e. local committees); and will make linkages, wherever possible to the ongoing microfinance activities in Deir Ezzor and Aleppo.

**c. Community empowerment.** This includes:

- Community mobilization
- Implementation of pilot activities in the selected sectors
- Advocacy, awareness raising, knowledge dissemination

The duration of the project is 3 years.

### III. ROLE OF THE UN AGENCIES

In implementing its various components, the project will build on the comparative advantage of each of the participating UN agencies. The section below highlights the role of each of the lead UN agency under each of the key MDG areas.

**a. Employment generation:** Building on its previous experience globally and its specific experience in Syria, UNDP will support in the establishment of Small and Medium Enterprises (SMEs) and the provision of vocational training for youth and adults, in particular, women. The ILO's will implement community based training within the framework of its Training for Rural Economic Empowerment (TREE) Programme and its programme on "Women Entrepreneurship Development and Gender Equality (WEDGE)". It will also include the provision of small scale credit for start-up of micro businesses, in line with the agreed methodology between UNDP and the Government for small financing. The intervention would make linkages to the employment strategy that UNDP is currently supporting in order to make concrete recommendations for creating decent job opportunities for women and men thereby providing income security and reducing migration from Deir Ezzor and Aleppo.

**b. Agricultural Development:** FAO will take the lead in supporting agricultural development in targeted villages with a view to minimizing the risks to the most vulnerable groups. The focus would be on modernizing irrigation, making effective use of available water by resource type, and building capacities of local population (particularly farmers) to enable them to diversify their sources of income, hence reducing and mitigating the increasingly threatening environmental risks. FAO would also coordinate with its counterpart Government agencies to mobilize funding options for loans required in the process of irrigation modernization and the establishment of income generating projects for rural women. WFP will collaborate with UN agencies, mainly FAO, for needs assessment, disaster mitigation and food security concerns. WFP will include 3 villages out of the 6 targeted in this project, namely Khan Touman and Jafer Mansour in Aleppo and Kabakeb in Deir Ezzor, in their programme with the State Planning Commission and the Ministry of Education. WFP will focus its activities in the above mentioned villages on school meals, literacy courses and job related trainings. WFP is planning to expand this programme in the eastern region so more villages pertaining to this project might be targeted in their potential expansion.

**c. Access to and quality of education:** UNICEF will take the lead in assessing the needs in the education sector; analyzing the reasons behind low enrolment in schools, high drop-out rates particularly among girls, and high illiteracy rates particularly among women; and making concrete recommendations to improve the situation (design of an effective sector policy framework and technical capacity development that will support the achievement of the sector targets). This will include expansion and/or prioritization of ongoing activities to compliment other initiatives in the target areas. UNICEF has added the 6 villages targeted in this project to UNICEF programme "Child Friendly School". All activities planned for this programme will be implemented in the 6 mentioned villages. UNICEF will also take the lead on the implementation of specific targeted interventions in the education sector that will be further elaborated based on the needs assessment. The ILO will develop a programme for vocational training for working children and dropping out of schools in selected villages.

**d. Integrated Health services:** WHO will take the lead on this sector in assessing the needs and the gaps to meet the pertinent MDGs (goals 2, 4, 5, 6); and making recommendations to address those needs and bridge the gaps (i.e. design of an effective sector policy framework and technical capacity development that will support the achievement of the sector targets). UNFPA and UNICEF will work closely with WHO in providing technical support to this sector, particularly with regards to child health (goal 4) and reproductive health (goal 5). Towards implementing the sector policy framework the three agencies could support national health authorities in ensuring the provision of accessible, equitable and quality health services that reach the entire population in the targeted villages. In addition, UNICEF will take the lead on health awareness in schools and UNFPA will implement specific interventions related to reproductive health issues. Other targeted interventions in the health sector will be implemented, but further elaborated based on the needs assessment.

**e. Environmental sustainability:** UNDP will take the lead in this sector by assessing the needs and the gaps to achieve MDG 7, specifically the target related to access to safe drinking water and sanitation. UNDP will cooperate with relevant Governmental bodies to assess the water needs, sources and distribution systems for human consumption and household use. This includes quality, quantity and accessibility of available water. UNDP will support the Government in establishing/rehabilitating sources of water where necessary and will provide safe drinking water and sanitation for schools, clinics and public places. UNDP will also support the Syrian Government in improving sanitation through exploring options for best community sanitation (i.e. latrine pits), and promoting community-based hygiene and sanitation through raising awareness educational programmes. In addition, UNDP will support environment friendly housing through financial and technical enabling of households to install renewable energy, roof rain harvesting and wall insulation.

UNDP will contribute to target b related to reducing loss of biodiversity through promoting and protecting biodiversity in agricultural and non agricultural lands and raising the community awareness in this area. The project will adopt a community based approach to enhance and protect the environment while seeking to minimize the negative environmental impact of activities and interventions in this sector. UNDP will work in partnership with the Government, relevant NGOs, agricultural bank and UN agencies on building the capacity of the community in the targeted villages promoting for change in environmental management.

#### **IV. FURTHER CONSIDERATIONS:**

**a. Resource mobilization:** In order to support the implementation of the sector policy frameworks, the UNCT will adopt a unified and coherent approach in supporting the government to mobilize the necessary domestic and external resources. In the context of this project, the participating UN agencies will also contribute to the resource mobilization efforts with a focus on bridging existing funding gaps for planned activities in target areas, as well as on potentially expanding the activities to all governorates of the North-East region after the conclusion of the project.

The project will demonstrate improved access of people to basic services and capacity building opportunities in the selected areas as a model, while continuing to approach the stakeholders and donors with advocacy in support of further scaled up response. It will create and use knowledge and evidence base for mobilizing additional resources in support of MDGs.

**b. Capacity Development and Coordination:** UNDP will play a major role in building on its own expertise and drawing on the experiences of the other specialized agencies to strengthen the government's delivery capacities in the targeted sectors (health, education,

agriculture). This support will focus on results based planning, human resource management, financial management, procurement, and environment.

**c. Gender mainstreaming and empowerment of women:** Throughout its implementation, the project will ensure that gender issues are mainstreamed and women's empowerment is promoted. In working on service delivery in education, special attention will be paid to remedying the well-proven gender discrepancies in educational attainment in the region and the higher drop-out rates of girls. Indicators will be defined to this effect. In the area of health, reproductive health and gender issues will be mainstreamed through the expertise of WHO, UNFPA and UNICEF. In agriculture, the issue of diversification will involve a gender-sensitive look at the division of labor within households as well as the expansion of income generation opportunities and related training for women. The gender aspect will be integrated in the environmental output ensuring accessibility and equity.

**d. Fostering South-South cooperation:** The project will utilize South-South Cooperation modalities in the use of expertise and comparative experiences.

## **V. PROJECT OUTPUTS:**

The strategy described above will contribute to the achievement of the following outputs:

### **OUTPUT 1: A COMPREHENSIVE CAPACITY BUILDING STRATEGY & ACTION PLAN DESIGNED TO ADDRESS HEALTH, EDUCATION, ENVIRONMENT AND EMPLOYMENT SECTORS' GAPS**

The first output of the project is a Comprehensive Capacity Building Strategy & Action Plan designed to address Health, Education Environment and Employment sectors' gaps. This output will be the basis for the elaboration of specific actionable prioritized plan for achieving the MDG targets related to health, education and employment generation (ultimately for poverty reduction) in the governorates.

The participating agencies will each lead the relevant assessment. In addition, WFP will contribute to the assessment through specific inputs related to the eradication of hunger, especially in light of the results of UN Joint assessment on the drought (conducted in June 2009). Other The exercise will, where possible, be informed by and would benefit from relevant smaller-scale/narrower in scope assessments already carried out by participating agencies.

The activities under this output will take the form of a thorough MDG assessment carried out in parallel to other activities with a view to supporting the elaboration of local development plans in selected villages, while at the same time providing a model that could be adopted for the other governorates in Syria.

In addition, based on the results of the assessment, an overall framework for mobilizing resources will be put in place through the development of an action plan with a clear set of priorities for the North-East. The assessment outputs will also be used for the prioritization of pilot projects to be carried out in the course of this project as well as other future interventions in the region, as well as form the basis of the resource mobilization strategy to be developed as part of this project.

## **OUTPUT 2: ENVIRONMENTALLY FRIENDLY HOUSEHOLDS DEVELOPED THROUGH PROVIDING DRINKING WATER, SANITATION AND ENERGY CONSERVATION**

This output aims at improving access to safe drinking water and improved sanitation which are critical for the community health and the delivery of basic services. Based on the assessment of drinking water needs, sources and distribution systems for human use and households, UNDP will upgrade water services and infrastructure (i.e. rehabilitation of roman wells, provision of water storage tanks, etc...). UNDP will ensure the provision of water supply to schools, health centers and other public spaces. UNDP will partner with the local communities to ensure equity of distribution especially for the elderly, children and women.

**Output 3: Local communities in targeted villages empowered to implement interventions in order to address gaps in service delivery.** This output targets the sensitization of the local communities to priority development concerns, the millennium development goals and progress gaps in their areas. The capacity of service providers will be strengthened to facilitate effective and efficient delivery of education, health, environment and agriculture related services.

In addition to capacity development, this output targets the implementation of priority high-impact interventions in the sectors of education, health, environment and employment generation.

In the case of employment generation, UNDP will implement a holistic micro and small enterprise business enhancement package targeted at the most vulnerable, coupled with the provision of micro credit (either through the current project or through the UNDP-supported project titled "Women Empowerment and Poverty Reduction". In addition, FAO will implement pilot initiatives targeted at agricultural development. In the education sector, UNICEF will implement pilot initiatives, including building technical capacities for a better service provision. In the health sector, WHO and UNFPA will implement pilot initiatives, including capacity development for better preparedness and decentralized outcome driven health plans.

The ILO's will implement Community based training within the framework of its Training for Rural Economic Empowerment (TREE) Programme. This programme is designed to assist those working in largely informal economies to build the skills and abilities needed to generate additional income. Starting with institutional arrangements and planning among partner organizations at the national and local levels, the TREE programme aims to systematically identify employment and income generating opportunities at the community level, design and deliver appropriate training programmes with local public and private training providers; and provide the necessary post-training support. By linking training directly to community-determined economic opportunities, TREE programme ensure that skills for employability and self employment are delivered and are relevant. In communities where formal training institutions do not exist, for example, arrangements for mobile training may bring in teachers and equipment to identify appropriate levels of training, design curricula and deliver training locally. This can serve as one measure to strengthen training delivery by formal institutions through development of new training programmes that meet local demands.

ILO will implement its programme on "Women Entrepreneurship Development and Gender Equality (WEDGE)". The approach is based on developing context specific knowledge base on women entrepreneurship; promoting representation, advocacy and voice; and developing innovative support services for women entrepreneurs. ILO's WEDGE initiatives ensure that women and men have equal access to economic resources and business support to enable them to start, formalize and grow their businesses. Much of this emphasis is on facilitating the provision of practical assistance to help women to start, formalize and expand their own

enterprises. Various forms of WEDGE assistance and support take account of longer-term sustainability issues, particularly in terms of market-led approaches to business development services (BDS), as well as where particular subsidies may be required to assist target groups living in poverty. Two ILO WEDGE tools will be used: Get ahead for Women in Enterprise Development, and Women's Entrepreneurship Development.

a. Get Ahead for Women in Enterprise Development is one of the WEDGE tools of micro-level service delivery for women entrepreneurs: Training of women entrepreneurs in business development services through the adaptation of the GET Ahead for Women in Enterprise training program covers both the practical and strategic needs of low-income women involved in enterprise activities. It is undertaken using a training of trainers methodology for selected microfinance development organizations, MFIs, and relevant women economic empowerment NGO representatives who will implement their learning through direct business development services delivery.

b. Women's Entrepreneurship Development (WED) Capacity Building Guide is a meso-level service to micro-enterprise development intermediaries: It is based on capacity building with micro-enterprise development intermediaries in designing, implementing and monitoring gender responsive programs, using the Women's Entrepreneurship Development (WED) Capacity Building Guide adapted to the specific regional, in-country, local contexts. It is undertaken using a Training of Trainers (TOTs) methodology for selected NGO representatives and the NGO grants facility.

ILO will implement its vocational training programme for working children and dropping-out of schools in selected villages. The strategy aims at reducing child labor in selected sectors focusing on children especially below 16 years of age and children active in the worst forms of child labor. The main levels of intervention will focus on vocational training for working children and dropping-out of schools in addition to prevention, protection and awareness raising.

In addition to the specific pilot interventions implemented under this project, activities under this output will complement ongoing programmes and projects supported by the participating UN agencies. The envisaged results and outputs presented in the following matrix are designed accordingly. The annual work plans of the project will elaborate further and, in the second year, will reflect changes if any to the specific details.

### III. RESULTS AND RESOURCES FRAMEWORK

#### **CPAP Outcome as stated in the Country Programme Results and Resource Framework:**

A.1 Strengthening and better targeting social protection

A.3 Improving employment environment, opportunities and skill-enhancement for the under- and unemployed, especially women and youth

C.2 Improved environmental situation with the involvement of local communities

**Project indicators** – Due to the unavailability of baseline data for indicators at the village level in the northern and eastern region, the State Planning Commission will design a questionnaire that will collect baseline data for the 6 villages to be completed at the beginning of the project. The same questionnaire will be filled at the end of the project to measure the progress of each indicator at the villages' level.

The questionnaire will cover the following indicators:

% of Syrians living below the lower poverty line in the targeted villages

- # of Job opportunities that matches the market demand
- The rate of net enrollment in Primary Education (disaggregated)
- Maternal Mortality Rate-
- Proportion of population with access to safe drinking water in targeted villages
- Proportion of population with access to improved sanitation
- Proportion of environmentally friendly households
- Decrease in reported diarrhea cases

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Promoting inclusive growth, gender equality and MDG achievement

**Partnership Strategy:** The project is a joint UN project, specifically with UNDP, UNFPA, WHO, UNICEF, FAO, and ILO. The funding mechanism for the project is a combination of pooled and parallel funding. It will be implemented by the State Planning Commission in cooperation with ministries engaged with the participating UN agencies. In its implementation, it will coordinate with private and public sector organizations, as well as civil society organizations. Donors will be sensitized and engaged throughout the project for partnership and resource mobilization.

Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<b>Output 1:</b> a Comprehensive Capacity Building Strategy & Action Plan designed to address Health, Education, Environment and Employment sectors' gaps.				
	<b>Target 1:</b> Project implementation structures in place	<p><b>Activity Result 1: Project implementation structure in place</b></p> <p><i>Action 1.1:</i></p> <ul style="list-style-type: none"> <li>Recruitment of project personnel</li> <li>Formation of technical support teams at the central and local levels</li> </ul> <p><i>Action 1.2:</i> Form the project board</p>	SPC, UNDP	<p><b>Activity Result 1:</b></p> <p>Coordination Expert (international)=\$100,000</p> <p>NPD: 3,000*12*1= 36,000</p> <p>Admin/Finance Assistant 1000*12*1= 12,000</p> <p>Vehicle: 30,000</p> <p>Office/IT equipment: 10,000</p> <p>Rental/maintenance of equipment: 10,000</p> <p>Internal Travel: 10,000</p> <p><b>A1 Sub-total: US\$ 208,000</b></p>
<p><b>Indicator:</b> MDGs needs assessment completed</p> <p><b>Baseline:</b> No MDGs needs assessment in selected villages</p>	<b>Target 2:</b> MDG needs assessment completed	<p><b>Activity Result 2: Needs assessment for MDG service delivery (health, education, environment &amp; employment) conducted</b></p> <p><u>Action 2.1: Conduct MDG needs assessment in the health sector</u> (public health departments, public and private hospitals, public health facilities, etc.)</p> <p>Further to UNFPA and UNICEF consultation/meeting with the SPC it was proposed that there should be two types of assessment , namely facility based assessment focused on the supply side and assessment of the communities' demands relaying on the qualitative assessment techniques &amp; tools. The latter could be implemented by local experts and trained community-based entities. It was also</p>	<p>WHO, UNICEF, UNFPA, UNDP, FAO</p> <p>UNFPA with UNICEF and WHO</p> <p>UNICEF</p> <p>UNFPA</p>	<p><b>Activity Result 2</b></p> <p>Travel: 50,000</p> <p>Workshops: 15,000</p> <p>Miscellaneous: 5,000</p> <p>UNFPA input to the MDG Needs Assessment – US\$ 15 ,000</p> <p><u>UNFPA input to the health needs assessment report (Activity 2.2) and dissemination – US\$ 3000 (jointly with UNICEF and WHO)</u></p>

		<p>suggested that UNFPA will develop a specific TOR for the health component needs assessment.</p> <p><u>Action 2.2: Produce a detailed health needs assessment report</u></p> <p><u>Action 2.3: Conduct MDG needs assessment in the education sector</u> (local education departments, public and private schools, illiteracy elimination centers etc.)</p> <p><u>Action 2.4: Produce detailed education needs assessment report</u></p> <p><u>Action 2.5: Conduct MDG needs assessment for income/employment generation, food security and disaster mitigation</u> (including agriculture sector)</p> <p><u>Action 2.6: Conduct MDG needs assessment in the environmental sector</u> (access to safe drinking water and sanitation)</p> <p><u>Action 2.7: Produce a detailed needs assessment report</u></p> <p><u>Action 2.8: Obtain required information from UNDP project (Establishment of a Data Base for Comprehensive Labor and Employment Policy)</u></p> <p><u>Action 2.9: Present reports and build consensus around recommendations</u></p>	<p>UNDP and FAO, with WFP input</p> <p>UNDP</p>	<p><b>A2 Sub-total: 88,000</b></p>
<p><b>Indicator:</b> Training needs assessment completed</p> <p><b>Baseline:</b> No training needs assessment in</p>	<p><b>Target 3:</b> Training needs assessment completed</p>	<p><b>Activity Result 3 - A comprehensive training needs assessment in delivering MDGs services in the health, education and environmental sectors conducted<sup>6</sup></b></p> <p><u>Action 3.1. Conduct training needs assessment</u></p>	<p>UNDP UNFPA with UNICEF and WHO</p>	<p>(costs part of the MDG assessment carried out under the 2<sup>nd</sup> activity result)</p> <p><b>The training needs assessment for the health sector will be part and parcel of the</b></p>

<sup>6</sup> The training needs assessment will be part of the overall MDGs needs assessment (conducted under output 1), while its findings will feed into activity result 2 of this output.

<i>the health and education sectors previously conducted in selected villages</i>		for the <u>public sector</u> (health education and environment)  <i>Action 3.2. <u>Conduct training needs assessment for the private sector</u> (health education and environment)</i>  <i>Action 3.3. <u>Conduct training needs assessment for the community based centers</u> (health education and environment)</i>		overall health needs assessment and the budget indicated there will be utilized for this activity as well.
<b>Indicator:</b> Resource mobilization strategy for the implementation of pertinent MDGs developed  <b>Baseline:</b> no RM strategy	<b>Target 4:</b> Resource mobilization strategy completed and presented to partners	<b>Activity Result 4: Resource mobilization strategy developed</b>  <i>Action 4.1: Based on the needs assessment, <u>develop and action plan for the targeted villages</u> with a participatory selection of priority interventions</i>  <i>Action 4.2: <u>Develop a resource mobilization strategy</u> in consultation with the participating agencies and national partners</i>  <i>Action 4.3: <u>Agree on RM strategy</u> with all stakeholders</i>	<i>UN agencies, national and local partner institutions</i>	<i>Activity Result 4</i> <i>National Consultant: 15,000</i>  <b>A4 Sub-total: \$15,000</b>
				<b>OUTPUT 1 Sub-total: US\$ 311,000</b>
<b>Output 2: Environmentally friendly households developed through providing drinking water, sanitation and energy conservation</b>				
<b>Indicator:</b> # of individuals having access to safe drinking water and sanitation  <b>B: 0</b>	<b>Target 5:</b> all inhabitants in targeted villages have access to safe drinking water and sanitation means	<b>Activity Result 1:</b> Access to drinking water and sanitation enhanced  <i>Action 5.1 Construct water storage tanks and verify existing wells (quality, quantity) (Bsetien) (provide supply through private/public water trucks)</i>  <i>Action 5.2 Construct water outlets in public schools, health centers</i>  <i>Action 5.3 Rehabilitation of existing drinking water network (Muijiei- to be implemented by MoLA)</i>	UNDP, relevant Governmental institutions and local communities	Activity 5  National engineers: US\$ 40,000  Water tanks: US\$ 25,000  Rehabilitation of network: US\$ 30,000  Feasibility Study: US\$ 3,000  <b>A5 Sub-total: \$98,000</b>

		<p><i>Action 5.4:</i> Conduct feasibility study for waste water treatment plant– complete work on existing sewer network (Khan Touman- to be implemented by MoLA)</p> <p><i>Action 5.5:</i> Construct latrine pits or septic pits for selected households (Muijjeil – Bsetien)- to be implemented by MoLA)</p> <p><i>Action 5.6:</i> Construct toilet cabins in public schools and health centers and other public places (Muijjeil – Bsetien)- to be implemented by MoLA)</p>		
<p><b>Indicator:</b> # of households with energy conservation mechanisms</p> <p><b>B: 0</b></p>	<p><b>Target 6:</b> All community buildings in targeted villages have access to solar panels</p>	<p><b>Activity Result 2:</b> Energy Conservation mechanisms developed</p> <p><i>Action 6.1:</i> Construct cement block wall for insulation</p> <p><i>Action 6.2:</i> Install solar panels for water heating in community buildings</p> <p><i>Action 6.3:</i> Provide rain water harvesting techniques (pending amount of rainfall)</p>	<p><b>UNDP, relevant Governmental institutions and local communities</b></p>	<p>Estimated cost: \$100.000</p>
				<p><b>OUTPUT 2 Sub-total: \$198,000</b></p>
<p><b>Output 3: Local communities in targeted villages empowered to implement interventions in order to address gaps in service delivery</b></p>				

<p><b>Indicator:</b> Basic knowledge of the local committees about MDGs</p> <p><i>Baseline: Close to novice knowledge about the MDGs</i></p>	<p><b>Target 1:</b> Local communities mobilized to address their priority service delivery gaps</p>	<p><b>Activity Result 1: Local communities mobilized</b></p> <p><i>Action 1.1:</i> Conduct community mobilization campaigns through media involvement, public events and interactive theatre etc. on reproductive health, gender-based violence and other population issues</p> <p><i>Action b:</i> Improve community knowledge, attitude and practice for using Public Health Centers (PHCs) through training of health visitors and community volunteers</p> <p><i>Action c:</i> Conduct sensitization meetings with community and opinion leaders on reproductive health issues, including safe motherhood/ emergency obstetric services (EmOC)</p>	<p><i>UNFPA with national partner</i></p> <p><i>UNICEF with national partner</i></p> <p><i>UNFPA with national partner</i></p>	<p><i>Activity Result 1:</i></p> <p>UNFPA will support community mobilization campaigns with the main focus on reproductive health and gender. Youth focused community-based initiatives will apply peer-to-peer education techniques and tools.</p> <p><b><u>UNFPA input to Activity 1.1.: US\$ 30,000</u></b></p> <p><i>Training expenses: \$25,000</i></p> <p><i>Miscellaneous: \$14,000</i></p> <p><b><u>UNFPA input (Activity c) for sensitization meetings with community and opinion leaders on reproductive health issues, including safe motherhood/emergency obstetric services (EmOC))</u></b> <b><u>US\$ 6,000</u></b></p> <p><i>Training expenses: \$6,000</i></p> <p><b><i>A1 sub-total: \$81,000</i></b></p>
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<p><b>Indicator:</b> Number of service providers in the health and education sectors trained on delivering good quality services efficiently</p>	<p><b>Target 2:</b> Comprehensive training programmes implemented in the MDGs key areas (health, education,</p>	<p><b>Activity Result 2: Technical capacities in the health sector developed to provide better services</b></p> <p><i>Action 2.1:</i> Provide training for preparedness and rapid response to governorates' health personnel</p>	<p><i>UNFPA with UNICEF and WHO with national partner</i></p>	<p><i>Activity Result 2:</i></p>
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<p><b>Indicator:</b> Number of health facilities providing comprehensive PHC services</p>	<p>employment generation, agricultural development)</p>	<p><i>Action 2.2:</i> Training of service providers (doctors &amp; nurses) in Integrated Management of Childhood Illnesses (IMCI)</p> <p><i>Action 2. 3:</i> Deliver a comprehensive PHC package including child and reproductive health in rural areas Comprehensive reproductive health package will be secured through the provision of service manuals/tools, on-the-job trainings and RH related supplies and equipment</p> <p><i>Action 2.4:</i> Train local health personnel and midwives in Emergency Obstetric care (EmOC)</p> <p><i>Action 2.5:</i> Disseminate training material for NGOs on health related issues UNFPA will contribute to this activity through supporting Activity 1.1. under Output 2. UNFPA will train community groups based on the reproductive health manuals specifically developed for NGOs.</p> <p><i>Action 2.6:</i> Provision of equipment and materials to upgrade health service provision in target communities (to be further elaborated; e.g. mobile health units, health centers, etc.)</p>		<p><i>Training expenses: \$15,000</i></p> <p><i>Training expenses: \$25,000</i></p> <p><i>UNFPA input to Activity 2.4: USD\$ 30,000</i></p> <p><i>Training expenses: \$25,000</i></p> <p><i>UNFPA input to Activity 2.5: USD\$ 4,785</i></p> <p><i>Miscellaneous: \$6,000</i> <i>Equipment/ Subcontracts: \$300,000</i></p> <p><b><i>A2 sub-total: \$ 405,785</i></b></p>
<p><b>Indicator:</b> Number of improved schools with trained staff</p>	<p><b>Target 3:</b> Activities for improved service delivery in the health and education sectors implemented.</p>	<p><b>Activity Result 3: Technical capacities in the education sector developed to provide better services</b></p> <p><i>Action 3.1:</i> Implement school improvement and teacher training interventions</p> <p><i>Action 3.2:</i> Train governorate officials in design and management of school feeding programmes as well as food based education programming</p> <p><i>Action 3.3:</i> Implement the ILO Vocational training programme for dropping out of schools in selected villages</p>	<p><i>UNICEF with national partners</i></p>	<p><i>Equipment/ Subcontracts: \$200,000</i></p> <p><i>Training expenses: \$65,000</i></p> <p><i>ILO \$40,000</i></p>

			ILO	<b>A3 sub-total: \$305,000</b>
<p><b>Indicator:</b> Number of individuals completing training</p> <p><b>Indicator:</b> Number of MSEs established</p> <p><b>Indicator:</b> Number of MSEs receiving loans to start up or expand their businesses</p>	<p><b>Target 4:</b> Employment generation and agricultural development activities implemented</p>	<p><b>Activity Result 4: Vocational and business development skills (among adults and youth) for the establishment of SMEs enhanced</b></p> <p><i>Action 4.1:</i> Diversification of employment</p> <p><i>Action 4.2:</i> Update and expand training programmes to build technical skills for improved employability and self employment with a focus on young people and women</p> <p><i>Action 4.3:</i> Implement the training for youth and adults with a special focus on women using ILO WEDGE approach</p> <p><i>Action 4.4:</i> Assist in the establishment of SMEs for selected trainees who submit innovative ideas through provision of small start up grants/loans</p>	<p>UNDP with ILO and SPC</p>	<p><i>Activity Result 4:</i></p> <p><i>Consultant: \$35,000</i></p> <p><i>ILO \$33,458</i></p> <p><i>ILO \$20,000</i></p> <p><i>Subcontracts: \$200,000 (to be covered by the national programme of “Women Empowerment and Poverty Reduction”</i></p> <p><b>A4 Sub-total: \$ 88,458</b></p>
<p><b>Indicator:</b> Number of small farmers and herders who received loans to implement non-traditional agricultural projects</p> <p><b>Baseline:</b></p>	<p>Target:</p>	<p><b>Activity Result 5: Skills of farmers (particularly the most vulnerable) developed so as to help them mitigate their risks in the event of a natural disaster</b></p> <p><i>Action 5.1</i> Design a training programme for small farmers and herders to improve their skills on</p>	<p>FAO with national partners</p>	<p><i>Consultant: \$30,000</i></p>

0		<p>non-traditional agriculture-related activities including value-added products, modernization of irrigation methods based on the type of accessible water resource and better farm design; hence reducing their vulnerability (to the extent possible)</p> <p><i>Action 5.2.</i> Implement the training programme</p> <p><i>Action 5.3</i> Collaborate with national partners to provide selected small farmers and herders with micro-grants loans to purchase modern equipment (irrigation) and non-traditional agricultural projects.</p>		<p><i>Training expenses: \$20,000</i></p> <p><i>Subcontracts: \$200,000</i></p> <p><b>A5 Sub-total: \$250,000</b></p>
		<p><b>Activity Result 6:</b> Accumulating knowledge and building attitudes towards biodiversity protection</p> <p><i>Action: 6.1</i> Organize training workshops involving local communities</p> <p><i>Action 6.2</i> Conduct field surveys</p>		<p><i>National experts: US\$ 5000</i></p> <p><i>Logistical costs: US\$ 5000</i></p> <p><b>A6 Sub-total: \$10,000</b></p>
				<b>OUTPUT 3 Sub-total: 1,040,243</b>
<b>Sub-total</b>				<b>\$ 1,649,243</b>
<i>Monitoring &amp; Evaluation Cost (2% of total outputs costs)</i>				\$ 32,985
<b>Grand Total</b>				<b>\$ 1,682,228</b>
<i>Un Agencies F&amp;A (7% )</i>				\$12,757
<i>Government C/sh</i>				\$749,985
<i>F&amp;A Gov. c/sh (5%)</i>				\$ 37,499
<i>Total Gov. c/sh</i>				\$ 787,484
<b><u>TOTAL</u></b>				<b><u>US\$ 1,732,484</u></b>

#### IV. MANAGEMENT ARRANGEMENTS

The project will be nationally executed (NEX) by the State Planning Commission (SPC). The SPC, referred to as the implementing partner will be responsible, through its central body and subsidiary directorates at the local level in the targeted areas for the overall implementation of the project and for ensuring that the day-to-day activities are implemented in accordance with the work plan. It will also be responsible for supervising project staff and consultants, in coordination with UNDP, and the evaluation of the project in the targeted villages. SPC will be responsible for ensuring national consultants from the concerned ministries to implement some activities related to their fields (Ministry of Local Administration for the infrastructure work, Ministry of Health for improving the health situation, Ministry of Agriculture and Ministry of Social Affairs and Labor for micro financing...etc.). Needs assessments at villages will be conducted by technical task force that includes representatives of the concerned ministries and institutions together with representatives of SPC. The task force will be supported by technical assistance from UN agencies according to their mandates and will coordinate with Governors and local activities. The project is planned to be implemented in 2010, subject to an extension of one more year based on the requirement of the project and the approval of the project board.

A Project Board (PB) will be established to monitor the project's progress towards results. The PB will consist of representatives from the SPC, the participating agencies of the UN Country Team, and the local service delivery authorities. The PB should meet at least once every year or as per the needs of the project (Terms of Reference are attached in [Annex 2](#) of this document).

A project management unit will be established in Damascus, with sub-offices in the two Mohafazas provided by the Government. The project is headed by a National Project Director ([Annex 3](#)) and composed of an admin/finance assistant. All staff and other short-term staff hired if needed, will be recruited according to UNDP rules and regulations. The National Project Director will be accountable for the implementation of all the activities of the project, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems, and submitting quarter and annual progress reports as per UNDP's rules and procedures. She/he will be accountable to the Project Board, and any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Committee. Given the nature of the project (i.e. being UN joint project), the NPD will play a major role in fully coordinating the implementation of the different project components for which different agencies will take the lead on. Towards this end, a technical committee will be formed with the representation of senior technical staff of all participating UN agencies in order to ensure full coordination among the different agencies in the implementation of this project and other pertinent interventions of separate UN agencies.

The project assurance role will be played by a senior programme officer at the UNDP Country Office who will undertake regular monitoring of the project implementation towards achievement of results, including escalating any issues to be discussed by the PB.

This joint UN project will adopt a combination of parallel and pooled funding modalities. In the initial period (2009), for which agency activities are underway in agreement with the government, the project will function as a parallel initiative. Each participating agency will fund its activities in parallel with other agencies and include and/or prioritize

identified locations where applicable. The agencies will also commit themselves to mobilizing resources for the unfunded activities in the 2010 period and include this said activities in their annual plans. Resources mobilized for this period will be pooled and UNDP will be the fund manager. Agreements for the implementation by agencies of funds secured by UNDP will be done based on a letter of agreement.

Payments will be done directly through UNDP based on a request by the project management; however financial advances to cover petty cash will be transferred to the project on a quarterly basis upon request, in accordance with UNDP NEX procedures. The purchase of non-expendable equipment and services will be done according to UNDP rules and regulations. An Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered as requested by National Project Director. The request should be based on a procurement plan submitted along with the work plan. These fees will be charged based on the latest update of the UNDP Universal Price List

Planning and management of implementation will be governed through approved annual work plans, with schedules defined either monthly or quarterly. The approved annual work plan, once endorsed by SPC and UNDP, will be the instrument of authorization to the Project Team to implement.

The Project Team will be subjected to monthly, quarterly and annual reporting and review requirements. These reviews will reassess, if appropriate, the work plans. These reviews are intended to create the necessary conditions for effective and efficient execution as well as implementation.

## **V. MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

- Field monitoring trips by stakeholders and beneficiaries shall be conducted to ensure ownership of M & E results.

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. It's also recommended to conduct an external final assessment to the project.

## VI. 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.

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

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This

provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## ANNEX 1

### List of ongoing UNDP initiatives

#### **I. Supporting MDGs at the policy and planning levels:**

**A. Sector-specific policies and programmes:** UNDP has been focusing on sector-specific policies and programme design, through the on-going support to the Government in: i) the implementation and monitoring of the national MDG-based Tenth Five Year Plan (FYP); ii) monitoring poverty growth and income distribution; and iii) the formulation of a long-term socio-economic strategy. In this context, UNDP is providing the Government with technical assistance and capacity development, including the creation of a core national team that can support the development agenda of the country and its serious endeavors to achieve the MDGs. In this context, the UNDP is collaborating with other UN agencies as relevant, particularly with regards to capacity building and monitoring and evaluation. For instance, UNFPA is helping the State Planning Commission in monitoring the population/demographic dimension of the FYP, which feeds into the overall M&E framework supported by UNDP. The DEVINFO is another example where the UN Agencies are working together to contribute to an informed decision-making process.

**B. Strategic planning and resource mobilization** in terms of developing regional/local plans and mobilizing resources for all MDG priorities: Within the framework of its support to the FYP, UNDP has initiated local development planning, including localizing the MDGs, in six key governorates of the country. It is hoped that these participatory local development frameworks, once elaborated through UNDP's support, will become tools for mobilizing development resources in the targeted under-served areas for addressing MDG priority shortfalls at the local level. UNDP will also aim at strengthening capacities at the local level, particularly in terms of *planning* and *project management*, with a focus on *M&E*.

#### **II. Promoting good local governance in support of the MDGs**

**A. Modernizing municipal services** In terms of good local governance and improving decentralization capacities, the UNDP is implementing a project with the aim of modernizing municipal services in a number of governorates including Deir Ezzor through the establishment of one-stop shops at the municipalities.

#### **III. Poverty Alleviation projects**

**A. Establishing a National Social Aid Fund in Syria:** The project aims to assist the Ministry of Social Affairs and Labor (MOSAL) in establishing a national social aid fund that aims at providing poor households with financial support (targeted cash transfer) and referrals to employment and education. The project has national coverage, with a special focus on the north eastern region, where four application centers were established in the governorate of Deir Ezzor.

#### **B. Women's empowerment and poverty alleviation**

Providing micro-credit to women entrepreneurs in poor areas of Syria

#### **IV. Projects in the health sector**

**A. Support of the National Tuberculosis Programme** -The project aims to enhance efficiency of measures to reduce and prevent further spread of TB in Syria. The project

provides support to TB health centers in nine selected governorates, including the three governorates of the Eastern Region.

## **V. Promoting business for development**

**A. Business innovation and development center:** Through its business innovation and development centers in Deir Ezzor and Raqqa and vocational training center in Deir Ezzor, the project aims at providing training and counseling for entrepreneurs for the establishment and development of businesses; and vocational training for unskilled entrepreneurs.

**B. ICT for Development** – the project has three main components: i) interactive schools (15 of which have been established in Deir Ezzor) which aim at facilitating interaction between schools and students' families, and building capacities of teachers and students in accessing the internet; ii) computer training center in Deir Ezzor which aims at providing access to internet and provides ICDL training and special training for disabled people in the city; iii). Rural telecenters provide access to internet, IT training, and ICDL certification for the rural communities in a number governorates including

## **C. Promoting Tourism**

**A. Boosting Business & Tourism Sector in Deir Ezzor** – The project has three main objectives, namely: a) Reviving business environment at the 6 old markets in Der Ezzor through renovation of the markets and bringing back the handicraft markets; b) Providing technical advice on renovation of the old suspended bridge; and c) providing technical advice for preserving the old Roman ruins of Halabieh & Zalabia

## ANNEX 2: TERMS OF REFERENCE OF THE PROJECT BOARD

- **Composition:**
  - Members of the UNCT participating in the project
  - State Planning Commission
  - Local beneficiaries
- ❖ UNDP and the executing agency issue invitations jointly to the meeting.
- **TORs:**
  - Agrees on annual work plan and approve quarter work plan including approval of resources (financial and human) needed for quarter period.
  - Facilitate the work of project director visa vie other agency
  - Agree on any necessary step needed for better project implementation
  - Review financial audit report
  - Review quarter progress report
  - Ensure that Government funds are made available when needed by taking proactive steps and prerequisites for release of funds
  - Ensure that there is a clear and unambiguous decision-making process with the relevant governmental bodies for project implementation so that project activities are implemented well
  - Review APR report
  - Attend Annual Review meetings
- **Frequency of Meeting:**
  - Meets at least once per year, or as need be. UNDP or the executing agency can call for an ad hoc meeting

## **ANNEX 3: TERMS OF REFERENCE FOR THE NATIONAL PROJECT DIRECTOR**

### **I. Objective:**

The National Project Director (NPD), working in close cooperation with the UNDP (the executing agency) and the State Planning Commission (the implementing agency), is responsible for delivery of the project outputs as per the Project Document and in accordance with UNDP rules and regulations.

### **II. Responsibilities:**

#### 1) Overall responsibilities:

- a) Assume overall responsibility for the successful execution and implementation of the project towards achieving the outputs as per the Project Document.
- b) Represent the project at Steering Committee Meetings and Tripartite Reviews.
- c) Ensure the adherence of project activities to the approved project work plan.
- d) Ensure the proper use of project resources.
- e) Ensure that UNDP rules and regulations for nationally executed projects are implemented in all project activities, including procurement and recruitment.
- f) Represent the national executing agency at project and annual reviews.
- g) Support resource mobilization efforts to increase resources in cases where additional outputs are required;

The National Project Director will be assisted by a two Output Managers in fulfilling the following responsibilities:

#### 2) Management:

- a) Supervise the work of the Technical Manager and Administrative Manager, project work teams, consultants, and sub-contractors.
- b) Manage the project's financial resources to achieve the completion of project outputs.
- c) Manage the project's material resources, ensuring that vehicles, office equipment, furniture, etc are properly maintained and used correctly for implementation of project activities.
- d) Ensure that the required work plan is prepared and updated in consultation and agreement with UNDP and distributed to the Government (Counterpart Ministry).
- e) Initiate and administer the mobilization of project inputs under the responsibility of the Executing Agency.
- f) Support to media/communications work of the project;
- g) Ensure that UNDP is invited to all stake holder meetings.

3) Technical:

- a) Identify and locate, in consultation with UNDP, the services needed to move the project along, and prepare terms of reference and contracts according to UNDP authorized procedures.
- b) Arrange, in consultation with UNDP, the recruitment of project professional and support staff in line with approved recruitment processes.
- c) Prepare annual and detailed quarterly work plans;
- d) Obtain approval from UNDP on annual and quarterly work plans during their preparation and present the final work plans to the Project Steering Committee for approval.
- e) Prepare papers for the project steering committee.
- f) Prepare funding proposals if required.
- g) Draft technical and other documents as required.
- h) Share with UNDP draft document and outputs for comments, as well as final products.
- i) Develop mechanisms for updating stakeholders on progress of project.
- j) Participate in all project meetings and annual reviews.

4) Facilitation:

- a) Ensure that UNDP's name is mentioned in all publications, workshops, and project's activities;
- b) Serve as the focal point of the project for coordination of the project activities with UNDP, the Government (including SPC) and other partners on behalf of the project.
- c) Ensure that the Government inputs for the project are available;
- d) Liaise with the UNDP Programme Officer on daily/weekly basis to ensure proper monitoring and realization of results.
- e) Liaise with UNDP staff to organize the annual review, evaluation missions and project visits.
- f) Liaise with various stakeholders (academic, media, government, donors, etc).
- g) Lead efforts to build partnerships for the support of outcomes indicated in the project document.
- h) Support resource mobilization efforts to increase resources in cases where additional outputs and outcomes are required.

5) Financial

- a) Act on behalf of the executing agency in preparing and adjusting commitments and expenditures.

- b) Act as the sole authorizing officer for all project financial transactions (i.e. approve all financial expenditures and sign all direct payments.)
  - c) Authorize commitments of resources and expenditures for inputs including staff, consultants, goods and services and training
  - d) Hold Responsibility for delivery of project's services and achieving annual financial delivery targets;
  - e) Manage the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project and maintain asset register;
  - f) Ensure that appropriate accounting records are kept and organized;
  - g) Facilitate and cooperate with audit requirements at all times, as required.
- 6) Reporting
- a) Progress towards achieving outputs :
    - Quarterly reports of progress on project activities for each of the activities listed for that quarter in the annual and quarterly workplans.'
    - Annual project reports (APRs).
    - A Terminal Report at the end of the project, in the approved UNDP format.
    - Technical, policy and briefing papers as requested by UNDP and the executing agency.
    - Any reports requested by UNDP for the TPR meeting (Tripartite Review).
  - b) Financial reporting:
    - Quarterly financial reports, in the approved UNDP format.
    - Annual financial reports, in the approved UNDP format.
    - Final financial report at the end of the project, in the approved UNDP format.

### **III. Reporting Line:**

Contractually to the UNDP, respective Team leader technically to both UNDP and the State Planning Commission

### **IV. Evaluation:**

The renewal of contract will be based on satisfactory midterm and final performance evaluation by UNDP and the executing agency.

**V. Duration of Contract:** Annual contract, subject to confirmation after three months.

### **VI: Qualifications:**

The NPD should be a Syrian National with

- at least 10 years management experience, with at least some experience managing IT projects as the NPD will need to guide the work of the Technical Manager;

- Management experiences should preferably be in development work or at least in working with governments of developing countries;
- a higher degree in management, preferably from a reputable overseas university;
- and h
- ave excellent spoken and written English in addition to Arabic.

**VII: Salary:**

The salary will be based on UNDP salary scales.

## **ANNEX 4: PROFILE OF SELECTED VILLAGES**

Programme Period:	2007-2011
Key Result Area (Strategic Plan) Promoting inclusive growth, gender equality and MDG achievement	
Atlas Award ID:	
Start date:	October 2009
End Date	October 2010
PAC Meeting Date	
Management Arrangements	National Execution (SPC)

Total resources required	US\$ 1,732,484
Total allocated resources:	
o Regular	UNDP TRAC II US\$ 750,00
o Prog. c/sh	US\$ 787,484
o UNFPA	US\$ 95,000
o ILO	US\$ 100,000
Other:	
o FAO	US\$ 100,000 Parallel contribution
o UNICEF	Parallel contribution
o WFP	Parallel contribution
o Government: In kind contribution: Infrastructure	for the 6 villages

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

Date:

**Agreed by:**  
**Mr. Ismail Ould Cheikh Ahmed**  
 UN Resident Coordinator  
 UNDP Resident Representative

Date:

15/11/2009



The exchange rate to be used is: 1\$=

Sherazade Boualia  
UNICEF Representative

Date

7/12/2009



unicef Syria

Muhannad Hadi  
WFP Representative

Date

10/12/2009



Betelmal, Dr Ibrahim  
WHO Representative

Date

10/12/09



Abdulla BinYehia  
FAO Representative

Date

9/12/2009

Nada Al-Nashef  
ILO Regional Director  
Office for Arab States

Date

Bakhtior Kadirov / OIC  
UNFPA Deputy Representative

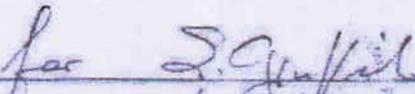
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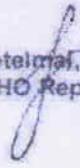
Sherazade Boualia  
UNICEF Representative

  
Date 7/12/2009

Muhammad Hadi  
WFP Representative

  
Date 10/12/2009

Betelmal, Dr Ibrahim  
WHO Representative



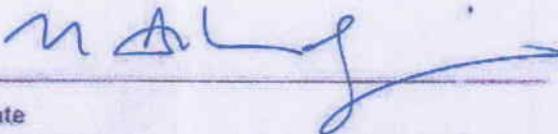
  
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