

**United Nations Development Programme
Initiation Plan
Country: Syrian Arab Republic**

UNDAF Outcome(s)/Indicator(s):

UNDAF Outcome 1 A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups.
UNDAF Outcome 2: Efficiency and accountability of governance structures at central and local levels strengthened, by Government, civil society and the private sector towards sustainable development

Expected Outcomes/Indicators (CP outcomes linked to the SRF/MYFF goal and service line)
A.1 Enhancing poverty alleviation programme including income generation, and improving access to extension services in rural and poor areas – MYFF Goal: Achieving the MDGs and reducing human poverty; SL Globalization benefiting the poor
B.6 Planning and decentralization policies and structures enhanced – MYFF Goal: Fostering Democratic Governance; Service Line: SL 2.6 Decentralization, local governance, and urban-rural development

Expected Output(s)/Indicator(s):

A.4.1 Rural area-based integrated interventions to alleviate human poverty, including through women's empowerment
- Indicator: % of villages out of the total number of poorest villages in the North-Eastern Region with improved social and economic conditions.

B.6.1 Pro-active policies for MDGs in place at central and Governorate levels to support vulnerable groups
Indicators:
- Directors of Planning Departments developing their local plans from a HD perspective with clear HD indicators
- # of governorate-based policies integrating MDGs adopted and implemented

Implementing partner:
(Designated institution/Executing agency)

State Planning Commission

Other Partners:
(Formerly implementing agencies)

Governorates of Deir Ezzor, Hassakeh, and Raqqa

Programme Period: 2007-2011
Programme Component: Poverty
Project Title: Planning for Eastern Region Economic and Social Development
Project ID: SYR 06/016

Project Duration: 12 December – 31 March 2007
Management Arrangement: NEX

Budget	US\$	2,667,733
GMS Fee:	US\$	133,387
Total budget:	US\$	2,801,120
Allocated resources:		
• Government/SPC \$		2,801,120
• UNDP		-

paid in Syrian Pounds*

Agreed by: **Mr. Abdallah Al-Dardari**
Deputy Prime Minister for Economic Affairs
Head of the State Planning Commission
On behalf of the Syrian Government

Date: _____



Agreed by: **Mr. Abdallah Al-Dardari**
Deputy Prime Minister for Economic Affairs
Head of the State Planning Commission
On behalf of the Implementing Partner

Date: _____

Agreed by: **Mr. Ali Al-Za'tari**
Resident Representative – UNDP

Date: 10/12/07

* The UN exchange rate prevailing at the date of transfer of the money is US\$ 1=SP 53.55

Initiation Plan

1. Plan Description

Approved on 25 March 2005 and executed by the United Nations Office for Project Services (UNOS), the Eastern Region Economic Development Programme is a UNDP technical assistance project that aims at supporting the Syrian Government in its efforts to achieve balanced development in the eastern region through supporting the national strategy for economic and administrative reform.

In light of the emerging needs in the eastern region and the evolving priorities of the Government based on the tenth five year plan 2006-2010, the State Planning Commission and the UNDP felt the need for an evaluation of the project performance. Accordingly, UNDP/UNOPS fielded an independent evaluation mission during the period 25 March to 14 April 2006. The evaluation mission report was then presented to the Tripartite Review Meeting that was held on 11 April 2006 under the chairmanship of H.E. Mr. Abdallah Al-Dardari, Deputy Prime Minister for Economic Affairs with the participation of senior officials from the State Planning Commission, the Ministry of Local Administration and Environment, UNDP, and UNOPS. The TPR meeting concluded that the project document needed to be revised in order to respond to the changes in the development context of the eastern region. More specifically, the TPR meeting participants agreed on the following:

- 1) The overall objective of the project would remain the same;
- 2) Some components would be cancelled while others would be added; which in turn reflected the need to change the Results Resources Framework of the Project Document;
- 3) The project would cover some social services activities that would fall under an emergency component and an amount of US\$ 468,000 would be redeployed for this purpose.

As a follow up to the TPR, the consultant submitted a draft project document that was then revised by Mr. Refaat Hijazi, Director of the Human Development Department at the State Planning Commission who undertook a mission to the Eastern Region in order to make further amendments to the outputs of the project and who was appointed as the **National Focal Point** (NFP) in the Eastern Region. Currently, the project document is being finalized by UNDP Syria in line with the new UNDP Results Management Guidelines.

As a follow up to the TPR meeting, a meeting was called for by the Deputy Prime Minister for Economic Affairs on 12 September 2006 to discuss the emergency situation in the eastern region and the urgent need for the project to respond to it through using the amount SP 150 million that was transferred to UNDP in 2005 (instead of redeploying the amount of US\$ 468,000). Considering that public works does not fall under the mandate of UNDP, the participants agreed that the State Planning Commission and the three Governorates (**and not UNDP¹**) would be responsible for the process conducted in receiving bids, quality of work being achieved and for approving whether services are rendered satisfactorily. Mr. Al

¹ UNDP in this case will play the role of the disbursing agency for the emergency component.

Dardari emphasized that this component would be nationally executed and not UNOPS executed.

On 9 October 2006, the State Planning Commission sent a letter to UNDP requesting that the execution modality of the **whole project** be changed from OPS execution to NEX. Accordingly, UNDP and SPC agreed to maintain the current OPS executed project until 31 December 2006 in order to allow enough time for OPS to settle financial matters and close project accounts, while signing and initiating a new project document reflecting the new outputs and the new execution modality.

Meanwhile and in order not to cause any delays in the implementation of the emergency component (social services) and to maintain the day-to-day activities of the project², UNDP and SPC agreed to develop an initiation plan until the full fledged project document is signed.

2. Duration of the Plan

This Initiation Plan is expected to start on 10 December 2006 and end on 31 January 2007. Considering the short duration of the IP, every effort must be made by SPC in order to ensure that the emergency component is implemented according to the workplan, and by UNDP and SPC to ensure that the full fledged project document is finalized and approved by the economic council and later by the concerned partners for initiation in February 2007.

3. Outline Deliverables

Deliverables include:

- 1) The emergency component (social services) of the project 60% completed (output 6)
- 2) The full fledged project document on “Planning for Eastern Region Economic Development Programme” with the following envisaged outputs:
 - Output 1: Capacities of local concerned government departments built and local communities empowered in community based regional development planning and implementation
 - Output 2: Regional Spatial planning approaches, processes, regulations, and standards developed and implemented
 - Output 3: Physical planning methodologies developed and improved
 - Output 4: Tourism sector in the Eastern region reformed
 - Output 5: Investment maps developed and preparation and Implementation of Investors forum supported
 - Output 6. Emergency Programme for improving social living conditions and implemented

² Considering that the UNOPS contracts of some of the project staff and consultants go beyond 2006, the Initiation Plan will also be useful in order to issue new contracts for the existing staff/consultants as deemed necessary in light of the IP and the outputs of the full fledged project document.

4. Results & Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: A.1 Enhancing poverty alleviation programme including income generation, and improving access to extension services in rural and poor areas – MYFF Goal: Achieving the MDGs and reducing human poverty; B.6 Planning and decentralization policies and structures enhanced</p>		
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets. A.4.1 Rural area-based integrated interventions to alleviate human poverty, including through women's empowerment - <i>Indicator:</i> % of villages out of the total number of poorest villages in the North-Eastern Region with improved social and economic conditions. B.6.1 Pro-active policies for MDGs in place at central and Governorate levels to support vulnerable groups Indicators: -Directors of Planning Departments developing their local plans from a HD perspective with clear HD indicators - # of governorate-based policies integrating MDGs adopted and implemented</p>		
<p>Applicable MYFF Service Line: SL 1.4 Globalization benefiting the poor SL 2.6 Decentralization, local governance, and urban-rural development</p>		
<p>Project title and ID (ATLAS Award ID): SYR/06/016- Planning for Eastern Region Economic Development Programme</p>		
Intended Deliverables	Indicative Activities	US\$
Emergency Program for poverty reduction participatory designed and implemented	1.1 Support the implementation of the emergency interventions	Service contract (construction, social services) 2,627,733
Full fledged project document finalized and approved	2.1 Finalize the project document in line with the new Results Management Guidelines of UNDP 2.2 Present the final draft of the PD to the economic council for approval 2.3 Form the project board and coordinate with the Ministry of Local Administration and Environment and the three governorates on representation in the board and on the roles of the different partners 2.4 Recruit the National Project Director for the full fledged project 2.5 Get the project document approved by the implementing partner and UNDP and launch the new project 2.6 Maintain project management/institutional arrangements	UNDP CO SPC Travel Project staff National Project Director Consultant 40,000

5. Management Arrangements

Considering the nature of the activities in this phase which are mainly related to the implementation of the emergency component, the State Planning Commission will be responsible for coordinating with the three governorates on a daily basis and overseeing the implementation of the project. The NFP will be the sole responsible person for clearing and approving the payment requests received by the three governorates; and in turn submitting requests for direct payments to UNDP to issue the payments. In addition, the NFP (and as deemed necessary during the IP phase and in light of the expected outputs of the full fledged project document) will be responsible for requesting UNDP to issue new UNDP contracts of the project staff/consultants whose OPS contracts had to be terminated because of the need to close the OPS project by 31 December 2006.

During the IP phase, the roles of and relationship between the State Planning Commission, the Ministry of Local Administration and Environment, and the three governorates will be made clearer in terms of management arrangements, representation in the project board, etc.

6. Monitoring & Evaluation Plan

Considering the very short duration of this IP, no M&E plan will be put in place. Nevertheless, every effort will be made to include a detailed M&E plan in the full fledged project document that reflects all reporting and project reviews that need to be made in order to ensure that the project is achieving its envisaged outputs in a timely manner and with the quality required. The NFP will be required to prepare a progress report (technical and financial) at the end of the IP describing the activities implemented in the emergency programme and whether there remains additional activities falling under this component that still need to be implemented in the full fledged project document.

7. Budget

ID	Expected Output	Key Activities	Timeframe		Respon. Party	Budget Description	Amount US\$
			From	To		Budget Description	
1	Support the implementation of the emergency interventions		12/12/2006	15/3/2007	SPC	72105 - Service contract-construction and engineer 72165 - Service contract – social services	2,627,733
	<i>Output Sub-total:</i>						2,627,733
2	Full fledged project document for Planning for Eastern Region Economic and Social Development finalized and approved	Finalize the project document in line with the new Results Management Guidelines of UNDP	12/12/2006	31/12/2006	SPC	Local Travel (local tickets & DSA) 71610 71620	500
		Present the final draft of the PD to the economic council for approval	02/01/2007	31/1/2007	SPC	-	-
		Form the project board and coordinate with the Ministry of Local Administration and Environment and the three governorates on representation in the board and on the roles of the different partners	02/01/2007	25/01/2007	SPC	Local Travel (local tickets & DSA) 71610 71620	500

	Recruit the National Project Director for the full fledged project	25/12/2006	31/03/2007	SPC	Service contracts – individuals - 71405	6,000
	Maintain project structure (key staff)	1/1/2007	31/03/2007		Service contracts – individuals - 71405	30,000
	Get the project document appraised by the Project Board/LPAC and approved by the implementing partner and UNDP and launch the new project	10/01/2006	31/01/2007	SPC	Local Travel (local tickets & DSA) 71610 71620	3,000
	<i>Output Sub-total</i>					<i>40,000</i>
	GMS fees					133,387
	Grand Total					2,667,733