

**GOVERNMENT OF THE SYRIAN ARAB REPUBLIC**

**&**

**THE UNITED NATIONS DEVELOPMENT PROGRAMME**

Project Title:

**“Government Services Reforms  
&  
Modernization Program”  
(GSR)**

Project number SYR/05/023

**Brief Description**

This project is intended to address the issues related to government services provided to citizens and businesses and implement appropriate solutions to optimize those services, minimize the cost, red tape and paper work, as well as improve the capacity of the human resources. This project will also address the reforms of selected ministries / organizations covering policies improvement, organizational restructuring, process improvement, human resources development and information technology infrastructure modernization.



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## Acronyms and Abbreviations

CCF	Country Cooperation Framework
DPMEA	Deputy Prime Minister for Economic Affairs
ERP	Enterprise Resource Planning
FYP	Five Year Plan
ICT	Information and Communication Technology
ISBN	International Standard Book Number
ISS	Implementation Support Service
ISSN	International Standard Serial Number
IT	Information Technology
MDG	Millennium Development Goals
MOFA	Ministry of Foreign Affairs
MOLSA	Ministry of Labor and Social Affairs
MRP	Modernization and Restructuring Program
MYFF	Multi-year Funding Framework
PMU	Project Management Unit
RFP	Request for Proposal
SAS	Strategic Area of Support
SLA	Service Level Agreement
SMART	Sector Modernization And Restructuring Team
SOE	State Owned Enterprises
SPC	State Planning Commission
SRF	Strategic Results Framework
SWOT	Strength-Weakness Opportunities Threats
TOR	Terms of Reference

## **PART 1a SITUATION ANALYSIS**

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The Syrian Government is undergoing a major economical reform program to move the current economy toward open Social Market Economy. This massive task requires involvement of stakeholders at all levels combined with serious commitment to improving government services to citizens and businesses and to an overall institutional and administrative reforms, and modernization program of the government structure and role. The State Planning Commission (SPC) is leading the reforms initiatives. The UNDP, the European Union, GTZ and JICA are among the donors who are contributing to the economic reforms in diverse ways including the provision of technical assistance and subject matter expertise, economical and statistical modeling and related software, training and financial aid. The UNDP is maintaining the coordination among the donors through the "Aid Management and Coordination" project currently in progress at SPC.

### ***The State Planning Commission Reforms Initiatives***

One of most important constituents of the economic reforms is the preparation of the 10th Five Year Plan (FYP), which is different from the previous plans in many ways. Indicative Planning was used for the first time in the preparation of the vision, the strategy and the creation of various projects/programs which will be appraised and short listed using a Project Portfolio Management System (PPMS), a computerized tool to help in the assessment and selection of high priority projects. The assessment is based on 9 different criteria/indicators and few mathematical models. The new approach for preparing the plan has proven to be successful and can be easily institutionalized as the future methodology for preparing the economical development plans for Syria. The FYP consist of several chapters including the vision, strategy, programs and projects, and the policy required to support the new direction of the economy, it also includes focus on better services to citizen through Institutional and Public Administration Reforms and the implementation of practical and effective ICT strategy.

In a Social Market Economy, the focus is on the partnership between the public and private sectors, citizen participation, decentralization of decision-making and facilitation of high quality services. This project is key element in realizing the reforms initiatives and the improvement of government services to citizens. The main objectives of the project are:

1. Delivering services to citizens and businesses where they are, in a format and at a time that suits them, and allowing them to participate in the decision making process.
2. Deploying new philosophies and practices of modern management in the government in a mode that will make government operations more efficient and cost effective.
3. Providing greater transparency regarding government transactions and giving citizens increased access to high quality services and useful information
4. Providing reengineered policies, processes and structure of selected ministries and government organizations, developing the capacity of human resources, and applying latest technologies to support the change and improve services
5. Reducing government expenditure by introducing new models for Government Resource Planning (GRP).
6. Providing the means for accurate and updated information to support the decision making process, and to help in planning and following up on the different long-term development initiatives.
7. Creating a favorable environment for investors by streamlining procedures, easing access to government

services and providing one-stop shopping for essential business services, thus encouraging foreign and local investment

### ***Deputy Prime Minister for Economic Affairs (DPMEA): Mandate & Challenges***

In the process of developing the 10th Five Year Plan, the SWOT analysis showed the areas of strength and highlighted available opportunities which were jointly used as the basis for proposing large number of development, service and investment programs and projects to help improving the standards of living of the citizens and creating sustainable economy growth of the country. However, the weaknesses and the threats, if not addressed promptly and effectively, will become serious obstacles to the growth objectives.

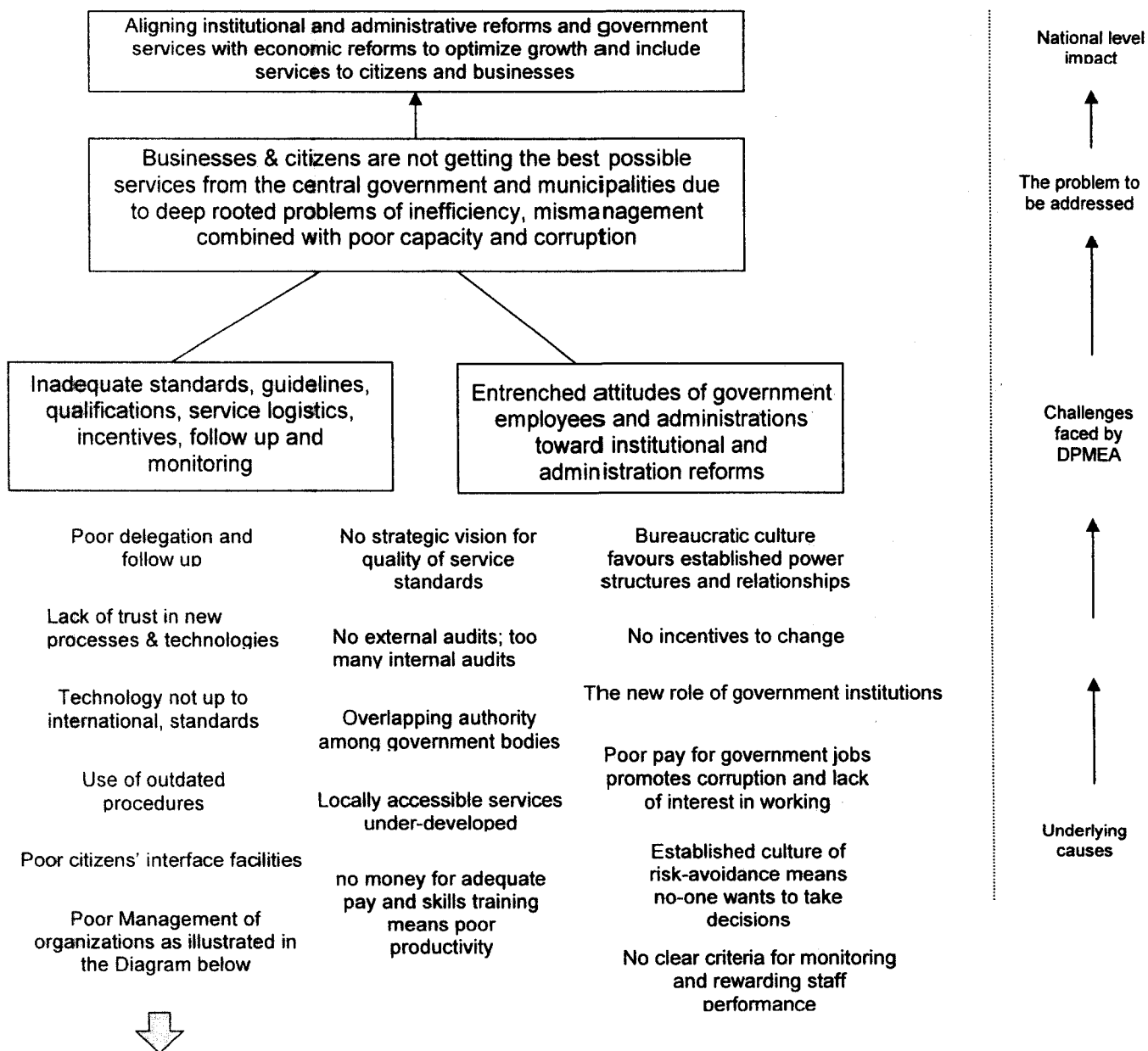
Most of the weaknesses and threats are in the areas of the existing management of government organizations, delivery of acceptable level of services, ineffective organization structures, poor human resources capacities and performance, and no appropriate information technology utilization. This poses big challenges to the economic and administrative reforms, and to the level of service provided to citizens and businesses if not properly addressed and undergone comprehensive institutional reforms and modernization, renovation of the government structure, policies and procedures, human resources development and implementation of advanced information technologies. Most of the challenges will be addressed in this project which will be aligned and run in parallel with other programs intended to help the economic and administrative reforms.

### ***Challenges facing the Government***

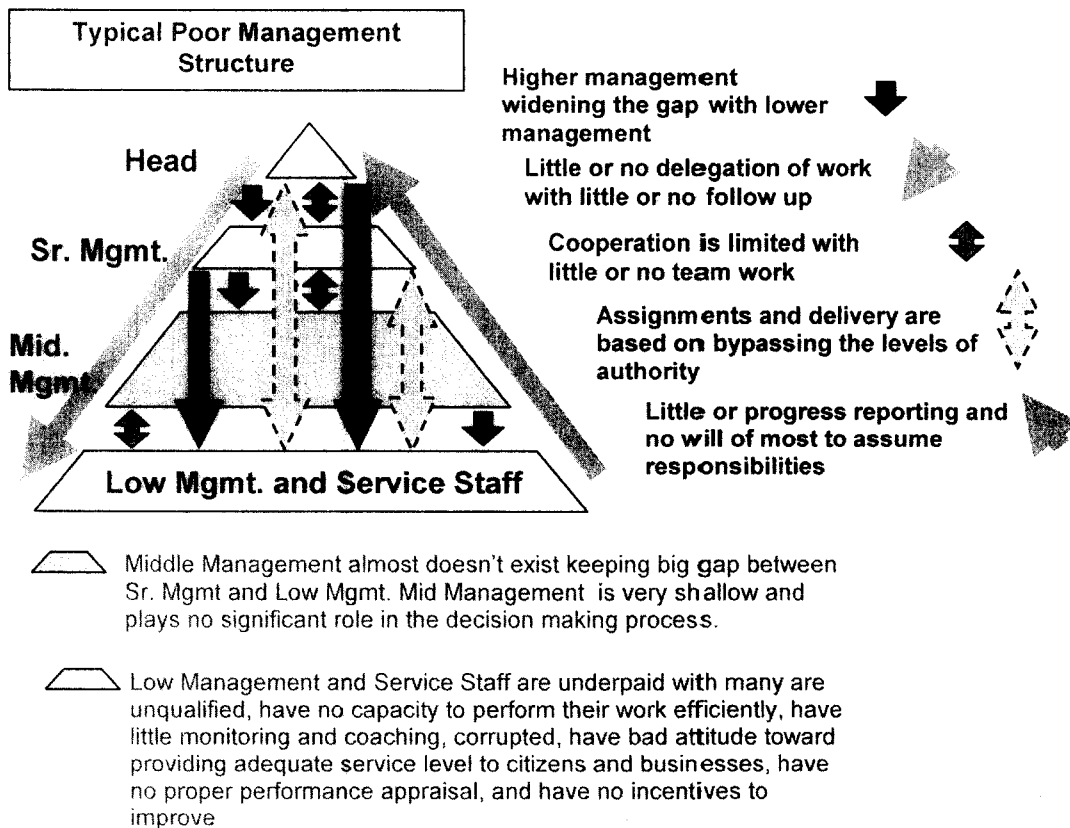
The challenges facing the government of Syria to achieve real Social Market Economy from the perspectives of citizens' and businesses service, and institutional and administrative reforms include but not limited to the following:

- Complex centralized and bureaucratic organizational structures with redundancy of functions and overlapping of services and authority among government organizations
- No separation between the regulatory body and the executive body
- Out-dated processes and procedures
- Out-dated rules and regulations especially in the areas of labor law, and financial, monetary and trade policies
- Higher than needed number of public sector employees/ civil servants with very low level of efficiency and productivity
- No clear specifications regarding quality of products and services
- Limited qualifications with little or no career development programs
- No clear criteria for monitoring of the performance of staff
- High level of corruption at all levels
- Modern technology has not been applied to most services that can be provided more quickly and more accurately through automated systems
- The public has no trust in the government reforms and does not share the understanding and vision of the Social Market Economy due to lack of communication and involvement of citizens in the change process

The following problem tree suggests that the various causes can be roughly characterized as related to the absence of adequate monitoring, standards and guidelines, and to entrenched attitudes amongst government employees. The tree then indicates some underlying causes of the problem. Many of these causes will be alleviated by the activities of this project.



**Fig. 1 Challenges facing the DPM and the Economic Reforms**



**Fig. 2: Typical Poor Management Structure**

### ***Target Beneficiaries***

This main objective of this project is to focus on the ministries/organizations with highest priority to produce immediate results in the areas citizens' service and public administration. The following are the ministries/organizations which will be addressed to achieve the objectives of this project; they will be considered the primary beneficiaries:

1. The Ministry of Interior
2. The Ministry of Industry
3. The Ministry of Economy and Trade
4. The Ministry of Technology and Communication
5. The Ministry of Finance
6. The Ministry of Tourism
7. The Ministry of Justice
8. The Financial and Banking Sectors
9. General Post Office
10. The Ministry of Agriculture
11. National Call Center (within the Ministry of Telecommunication)
12. Ministry of Information
13. Ministry of Housing and Construction



The suggested areas to be addressed in the above organizations will be clearly defined and confirmed by the ministers and/or officials of those organizations through signing memorandum of understanding guaranteed by the Deputy Prime Minister for Economic Affairs. The areas may be modified or cancelled if they contradict or conflict with other projects and/or other donors assistances in progress within the organization.

Other ministries/organizations may be covered in an extension to this project. Work on those ministries/organizations may overlap with the Terms of Reference of this project depending on the progress of work, shifting of priority, and/or availability of resources.

Eventually, government, citizens and businesses will be the ultimate beneficiaries from the services' improvement and administrative reforms. The success of the project will be judged by its impact on the primary beneficiaries.

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## **PART 1B STRATEGY**

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### ***Government strategy***

The Syrian Government has committed to support the Presidents objectives for moving toward Social Market Economy, especially in the areas of government services, the reforms of the economy and administration, and the establishment of solid social safety nets. However, due to the massive size of this commitment, and the variety of activities within each government organization, the government needs to focus on the priorities in achieving its goals. Therefore, a phased approach will be followed starting with improving key services provided to citizens and businesses, then reforming key ministries/organizations that are highest on a priority list, which is based on the ministry/organization importance to achieving the expected economic growth and social benefit. In addition to improving the government services and reforming public administration, the main criteria for choosing the priority is focused around the suggestions made by Dr. Inder Sud of UNDP, in his report on economic reforms in Syria on the 4-part medium-term reform agenda:

- 1) Sound investment climate for private investment
- 2) Financial sector development
- 3) Export development
- 4) Social Agenda to protect the poor

Note that the scope of work in this Project Document may not necessarily cover all suggestions of Dr. Inder Sud due to possible coverage by projects/initiatives of UNDP and/or other donor countries/organizations, and to avoid any conflict or overlap with their work.

Applying reforms on the level of the individual organizations without considering the others would be very risky and may eventually end up failing. Therefore, during the inception phase of the project, careful consideration should be given to the products, services, activities, core business, interaction, overlap and communication among the various government organizations to ensure proper analysis and coverage of the technical and administrative aspects in the design of the solutions and plans. The SPC, as the driver of the economy and

administration reforms, does not have enough leverage on its own to enforce any reforms unless supported by the Prime Minister's office. Therefore, the mandate of reforms has been elevated to the Deputy Prime Minister of Economic Affairs (DPMEA) level whereby the overall vision is clearer and the planning for reforms implementation is more practical, effective and easy to follow up and monitor.

The public awareness and support for the reforms programs are needed to gain the trust of service users (beneficiaries), specifically in the area of public administration reforms and social safety net. Therefore, the vision, the plans and the agenda for reforms, and their impact on the economy and the society must be conveyed to the public in terms that they understand and relate to in their daily life and their financial situation.

In order to deliver optimum service to citizens and businesses, and to achieve best performance in operations and resources' capacity, the government must adopt a comprehensive institutional and administrative reforms plans for all sectors. The institutional and administrative reforms are envisaged to cover the following main streams:

- Improving and modernizing the government services offered to citizens and businesses
- Improving the Policies and Procedures
- Upgrading and modernizing the Legal Framework and issuing new procedures
- Reengineering of the Organizations' Structure (in selected ministries/organizations)
- Developing the capacity of the Human Resources and providing administrative development programs
- Implementing practical and effective Information and Communication Technologies (ICT)
- Controlling Corruption \*

\* (The establishment of Anti Corruption concept and the mechanism to diminish corruption should be reviewed for inclusion in all assignments taking into consideration the judicial system and the enforcement of laws concerning corruption)

### ***Project strategy***

The project strategy for the improvement of government services to citizens and businesses (that involve extensive paper work; e.g. licensing, documents, authorizations, and others) and for the reform of institutions and public administration described in this Project Document is based on having the following concepts:

1. The endorsement of the entire program of improvement and reforms by the Cabinet of Ministers, and the endorsement of the selected ministers/organizations to the Project Document and the detailed plans for their respective ministries.
2. A memorandum of understanding on the objectives and outputs of the program will be signed between the UNDP and the respective ministries/organizations
3. Progressive implementation of the services' improvements and modernizations, and administrative reforms program based on interlinked stages:

### **Mobilization and Logistics Preparation Stage:**

Recruiting the right expertise with the right qualifications is the key to the success of this project. Therefore, strict and careful selection process will be enforced to ensure getting the right team to undertake this

assignment. This process is expected to take long time especially when selecting the smart (GSR) teams who will play a crucial role in this project.

### **Inception Stage:**

This major project requires careful planning and set up. This inception stage will cover all preparatory activities, plans and documentation to facilitate the performance and successful completion of the project's tasks. The activities of this stage include:

- Identifying and prioritizing the government services which will be included in the program with highlights list of government services which need immediate attention
- Conducting a study on how best government services reform and modernization will lead to fulfill the MDGs, according to the following criteria: i) MDGs based investment and planning, ii) widening policy options and choices in support of MDGs, iii) effective national service delivery and implementation, iv) development and business opportunities
- Conducting an analysis to identify issues reflecting the needs of women in terms of the potential services to be reengineered and reformed
- Confirming the selection of services
- Establishing Monitoring Unit's role and responsibilities
- Developing high level work plan for the entire project (5 years) and detailed plan for the year 2006 including budgets, milestones and resources allocations
- Developing selection criteria, overview List of Services, identify target services, and confirm with stakeholders
- Setting selection criteria for the various types of expertise required on both sides and defining the steering committee qualifications and background
- Developing form, templates and questionnaires to collect necessary information and to assess current situation
- Analyzing readiness and needs, setting priorities, generating high-level list of requirements
- Developing the criteria for the analysis and the vision
- defining the methodology and approach by which the tasks will be executed
- Developing the Inception Report, discussing it with stakeholders and obtaining necessary approvals
- defining the methodology, the approach, the TOR and the criteria for the required specialized resources to undertake this task
- Developing high-level communication plan
- Setting quality criteria, performance indicators and progress reporting format, issues escalation, and monitoring and follow up procedures

### **Preparation Stage:**

This stage will start in conjunction with the confirmation of the selected services to undergo the needed improvement. The action plan for this stage includes:

- Mobilizing the required resources and give them proper orientation and training to get them ready to undertake assignments within this and the following stages
- Conducting a study on alternative opportunities for the employees of the selected sectors in terms of redeployment, retraining and rescaling for other positions within the public sector
- Conducting a study on human resources management and development of the civil service (recruitment, career development, performance appraisal, training...), including an assessment of the civil service related laws and statuses, and of the Ministry of civil service, in order to help the Government defining a comprehensive strategy for HR management and development for all civil servants, while taking account of the specificities of each ministry
- Establishing a dynamic team of experts to undertake this assignment (GSR Team)
- Establishing Steering Committee in every ministry/organization and implementation teams from the beneficiaries' side
- Designing quick fixes and noticeable changes to the government interaction with citizens and businesses in key areas
- Reverse engineering the selected services into the policies, processes and structure which govern those services
- Performing "AS IS" analysis (the actual situation in practice) on the selected ministries/organizations to identify the requirements and to produce the Gap Analysis for improving the services and performing administrative reforms (where applicable)
- Anticipating (envisioning) the goals and strategy for the "TO BE" environment (what needs to be done) of each ministry/organization with consideration to the streams listed above
- Developing detailed Project Document for each beneficiary ministry/organization which includes details on the scope of work, deliverables, work plan, the budgets, change management plan, and resources' distribution
- Designing functional and technical solutions for the improvement of services to citizens and businesses, and institutional and administrative reforms (where applicable). This may include one or more of the following; reengineering of the organization structures, improving the policies and procedures, building human resources capacities, and implementing appropriate ITC products and tools

### **Implementation Stage:**

In this stage, the deployment of solutions will start taking place depending on readiness of the target clients, the readiness for change, the readiness of teams and logistics and the approval of the Project Documents.

This stage action plan includes:

- Mobilizing the required (GSR) teams with proper qualifications to undertake this massive task

- Implementing the improved policies and procedures within the ministries/organizations using the Project Plan and Change Management Plan for optimum results (also implementing the reengineered organization structures where applicable)
  - Monitoring progress, checking the quality of the outcome frequently and making necessary changes to align the results with objectives
  - Deploying Technology Infrastructure
  - Deploying Application software and systems
  - Optimizing government services (services undergone quick fixes)
  - Handing over completed work after signing-off the deliverables
  - Establishing Project Development Facility unit
4. Establishing the GSR Teams and getting them ready to help in all activities and to simplify the rollout of the implementations effectively and uniformly.
5. Unifying the way of executing all projects as per Project Documents is essential to the success of the overall implementation of reforms. Therefore, the following 5 step methodology will provide proper structure and controls to the implementation

### **Methodology**

The implementation will use the following 5 steps methodology to ensure structured implementation, unified results and good quality assurance.

- 1) Analysis and Planning:
  - collecting information on current situation "AS IS"
  - Analyzing the "AS IS" against best and practical practices
  - Producing Gap Analysis Report and list of requirements
  - Developing action plan based on the confirmed requirements
- 2) Anticipating Goals (Envisioning):
  - Anticipating (envisioning) the target "TO BE" environment
  - Setting indicators for measuring success and performance
  - Setting standards for quality assurance, safety and security
- 3) Strategy:
  - Designing the strategy and approach which will be followed to achieve the anticipated goals
  - Indicating the milestones
  - Developing training strategy
  - Designing the communication and meetings strategy
  - Developing Hand-over strategy
- 4) Build and implement:
  - Starting the procedures for implementing the reengineered structure and processes
  - Setting up the IT environment for implementation

- Training all related stakeholders and staff progressively
  - Implementing the Change Management plans
  - Monitoring and reporting progress and following up on issues
- 5) Transition:
- Ensuring successful implementation based on the set indicators
  - Developing Service Level Agreement (if applicable)
  - Implementing the hand-over strategy
  - Reporting progress
  - Developing closure reports

### Project Plan

The following shows the high-level time line for the project work streams. We are proposing to execute the agreed services and tasks over a period of four years and 3 months.

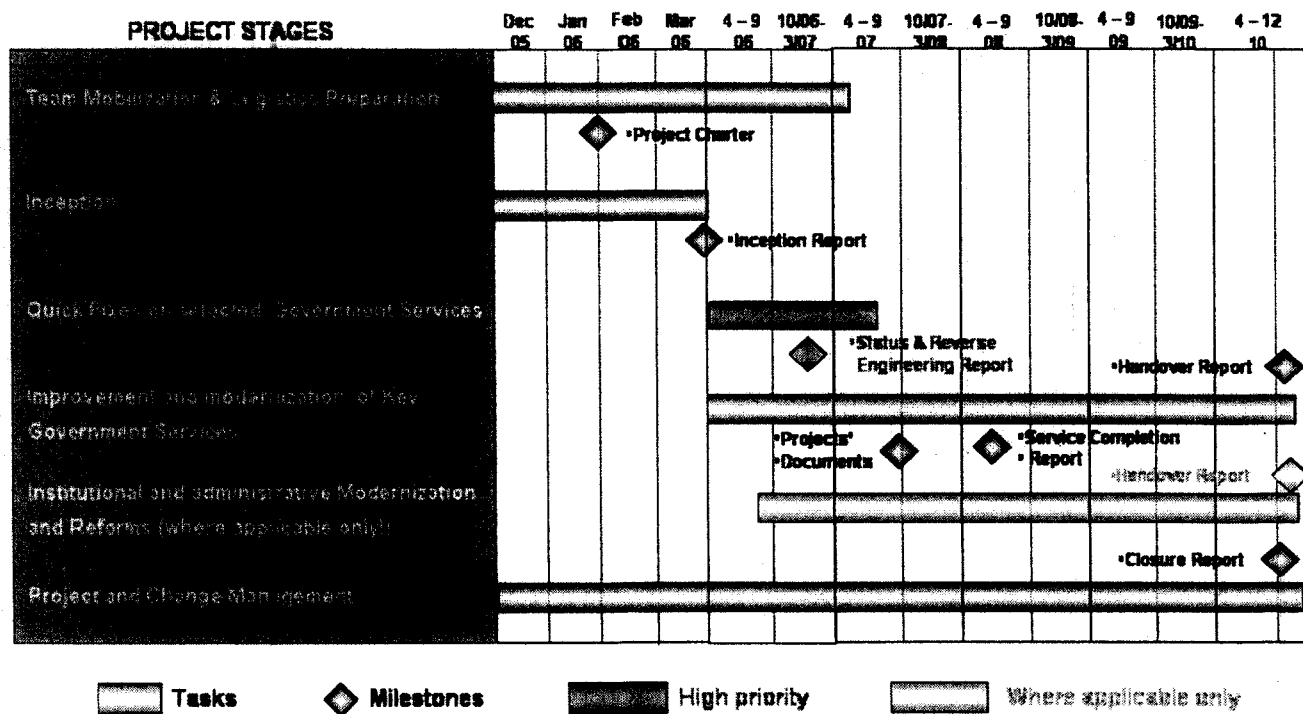


Fig. 3: High-level Project Plan

### UNDP strategy

UNDP is strongly committed to decentralization and institutional development that brings government services closer to the citizens. The current Country Cooperation Framework (CCF)<sup>1</sup> paragraph 40 states that UNDP will provide technical and/or financial support to efforts in reengineering and restructuring different government institutions. The project undertakes Output A (A1 & A2) and Output B. The implementation of quick fixes of selected government services using the Projects Plans (within the Project Documents developed for

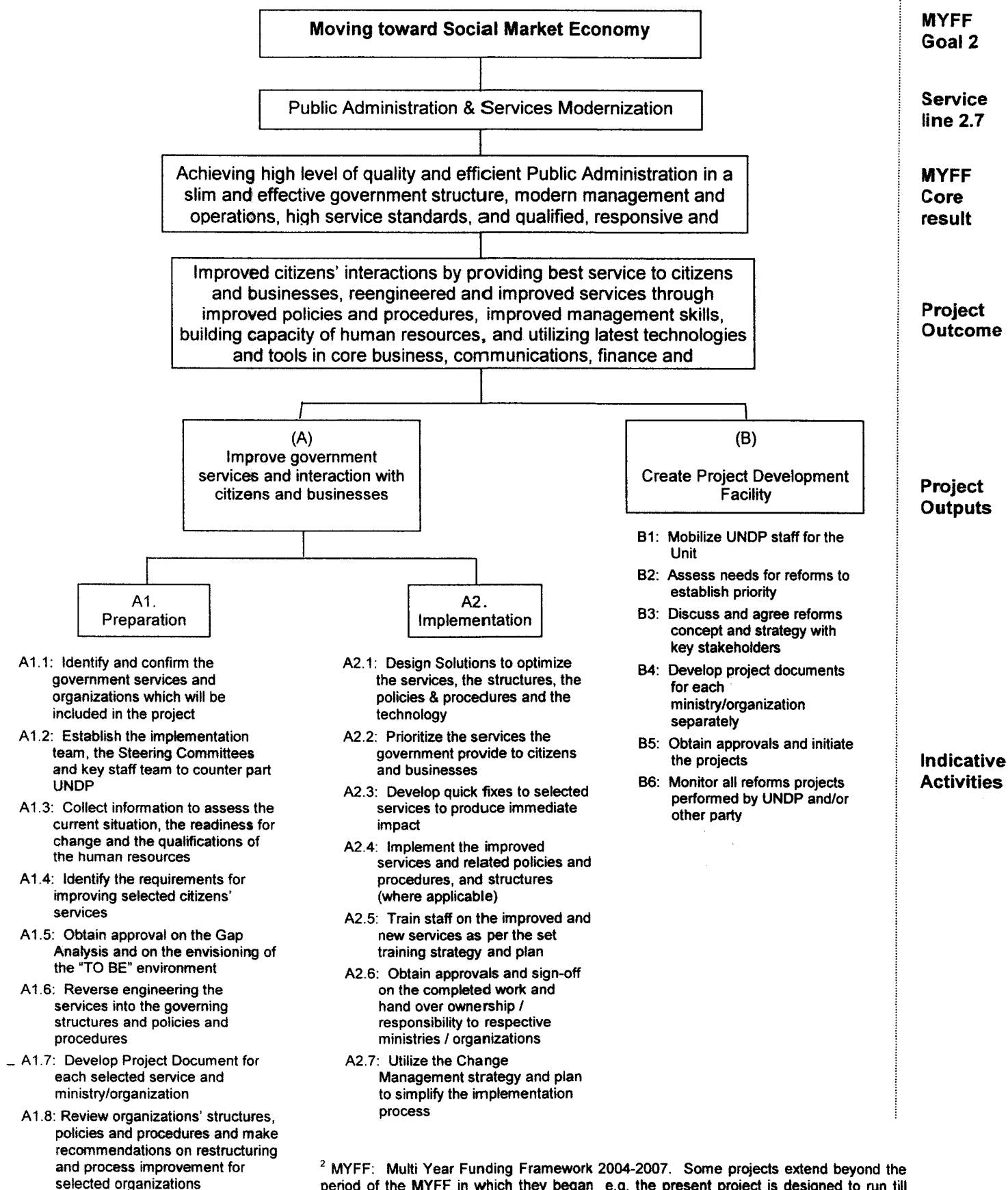
<sup>1</sup> CCF: UNDP's Common Country Framework for cooperation with the Syrian Government during the period 2002-2006

each project in the program) help setting the way for the Modernization and Reforms Program of the government services and selected ministries/organizations' restructuring.

The CCF (para. 40) also states that UNDP will assist with the modernization of state institutions and strengthening institutional performance. Institutional performance is limited by skill levels within Syria's governmental organizations. The vision exists within GOE for how to achieve a social market economy and reform the administration, but capacity is weak - UNDP is providing support to the 10<sup>th</sup> Five Year Plan and human resources needed to launch various reform programs and provide capacity building to existing and new ministerial staff. Without this interim support, economy and administration reforms will not be easily realized.

UNDP is keen to support Government actions which make special efforts on behalf of the poor and disadvantaged to ensure equal access to government services, which this project clearly does. UNDP can introduce information about best practices in other countries in regard to similar activities.

Fig.4: SYR/05/023 under UNDP Multi-year Funding Framework (MYFF)<sup>2</sup>



<sup>2</sup> MYFF: Multi Year Funding Framework 2004-2007. Some projects extend beyond the period of the MYFF in which they began e.g. the present project is designed to run till June 2009. Such projects do not undergo any changes when the next UNDP MYFF comes into force.



## **PART 2 PROJECT RESULTS & RESOURCES FRAMEWORK**

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The intended impact of this Project Document is to set the basis, action plans and mobilize the resources for improving and modernizing key government services and implementing institutional and public administration reforms in key ministries/organizations. It aims at achieving slim and efficient, well organized, integrated, service oriented, and cost effective government organizations with social impact to increase the simplicity in the access to government services and improve transparency, especially for rural area residents. This should lead to better allocation of human and material resources.

### ***Output A: Improve government structures, services and interaction with citizens and businesses***

#### **A1. Preparation**

**A1.1:** Identify and confirm key government services and organizations which will be included in this project

Due to the high number of government services which need complete renovation and improvement, and due to the required administrative reforms in most ministries/government organizations, and due to the shortage of time and resources, it is important to select key services and organizations which are high in priority to entail immediate impact on citizens and businesses and to set various models for the remaining services and ministries.

**A1.2:** Establish the implementation team, the Steering Committee and the key staff team to counter part UNDP

Improving services and performing the administration reform and other improvement and modernization for the entire government is a difficult and lengthy task which requires special strategy and approach to simplify the process and to shorten the time required for implementing the reform. The establishment of qualified and specialized team (GSR Team) to undertake this massive task is the best way to carry out the work to ensure:

- The use of unified methodology, approach, tools, project and change management
- Production of similar deliverables to minimize the effort of future integration of procedures and services, and to establish same foundation for implementing e-Government environment
- Coordinated efforts, better time control and better resources management
- High level of quality control and monitoring
- Following same high standards in quality assurance, use of best practices, setting Key Performance Indicators, setting Key Success Factors and selecting proper resources

The GSR Team is divided into three levels:

**Level 1:**

Consists of the head of the team, senior directors, assistants and others, their main terms of reference are to:

- Manage the program
- Develop and maintain the bylaws
- Agree the methodology
- Establish the modernization units
- Set the indicators
- QA results of selected projects
- Report progress
- Help in resource selection
- Communicate with steering committees

**Level 2:**

Consists of local, regional and international Subject Matter Experts specialized in areas of administration reform. They will be recruited on short term, mid term and long term basis.

Their mission includes:

- Help selecting resources
- Train participants
- Set projects' charters
- Develop project plans
- Execute projects
- Manage projects
- QA deliverables
- Report progress
- Prepare training programs and material

**Level 3:**

Consists of Dynamic teams of university graduates, excelled employees, un-noticed performers, high scores of contests, qualified volunteers and internships in the areas of

Economy, Project management, Strategy, I C T, Policies and procedures, Social works, Legal and Organization structuring

**Team Preparations:**

The team will attend orientation training on the general topics such as; communication skills, time management, team work methodology, and standards and quality. Then they will attend career-specific training curriculum combined with on the job practical experience to build their capacity in key areas of reform. Level 3 will be designed to become tomorrow's leaders in various capacities and position of the government.

**Team Terms of Reference (TOR):**

- Assisting in activities within each task
- Assisting in preparing the deliverables
- Work closely with staff of the organizations to ensure proper implementation and transfer of knowledge
- Help in implementing the Change Management Plans specifically developed for the organizations
- Produce progress report for the completed work assigned to them

**Level 1** will be fixed throughout the phases of the project with possible addition to the assistants and others.

**Level 2** will be recruited based on need and type of assignment; they will be responsible for the implementation and the training of Level 3 staff to prepare them for their expected role, they may be moved around several organizations at the same time to increase efficiency and decrease cost.

**Level 3** is the most crucial in the reform concept, the number of team members will constantly growing depending on the number of organizations undergoing the reform and on the number of team members who decide to join the organizations they are assigned to work with for the reform. They are function of the Level 2 experts, who may utilize the Level 3 team in one or more organizations.

**A1.3:** Collect information to assess the current situation, the readiness for change and the qualifications of the human resources

- Collect information on the existing environment through interviews, workshops and documentations
- Assess the readiness for change and the qualification of current staff through questionnaires and interviews
- Categorize all information based on set criteria
- Perform additional research if needed
- Confirm the "AS IS" situation

**A1.4:** Identify the requirements for improving key citizens' services and administrative reform implementation in selected ministries/organizations (where applicable)

Since the government services are very poor and no serious attempts to improve them were realized, and since most organizations are not clear on what they really need with respect to modernization and reform, the requirements will be identified using the following approach:

- Perform Gap Analysis on the current situation "AS IS" against best practices taking into consideration practicality, readiness to change and human resources capabilities
- Map the needs for each service and possible reforms in each ministry to be reflected in a list or requirements
- Develop the vision for the "TO BE" environment

- Develop a list of the requirements which cover the gaps
- Confirm the requirements with the Ministry Steering Committees

The above approach will be applied in every area regardless what and where the area is. The following are the areas within the selected ministries/organizations, of which the requirements will be identified and confirmed prior to starting any reforms implementation:

#### **The Ministry of Interior**

- Improving services to citizens, businesses and other government agencies (e.g. civil records, criminal records, immigration and passport offices, etc.)
- Improving the image, logistics and citizens' interaction areas
- Improving Policies and procedures (Process improvement)
- Building Capacities of Human Resources and providing administrative development programs
- Developing Information and Communication Technology (Strategy and plans for implementation in 2007)
- Developing plans for best utilization and integration of the National ID Number with other public facilities and services

#### **The Ministry Industry**

- Improving the services provided to citizens and industrialists, and simplifying policies and procedures
- Improving the licensing process for industrial projects and facilities

#### **The Ministry of Economy and Trade**

- Improving services and facilities to help citizens and businesses in transactions and applications related to trade, licenses and potentially e-commerce, and providing administrative development programs to senior officials
- Finalizing the Electronic Commerce Regulations

#### **The Ministry of Technology and Communication**

- Supporting the E-Government initiatives
- Establishing a team for evaluating and making recommendations on the ICT infrastructure between the Central Bank and the other banks (public and private) with focus on communication, security, availability of data and expandability of environment and users

#### **The Ministry of Finance**

- Improving facilities and services available to citizens, businesses and other government agencies, and providing administrative development programs to senior officials
- Improving Tax Collection facilities and procedures

#### **The Ministry of Tourism**

- Improving services to citizens, tourism businesses and investors

- Building capacities and development of Human Resources, and providing administrative development programs
- Creating communication and awareness programs to help educating the public on the importance of tourism, dealing with tourists, preserving historic sites and monuments, improving the image of Syria, etc.

#### **The Exchange Commission**

- Developing mission statement, vision, strategy, high-level organization structure, and high-level roles and responsibility for the new Security and Exchange Commission

#### **The General Post Office**

- Developing the products and services of the GPO to meet international Post Organization standards
- Establishing partnerships with other government services to help improving the services offered to citizens and minimizing the interface to one stop window
- Improving qualifications of the staff and developing their service and administrative capacities to enable them of delivering highest quality service to citizens and businesses, and to advance their careers
- Organization Restructuring of the GPO and its subsidiaries, and help establishing new locations
- Improving the policies and procedures for higher efficiency and better service
- Establishing latest ICT infrastructure and implementing high-tech equipment to facilitate GPO's management and operations
- Developing marketing strategies and plans
- Re-establishing mail-delivery to homes and businesses

#### **The Ministry of Agriculture**

- Improving the Real Estate Register services and interaction with citizens
- Restructuring and modernizing the infrastructure related to the Real Estate
- Securing the records with appropriate Document Management System
- Building capacities and developing human resources, and providing administrative development programs for the Real Estate Records staff and management
- Interfacing Real Estate records with National Geographical Information System (GIS)

#### **The Ministry of Justice**

- Reviewing the organization structure, policies and procedures and making recommendations on the restructuring and process improvement
- Improving the judicial procedures and processes related to filing law suits and maintaining judgments' data
- Improving and modernizing the Power of Attorney service
- Making recommendations on best fit information technology infrastructure including hardware, databases, application software, system software, networks and communication to form one national network connecting all MOJ offices and courts in Syria
- Securing the records with appropriate Document Management System

- Building capacities and developing human resources, and providing administrative development programs

#### **The Ministry of Information**

- Improving services to citizens, businesses and other government agencies
- Building capacities and developing human resources, and providing administrative development programs
- Implementing advanced information technology within the ministry, its branches, and its affiliates

#### **The Ministry of Housing and Construction**

- Improving services and interaction with other government agencies
- Reviewing the organization structure, policies and procedures and making recommendations on the restructuring and process improvement
- Building capacities and developing human resources, and providing administrative development programs
- Implementing advanced information technology within the ministry, its branches, and its affiliates

#### **National Call Center and information number (311) (within the Ministry of Communication)**

Establishing a call center to help providing information on government core business, the various government agencies and services, the mean of accessing those services locally with least cost and effort and the follow up on applications and issues, the tasks will include:

- Assessing citizens demand for non-emergency services
- Documenting how demand is being handled today by government services
- Designing a call-based citizens service strategy that meets citizens requirements and leverages the new three-digit phone number, 3-1-1
- Designing an Internet-based citizens service strategy and Internet standards and guidelines
- Developing an integrated implementation plan for both citizens service channels (3-1-1 and the Internet)
- Developing communication and marketing plans

NOTE: Other donors will be regularly informed on project progress, in order to avoid overlap and contradiction with their project, as well as to foster possible joint activities

Other ministries/services, such as Education and Health, are not included at this stage in the project, because of the existing substantive support provided by other donors, notably the EU; however, upon successful implementation, issues of red tape in these ministries will be looked at.

#### **A1.5: Obtain approval on the Gap Analysis and on the envisioning of the "TO BE" environment**

- Complete the Gap Analysis Report containing analysis of the current situation in comparison with best practices, basic requirements and the recommendations for filling the gaps

- Obtain approval for the Gap Analysis to confirm the current situation and to conceptually agree the recommendations
- Using the approved Gap Analysis, develop the vision for the future "TO BE" environment including the strategy, the approach and high level plan to achieve the "TO BE" environment
- Obtain approval of the envisioning report to set the basis for developing project documents and detailed implementation plans

**A1.6:** Reverse engineering the selected key services into the governing structures and policies and procedures

In order to understand the government services and identify the roots of the bottlenecks and trouble areas, it is important to assess:

- The current process of each service
- The hierarchical structure within the organization to perform the service
- The followed procedures versus the written procedures
- The policies, regulations and flexibilities
- The resources currently performing the service
- The time frame for completion
- The information technology used to deliver the service, if any
- Other related services which impact the process of this service
- The indicators for measuring the above areas and the performance in completing the process of the service

Once this information is completed and analyzed, a picture for the flow of the service will be drawn in preparation for improving it and optimizing it taking into consideration other related services, resources and structures.

**A1.7:** Develop Project Document for each selected service and ministry/organization

One of the most important factors to succeed in implementing improvement, modernization and reforms is to have Project Document (Charter) with detailed action plan for each of the services and ministries/organizations covered by this project. The Project Document will ensure the full understanding of the work undertaken, the end result and the impact on each of the service and ministries/organizations undergoing the reforms. The following are the components of the charter which clearly:

- Define the objectives of the project (assignment)
- Define the "TO BE" environment
- Define the scope of work
- Define the outcome and expected impact of the project on citizens and government
- Define the relations with other ministries/organization concerned by the project
- Break down the assignment into categories then tasks within each category
- List the deliverables of each task
- Define the time frame for each task with clear milestones (comprehensive Action Plan)
- Define the qualifications required for performing each task

- Identify the resources who will undertake each task
- Present the project organization structure
- Define project teams' roles and responsibilities
- Define the project indicators (Key Performance Indicator, Success Factors, QA standards, etc.)
- Define the Change Management Strategy and Plan including:
  - Change Readiness Assessment
  - Stakeholders' Involvement
  - Training Strategy and Plan
  - Communication Strategy and Plan
- Design templates for the various reports, sign-off forms, issues log, change order, etc.
- Define Acceptance criteria

**A1.8: Reengineer the organizations' structures (where applicable)**

Reengineering the organization structures of selected ministries/organization will follow the steps of the methodology to ensure uniform approach and techniques in the reengineering process. The resulting deliverable is:

- Complete organization structure based on the functions of the ministry / organization
- Improved policies and procedures (process improvement)
- Improved human resources capacities and abilities
- Advanced IT infrastructure

***Objectives of output A1:***

- Establish a dynamic and flexible team to lead the implementation of the administration reforms and the improvement of policies and procedures and government services in key ministries/organizations
- Bring best practice concepts and high quality to the services offered by the government and to the way the government operates and integrate
- Set the vision, strategy and high-level plans for preparing the next generation of leaders in the various sectors through capacity building and practical training
- Assist selected government organizations in developing proper monitoring and follow up policies and procedures to ensure sustainable reforms and continuous improvement of quality of offered services and the way of delivery
- Get full understanding of the current situation to ensure proper evaluation against best practices, and to prepare pragmatic Gap Analysis and develop practical and effective vision of the future "TO BE" environment
- Identify the requirements for improving government services and administrative reform within key ministries/organizations



- Define the guiding principles by which the modernization and reforms objectives are achieved
- Ensure clear understanding of the results of the reforms implementation and the way the get there
- Activate the mechanism to monitor progress and follow up, record and resolve issues, manage resources and budget and ensure quality of deliverables
- Increase citizens, businesses and government employees awareness of the initiatives on economic and administrative reforms and the improvement of key government services

***Deliverables from output A1:***

- List of selected key government services and ministries/organizations which will be improved/reformed within the scope of work of this project
- Document on the establishment of the SMART Team containing; Statement of the mission, vision, values, strategy, structure, roles and responsibilities, qualifications, training needs assessment, training program, management and implementation methodologies, criteria for selecting team members and measuring performance and the bylaws of the team
- Roster of qualified employees in the selected organizations, in order to organize targeted service reform-related training
- Gap Analysis Report
- Envisioning Report (TO BE)
- Confirmed requirements report
- 5 Year High-Level Plan, and a detailed work plan for year 2006
- Inception Report on the completion of the phase of reforms implementation
- Detailed Project Document for each key service and ministry/organization covered by this Project
- Progress Reports

***Results (impact) expected from output A1:***

Identifying key services and ministries/organizations for improvement and administrative reforms in a short period of time, and initiating quick fixes and plans for this major reforms project will have great impact on the citizens, businesses and government employees. However, this massive assignment requires great deal of preparation, as listed earlier in output A. Therefore, the concept of creating specialized team to implement the reforms and help in creating ready-to-use management personnel brings big benefits to citizens and government organizations in term of:

- Time saving in improving services and implementing the administrative reforms
- Cost and effort reduction through using, in many cases, same methodology and common deliverables except for the varied core business of the various organizations

- Modernization of services, policies and procedures to become more practical and effective
- Citizens better understanding of where the government is and where it is planning to go
- Set the foundation for a common administration reforms implementation within all government organizations utilizing local expertise and staff
- Set the basis for a comprehensive Change Management program

## **A2: Implementation**

### **A2.1: Design solutions to optimize the services, the structures, the policies & procedures and the technology**

Some key government services provided to citizens and businesses require more than quick fixes to be improved. These services require clear understanding of their history, the mechanism of delivering the service, and the structure behind it. These services require deeper analysis to get to their roots and their relationships with other services. These types of services require full reengineering and design of custom made solutions to enforce the improvement; the solutions may be part of the administrative reforms planned for the ministry/organization in charge of those services.

Adding technology to the solutions will be carefully analyzed and considered for improving the services, the communication, the human resources capacity, the citizens' satisfaction and the optimization of the services.

### **A2.2: Prioritize the services the government provide to citizens and businesses**

Careful analysis and evaluation of the citizens/businesses demands, the services included in this project will be prioritized for implementation based on their importance and need, and on the impact they will leave with the citizens and businesses in terms of cost, time, and effort.

### **A2.3: Develop quick fixes to selected services to produce immediate impact on citizens and businesses**

Developing quick fixes for selected key services of the government will help citizens and businesses realize the importance of the administration reform and the elimination of government bureaucracy and corruption. This will subsequently gain the trust and support of the citizens toward the reforms initiatives of the government. Further work on the fixed services will take place at a later stage to optimize those services. However, many services will require more than quick fixes due to their complexity and deep rooted problems such as; inadequate logistics, unqualified resources, negligence, bad management, corruption, etc,. Those services require more analysis and planning to identify the cause of problems and poor service and design appropriate solutions.

**A2.4: Implement the improved structures, services and related policies and procedures**

Once the designs of solutions are approved, the implementation of the improved services and related policies and procedures will commence. This may include one or more of the following:

- Moving to new facilities
- Stream lining resource and stops
- Following new procedure and policies
- Extensive training to staff
- Monitoring progress and reporting discrepancies
- Establish communication with citizens, businesses and other government organizations
- Test the results against set performance and success indicators

**A2.5: Train staff on the improved and new services as per the set training strategy and plan**

One of the most important success factors in similar projects is the delivery of proper, effective and practical training to all stakeholders related to the work in progress. The training is a major tool for building employees capacity to perform their roles and responsibilities in best manner and highest level of quality and professionalism.

Each improved service will have its own training strategy on new introduced processes and procedures with detailed training plan to deliver most effective capacity building of staff.

**A2.6: Obtain approvals and sign-offs on the completed work and hand over ownership/responsibility to respective ministries organizations**

The tasks of this project will be considered completed when the indicators for performance, the quality, the user satisfaction and the deliverables are all agreed by the target client and signed-off to confirm acceptance. Then a proper and formal hand over of the ownership and responsibility of the completed tasks will be performed as per the agreed project document.

**A2.7: Utilize the Change Management strategy and plan to simplify the implementation process**

- Execute the Communication Plan set for every ministry, this includes messages to various audiences to help in managing the transition
- Involve the stake holders in every aspect of the implementation
- Develop detailed training plans based on the training strategy in the Reforms Action Plan document
- Establish the basis for a common performance appraisal for all the selected ministries, in order to a biased and incoherent system

**Objectives of output A2:**

- Clearly specify the improvements and modernization which will take place for selected key government services after prioritize the starting time due to their importance
- Reflect the efforts the government is putting for the administrative reforms and service improvement in form of fast and visible results
- Set the stage for wider administration reform to take place in parallel with the improvement of key government services while giving clear understanding of the results and positive impact the administrative reform will yield
- Initiate the capacity building of government employees starting from simple key services to complex services to complete administration reform

**Deliverables from output A2:**

- Designs of solutions to optimize services, organizational structures, policies and procedures, information technology and relative training
- Improved key services including image, interaction with citizens and businesses, quality of service, responsiveness, assistance, speed, follow up and information
- Progress reports

**Results (impact) expected from output A2:**

Delivering quick fixes for selected key services of the government will help citizens and businesses realize the importance of the administration reform and the elimination of government bureaucracy and corruption. This will subsequently gain the trust and support of the citizens toward the reforms initiatives of the government. Further work on the fixed services will take place at a later stage to optimize those services. However, many services will require more than quick fixes due to their complexity and deep rooted problems such as; inadequate logistics, unqualified resources, negligence, bad management, corruption, etc,. Those services require more analysis and planning to identify the cause of problems and poor service and design appropriate solutions.

- Visible improvement to the government services, and attitude and efficiency of employees
- Development of human resources capacity and ability to work more efficiently, effectively and promptly, and to have the skills of interacting with citizens and businesses
- Establishment of pilots and building of database for lessons learned to use in later service improvement and administrative reforms
- Citizens satisfaction for saving money, time and effort in getting their service from the government
- Increased awareness and trust in public services delivery among citizens and businesses
- Management structures in government will improve when using GSR team as shown below:



**Fig. 5 Changing the Common Structure**

**Output B: Create Project Development Facility**

**B1: Mobilize UNDP staff for the Unit**

- Develop criteria to select qualified people who have the necessary skills to develop Preparatory Assistance projects' documents
- Prepare the logistics for the team
- mobilize the required resources

**B2: Assess needs for reforms to establish priority**

- Maintain continuous outlook for potential reforms projects in new or existing ministries / organizations
- Prioritize projects based on importance, staff availability and budgets

**B3: Discuss and agree reforms concept and strategy with key stakeholders**

- Identify the stakeholders of the potential candidate
- Present the concept and reform strategy to the stakeholders and key beneficiaries
- Present the PA project concept and mechanism of activating the UNDP assistance
- Obtain approval and commitment to budget

**B4: Develop project documents for each ministry/organization separately**

Develop the Preparatory Assistance project document for each individual candidate describing the terms of references of the project, the output, the resources and work plan

**B5: Obtain approvals and initiate the projects**

The Approval of the PA document prepared for the project will initiate the project

**B6: Monitor all reforms projects performed by UNDP and/or other party**

Monitoring the reforms projects from centralized facility provide better control and follow up, and it helps identifying new areas for reforms and assistance. This concept may be used not only for the UNDP projects, it can be used with any other reforms project which needs coordination with other projects and needs proper monitoring and controls.

**Results (impact) expected from output B:**

- Additional areas in government services and administration reforms assessed, Preparatory Assistance documents and/or Project Documents prepared, work plans developed and change order signed to initiate implementations
- Practical experience in implementing reforms gained from the early implementation will be utilized in later projects/assignments
- Set the grounds for the remaining ministries / organizations

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### **PART 3 MANAGEMENT ARRANGEMENTS**

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The project will be executed by the State Planning Commission (SPC) under the agreement with the UNDP and is planned to run for five years commencing December 2005 and ending December 2010. SPC will provide office space for the project with the following specification:

- UNDP logo is clearly marking the space
- Comfortable and secured space to accommodate 16 – 20 people (5 – 6 rooms)
- 2 conference rooms
- Internet and telephone connections with international access
- Basic furniture including desks, filing cabinets with locks, book shelves, conference tables, comfortable chairs and sofas
- Kitchen appliances
- Parking space for at least 2 vehicles

However, any replacement of furniture and equipment will be done by the project as part of the project execution. For operations in the various areas including remote and rural areas, the project will require at least two 4x4 vehicles plus two regular vehicles to manage and monitor various activities.

The project will operate in accordance with UNDP regulations, including those for procurement and accounting. The National Project Director's selection will be an international expert with ALD contract in accordance with UNDP's principles of transparency and openness, giving full and equal opportunities to all candidates. Selection should be made on a competitive basis with paramount consideration to efficiency, competence and integrity. Selection should also be made by consensus between the Government and UNDP and at least one UNDP staff

member should be present on the interview panel. The TORs for all staff should clearly identify the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. There will be annual assessment of the performance of the Project Director and the Output Manager, against criteria specified at the commencement of their contracts.

The Project Director will be responsible for the overall management of the projects and will nominate to UNDP & SPC a Team Leader/Project Manager for each of the projects within the program and these persons will oversee the day-to-day operations of activities required to produce the project deliverables as per Project Document. Terms of reference for the Project Director and Output Managers are attached.

The project will have a four months inception period for setting the basis and foundation for successful implementation of the project objectives. The inception period will also be used to:

- Refine the Terms of Reference of the different positions
- Update the Project Operating Plan
- Produce Annual Work Plan with detailed breakdown of budget
- Develop selections' criteria, quality standards and key performance indicators
- Develop the methodology, the approach and the various forms and templates
- Establish the core management team of the project

### ***Steering Committee***

This Committee has overall oversight of the project's strategic objectives. The Steering Committee must approve each year's annual work plan and any variations that alter the Project Outputs or overall budget figure (variations to indicative activities and lower levels in the work plans can be made by the Ministry Reforms Executive Committee). The Steering Committee will meet annually in January (or more frequently if necessary) and will be composed of:

Chairman: Deputy Minister for Economic Affairs

- UNDP Representative
- Representative from each ministry/organization
- SPC Representative

Ex officio: The Project Director

- Output Managers
- Other persons relevant to the agenda.

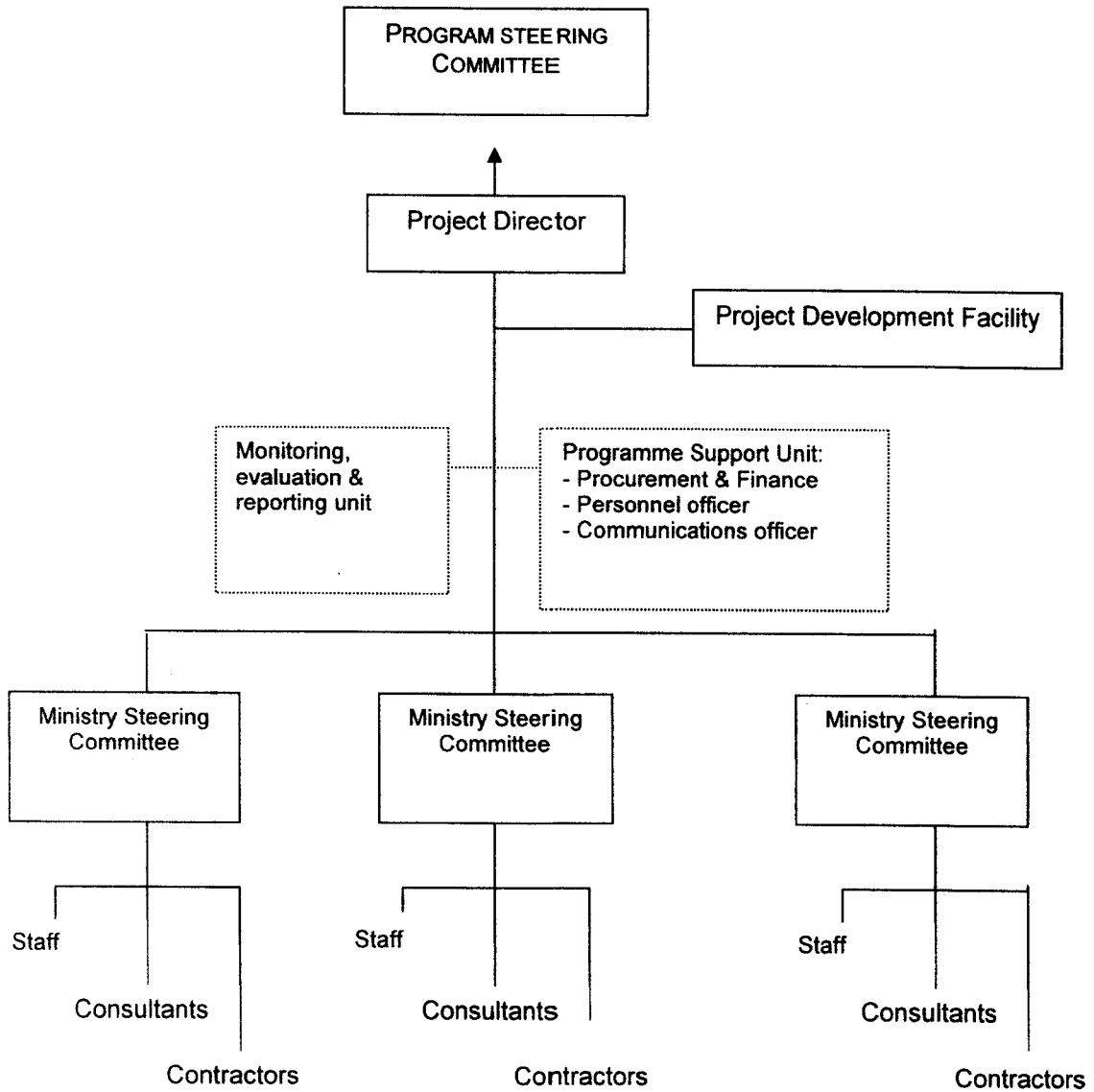
Minutes: The Programme Director will act as secretariat for the committee, being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.

### ***Ministry Reforms Executive Committee:***

This Committee is responsible for approving quarterly work plans (including variation up to the level of Indicative Activities) and budget line changes within activities. The Ministry Reforms Executive Committee will meet at least every quarter and will be composed of:

- UNDP Representative
- Representative from each ministry/organization
- The Project Director
- Output Managers

The Programme Director will act as secretariat for the committee.



**Fig.6 Project Organization Structure**



### ***Project Staff (Project Management Unit – PMU)***

The Project will have, at a minimum the following full time staff:

- Monitoring & evaluation staff (to advise individual activity managers on project reporting requirements and follow up on their work and collate into quarterly and annual reports for UNDP; coordinate preparation of evaluations and Joint Ministry Steering Committee meeting presentations and minutes)
- Procurement & finance (to carry out these functions in accordance with UNDP regulations)
- Personnel (to prepare Terms of Reference for Short Term Assistance contracts and job descriptions for monthly contracts, and act as liaison between persons hired by the project and the finance department).
- Communications officer (to update UNDP website and published materials about this project and its activities; to liaise between SPC staff and UNDP on matters that fall outside the purview of the other Project Management Unit staff).

### ***Monitoring & Evaluation:***

Project monitoring by the PMU monitoring staff will be through comparing quarterly reports against the detailed work plans and annual progress reports, which should be explicitly related to the annual work plan. These Quarterly Reports will be presented to the Steering Committee Meetings. Other sources of information for monitoring are the minutes of the Steering Committee meetings as are presentations prepared for the Steering Committees. These presentations provide the basis for macro-level internal project evaluation. External evaluations will be conducted at mid project and at the end of the project by external consultants.

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## **PART 4 LEGAL CONTEXT**

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This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Syrian Arab Republic (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 agreement.

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

- Revisions in, or additions of, any of the annexes of the project document; and
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are necessitated by the rearrangement of inputs already agreed to, or by cost increases due to inflation; and mandatory annual revisions, which re-phase the

delivery of agreed project inputs or expert or other costs due to inflation or take into account expenditure flexibility.

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## PART 5 BUDGET

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The preliminary budget for the project (in US dollars):

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>UNDP</b>	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Line ministries</b>	0	3,650,000	2,275,000	2,275,000	800,000	9,000,000
<b>SPC</b>	300,000	200,000	200,000	200,000	100,000	1,000,000
<b>Total</b>	500,000	4,050,000	2,675,000	2,675,000	1,100,000	11,000,000

**Important Notes:**

Detailed budget for each project will be specified in the relative Project Document after defining the precise scope of work, deliverables, time frame, resources required to perform the tasks, logistics and supporting tools and equipment. Therefore, additional funds may be required to perform the tasks of the project as per scope of work. In such case, official request will be issued supported by needed information and justifications.

The estimated budget does not include:

- Re-engineering or restructuring or establishing new structures of the ministries/organizations responsible for the services included in this project
- Hardware, system software, application software, networks, communication equipment for the services included in this project
- Professional services for the implementation of the reengineered structures or technology

**Implementation Support Service (ISS)**

ISS costs will be recovered and charged the same budget line as the project input itself, based on the universal price list.

The budget includes 5% Facilities & Administration to UNDP.

**Schedule of Payment (initial estimates):**

The following is the suggested distribution of project budget based on initial estimates for the scope of work of this project per ministry:

Ministry/Organization	Amount in US \$	Month of payment	2006	2007	2008	2009	2010
The Ministry of Interior	1,500,000	January:		125,000	125,000	125,000	125,000
		April:		125,000	125,000	125,000	125,000
		October:		125,000	125,000	125,000	125,000
The Ministry of Industry	500,000	January:		125,000		125,000	
		April:			125,000		
		October:		125,000		125,000	
The Ministry of Economy and Trade	500,000	January:		125,000		125,000	
		April:			125,000		
		October:		125,000		125,000	
The Ministry of Technology and Communication	250,000	January:		125,000			
		April:					
		October:		125,000			
The Ministry of Finance	500,000	January:		125,000		125,000	
		April:			125,000		
		October:		125,000		125,000	
The Ministry of Tourism	250,000	January:		125,000			
		April:					
		October:		125,000			
The Ministry of Justice	1,250,000	January:		125,000	125,000	125,000	125,000
		April:		125,000	125,000	125,000	125,000
		October:		125,000	125,000	125,000	125,000
The Exchange Commission	500,000	January:		125,000		125,000	
		April:			125,000		
		October:		125,000		125,000	

Ministry/Organization	Amount in US \$	Month of payment	2006	2007	2008	2009	2010
General Post Office	1,000,000	January:		100,000	100,000	100,000	100,000
		April:		100,000	100,000	100,000	
		October:		100,000	100,000	100,000	
The Ministry of Agriculture	1,000,000	January:		100,000	100,000	100,000	100,000
		April:		100,000	100,000	100,000	
		October:		100,000	100,000	100,000	
National Call Center	1,000,000	January:		100,000	100,000	100,000	100,000
		April:		100,000	100,000	100,000	
		October:		100,000	100,000	100,000	
Ministry of Information	250,000	January:		125,000			
		April:		125,000			
		October:		125,000			
Ministry of Housing and Construction	500,000	January:		125,000		125,000	
		April:			125,000		
		October:		125,000			
SPC	1,000,000	January:	300,000	100,000	100,000	100,000	50,000
		April:		50,000	50,000	50,000	50,000
		October:		50,000	50,000	50,000	
<b>Total (US Dollars)</b>	<b>10,000,000</b>		<b>3,850,000</b>	<b>2,475,000</b>	<b>2,475,000</b>	<b>2,475,000</b>	<b>900,000</b>

Note: Contribution will be allowed to be paid in local currency up to 50% of the total contribution.



Output A1: Improved Government Services interactions with Citizen and Business Preparation

GSR  
Project Operation Plan  
2006-2010

Output	Indicator	2006 (four months)	2006	2007	2008	2009	2010	\$
A	Improve government services and interaction with citizens and businesses							9,700,000
A.1	Preparation							3800000
A1.1	Identify and confirm the government services and organizations which will be included in the program with strategy and high-level plans to include the remaining services	Develop selection criteria, overview List of Services, identify target services, and confirm with stakeholders	Update priorities based on results of reform activities and modernization of the selected services	(No further activities)	(No further activities)	(No further activities)	(No further activities)	100,000
A1.2	Establish the implementation teams, the Steering Committees and key staff team to counter part UNDP	Set selection criteria for the various types of expertise required on both sides and define the steering committee qualifications and background	Mobilize teams, conduct orientation and subject-specific training, define roles and responsibilities and distribute assignments	Additional resources are mobilized as work progresses and need arises, same mobilization procedure as last year	Additional resources are mobilized as work progresses and need arises, same mobilization procedure as last year	Additional resources are mobilized as work progresses and need arises, same mobilization procedure as last year	(No further activities)	400,000
A1.3	Collect information to assess the current situation, the readiness for change and the qualifications of the human resources	Develop form, templates and questionnaires to collect necessary information and to assess current situation	Collect and analyze information, categorize resources and set priorities, establish a database of selected qualifications	Update information and categorization of resources and qualifications	(No further activities)	(No further activities)	(No further activities)	900,000
A1.4	Identify the requirements for improving selected citizens' services	Analyze readiness and generate high-level list of requirements	Generate detailed lists of requirements for each of the selected services	Update lists of requirements based on outcome of the various activities, and additional services added by the Project Development Facility	Update lists of requirements based on outcome of the various activities, and additional services added by the Project Development Facility	Update lists of requirements based on outcome of the various activities, and additional services added by the Project Development Facility	Update lists of requirements based on outcome of the various activities, and additional services added by the Project Development Facility	600,000

Output A1: Improved Government Services interactions with Citizen and Business Preparation

Output	Indicator	2006 (four months)	2006	2007	2008	2009	2010	\$
A1.5	Signed-off Gap Analysis and Envisioning Reports	Develop the criteria for the analysis and the vision	Develop the Gap Analysis Report and the Envisioning Report and obtain approvals of the stakeholders	Develop the Gap Analysis Report and the Envisioning Report for newly added services (if any), then obtain needed approvals	Develop the Gap Analysis Report and the Envisioning Report for newly added services (if any), then obtain needed approvals	Develop the Gap Analysis Report and the Envisioning Report for newly added services (if any), then obtain needed approvals	Develop the Gap Analysis Report and the Envisioning Report for newly added services (if any), then obtain needed approvals	200,000
A1.6	Full description of the processes used in delivering the services supported by diagrams of related organization structure and workflow	define the methodology and approach by which the task will be executed	Reverse engineer every service in the program starting with high priority and/or the quick fix services	Complete the reverse engineering of the services and develop plans to improve the services' structure, process and resources	Complete the reverse engineering of the services and develop plans to improve the services' structure, process and resources	(No further action unless required by specific demands)	(No further action unless required by specific demands)	500,000
A1.7	Detailed project document for each project included in the government services reform and modernization program	Develop the inception Report, discuss with stakeholders	Approve Inception Report and start producing the detailed project document for each project	Complete the project documents as per set criteria, then sign the Project Documents to indicate acceptance of the beneficiary	Develop project documents for added services as per set criteria, then sign the Project Documents to indicate acceptance of the beneficiary	Develop project documents for added services as per set criteria, then sign the Project Documents to indicate acceptance of the beneficiary	Develop project documents for added services as per set criteria, then sign the Project Documents to indicate acceptance of the beneficiary	600,000
A1.8	Analysis reports and recommendations for selected organizations for restructuring and process improvement for selected organizations	define the methodology, the approach, the TOR and the criteria for the required specialized resources to undertake this task	Review selected structures and follow the set methodology after delivering appropriate training, make necessary recommendations, Tender the implementation of the selected services	Repeat activities of 2006 as needed, include supervising and monitoring the implementations, delivering progress reports, and handing over results	Repeat activities of 2006 as needed, include supervising and monitoring the implementations, delivering progress reports, and handing over results	Repeat activities of 2006 as needed, include supervising and monitoring the implementations, delivering progress reports, and handing over results	Repeat activities of 2006 as needed, include supervising and monitoring the implementations, delivering progress reports, and handing over results	500,000
<b>TOTALS</b>								<b>3,800,000</b>

**Output A2: Improved Government Services Interactions with Citizen and Business Implementation**

GSR  
Project Operation Plan  
2006-2010

Output	Indicator	2006 (four months)	2006	2007	2008	2009	2010	\$
<b>A</b> <b>Improve government services and interaction with citizens and businesses</b>								<b>9,700,000</b>
<b>A 2</b> <b>Implementation</b>								<b>5,900,000</b>
A2.1 Design Solutions to optimize the services, the structures, the policies & procedures and the technology	Documented detailed solutions customized for each service with related efficient structure, policies and procedures and best fit technology	No activities	Design customized solutions for each services taking into consideration best organization structure and improved policies and procedures which best support the new environment	Complete the designs of the solutions and apply necessary changes	Refine the solutions and measure success, efficiency and impact based on set quality criteria and performance indicators	Optimize services and related activities and technology	closure	1,300,000
A2.2 Prioritize the services the government provide to citizens and businesses	Priority list for the various services covered by the government services reform and modernization program	Set preliminary priority list of government services which need immediate attention	Finalize the priority list and develop high level plans	(No further activities)	(No further activities)	(No further activities)	(No further activities)	100,000
A2.3 Develop quick fixes to selected services to produce immediate impact	Solutions for selected services which can be fixed in shortest time and least cost, and show high impact on citizens and businesses	No activities	select key services which can apply quick fixes within short timeframe, design solutions, set the logistics and resources, commence the implementation	Finalize quick fixes and measure impact of services on services' providers and citizens	Refine the services, define additional improvement and measurements	Implement additional improvement (if applicable) otherwise, No further activities	Implement additional improvement (if applicable) otherwise, No further activities	1,500,000
A2.4 Implement the improved services and related policies and procedures, and structures (where applicable)	Solutions implemented based on set time frame and delivery criteria as per project documents	No activities	Set Key Performance Indicators, finalize Implementation Plans, implement Performance Measurement system, support transition infrastructure, plan workforce adjustments logistics	Implement new process/solution design, Transition, make structure changes	Implement new process/solution design, Transition, make structure changes, evaluate performance of changed services	Implement new process/solution design, Transition, make structure changes, evaluate performance of changed services, prepare and launch	Implement new process/solution design, Transition, make structure changes, evaluate performance of changed services, prepare and	1,000,000



GSR  
Project Operation Plan  
2006-2010

Output A2: Improved Government Services interactions with Citizen and Business Implementation

Output	Indicator	2006 (four months)	2006	2007	2008	2009	2010	\$
A2.5	Training conducted on the various levels	No activities	Prepare TORs for staff; Prepare RFP for the training (IT - Customer Service)	Evaluate and Select appropriate candidates; Evaluate tenders and proposals, start the training plan in different governmental authorities for front line, second line, ... as per the Change Management Plan	Train and develop the staff according to the training strategy and plans	Train and develop the staff according to the training strategy and plans	Train and develop the staff according to the training strategy and plans	1,800,000
A2.6	Acceptance and sign-off of the deliverables	No activities	Acceptance and sign-off of the deliverables after performing required testing, evaluation and quality assurance	Acceptance and sign-off of the deliverables after performing required testing, evaluation and quality assurance	Acceptance and sign-off of the deliverables after performing required testing, evaluation and quality assurance	Acceptance and sign-off of the deliverables after performing required testing, evaluation and quality assurance	Acceptance and sign-off of the deliverables after performing required testing, evaluation and quality assurance	100,000
A2.7	Change management plan implemented in parallel with all tasks of the program	Develop high-level communication plan	Perform Change readiness evaluation, develop stakeholders involvement plan, implement communication plan (after details), develop training strategy and plans	Implement Change Management plan	Implement Change Management plan	Implement Change Management plan	Implement Change Management plan	100,000
<b>TOTALS</b>								<b>5,900,000</b>

Output B: Project Development Facility

Output	Indicator	2006 (four months)	2006	2007	2008	2009	2010	\$
<b>B</b>	<b>Create Project Development Facility</b>							<b>1,300,000</b>
B1	Mobilize UNDP staff for the Unit Experienced UNDP team selected and assigned to set the criteria for Project Development activities	No activities	Set selection criteria for the various types of expertise needed for the project development activities	Mobilize teams, conduct orientation and subject-specific training, define roles and responsibilities and distribute assignments	Team progress evaluations and upgrading on need basis	Team progress evaluations and upgrading on need basis	Team progress evaluations and upgrading on need basis	100,000
B2	Assess needs for reforms to establish priority Priority list for the services to be added to the program and the time frame	No activities	develop criteria, indicators and methodology by which the projects will be evaluated and selected for inclusion in the program	collection of information on the government services and administration situation which require reforms and modernization to assess and develop priority lists and plans	collection of information on the government services and administration situation which require reforms and modernization to assess and develop priority lists and plans	collection of information on the government services and administration situation which require reforms and modernization to assess and develop priority lists and plans	collection of information on the government services and administration situation which require reforms and modernization to assess and develop priority lists and plans	100,000
B3	Discuss and agree reforms concept and strategy with key stakeholders On-going process to identify and agree reform projects	No activities	In line with information collection and assessment, reforms and modernization concepts and strategy will be discussed with all levels of stakeholders to identify and agree the candidate projects (2006-2010)	Recommendation for streamlining the existing services, processes and structures (change the rules and regulation to match the recommendations) (2006-2010)	same	same	same	200,000
B4	Develop project documents for each ministry/organization separately Detailed project document for each project to be included in the government services reform and modernization program	No activities	Detailed project document for each project included in the government services reform and modernization program	Detailed project document for each project included in the government services reform and modernization program	Detailed project document for each project included in the government services reform and modernization program	Detailed project document for each project included in the government services reform and modernization program	Detailed project document for each project included in the government services reform and modernization program	300,000
B5	Obtain approvals and initiate the projects Approvals obtained for new projects to be included in the reform program	No activities	Obtain approval on project documents, budgets, resources and timeframe of completion for every candidate project	Obtain approval on project documents, budgets, resources and timeframe of completion for every candidate project	Obtain approval on project documents, budgets, resources and timeframe of completion for every candidate project	Obtain approval on project documents, budgets, resources and timeframe of completion for every candidate project	Obtain approval on project documents, budgets, resources and timeframe of completion for every candidate project	100,000
B6	Monitor all reforms projects performed by UNDP and/or other party On-going process to monitor and coordinate activities of UNDP projects in Syria in relation to the over all reforms program	Set quality criteria, performance indicators and progress reporting format, issues escalation, and monitoring and follow up procedures	Monitor, follow up and report progress based on set indicators	Monitor, follow up and report progress based on set indicators	Monitor, follow up and report progress based on set indicators	Monitor, follow up and report progress based on set indicators	Monitor, follow up and report progress based on set indicators	500,000
<b>TOTALS</b>								<b>1,300,000</b>

## Attachments

***The National Program Director***

**A. Job Title:**

National Program Director (International Contract based on UNDP Appointment of Limited Duration pay schedule and benefits)

**B. Duty Station:** Syria

**C. Project Reference:**

SPC / UNDP project SYR/05/023

**D. Duration of Employment:**

One Year, to be renewed based on mutual agreement

**E. Organizational Setting:**

The candidate shall work as National Program Director to provide support to the SPC/UNDP projects which aims to a better access to government services, improved responsiveness to feedback, and better management of resources.

**F. Job Content:**

**I. Responsibilities:**

**1) Management:**

- a) Assume operational management of the project in consistency with the project document and UNDP rules and regulations including policies and procedures for nationally executed projects;
- b) Manage project staff;
- c) Ensure that UNDP rules and regulations are implemented in all projects' activities, procurement and recruitment cases and others;
- d) Participate in all project meetings and annual reviews;
- e) Liaise with UNDP programme officer on daily/weekly basis to ensure proper monitoring and realizing results;
- f) Support resource mobilization efforts to increase resources in cases where additional outputs are required;
- g) Support to media/communications work of the project;
- h) Ensure that UNDP is invited to all stake holder meetings.

**2) Technical & administrative responsibilities :**

- a) Assume overall responsibility for the successful execution and implementation of the project towards achieving the outputs.
- b) Prepare annual and detailed quarterly work plans;
- c) Obtain approval on quarterly work plan during its preparation from UNDP and present the final work plan to the Project Steering Committee for approval.
- d) Plan and arrange, in consultation with UNDP, the procurement of project services in line with laid out process;
- e) Share with UNDP draft document and outputs for comments, as well as final products.
- f) Assume operational management of the project in consistency with the project document and policies and procedures for nationally executed projects.
- g) Effectively liaise with various stakeholders (academic, media, government, donors, etc).
- h) Ensure the adherence of project activities to the approved project work plan.
- i) Supervise the work of project team, consultants, personnel and sub-contractors.
- j) Ensure the proper use of project resources.
- k) Serve as a focal point for coordination of the project activities with UNDP, the Government and other partners.
- l) Ensure that Government inputs for the project are available.
- m) Ensure that the required work plan is prepared and updated in consultation and agreement with UNDP and distributed to the Government (Counterpart Ministry) .

- n) Initiate and administer the mobilization of project inputs under the responsibility of the Executing Agency.
- o) Identify and locate the various sets of expertise needed to move the project along.
- p) Manage the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project.
- q) Arrange, in consultation with UNDP, the recruitment of project professional and support staff in line with laid out recruitment process.
- r) Represent the National executing agency at project and annual reviews.
- s) Lead efforts to build partnerships for the support of outcomes indicated in the project document.
- t) Support resource mobilization efforts to increase resources in cases where additional outputs and outcomes are required.
- u) Preparation of funding proposals.
- v) Prepare the required quarterly progress, as scheduled, for reporting to UNDP, and liaises with UNDP staff to organize the annual review, evaluation missions and project visits.
- w) Preparation of papers for the project steering committee.
- x) Develop mechanisms for updating stakeholders on progress of project.

### 3) 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.

### 4) Reporting

- a) Prepare draft technical and other documents as required including the reporting on the following requirements:
  - Monthly and quarterly technical reports of progress on project activities and financial statements of expenditure for the project.
  - Annual project reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats.
  - Final financial report at the end of the project.
  - Technical, policy and briefing papers as requested by UNDP and the executing agency.
  - Any documents needed for the TPR meeting.

### 5) 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 and other partners on behalf of the project;
- c) Ensure that the Government inputs for the project are available;
- d) Lead efforts to build partnerships for the support of outputs indicated in the project document;
- e) Any other business as required.

**II. Reporting Line:** - Contractually to the UNDP Resident Representative.  
- Technically to the executing agency and UNDP (Steering Committee).

**III. Evaluation:** Renewal of contract will be based on satisfactory midterm and final performance evaluation by UNDP and the executing agency.

**IV. Qualification and Experience:**

The candidate must have a degree in Engineering or Information Technology with minimum 15 years of experience in a relevant field.

- Specific experience with UNDP and knowledge of its procedures is a plus.
- Solid ability to exercise judgment and discretion in dealing with sensitive matters.
- Ability to monitor multiple projects effectively.

## Project Manager

**Project Output Name:** Improvement of Key Government Services and Institutional and Public Administration Reforms

**Duration:** 1 year

**Duty station:** Syria

### **Duties and responsibilities**

Under the full supervision and monitoring of the National program director, the project manager is responsible for obtaining the output as outlined in the project document through the implementation of the project activities.

1. Investigate & report on (i) service delivery options that are accessible to all citizens (ii) prepare standards & guidelines for the service (iii) recommendations for legal & administrative change
2. Implement improvement of structures of organizations (where applicable)
3. Improve services offered to citizens and businesses and enhance service delivery quality including the creation of a complaints mechanism linked to governmental organizations (on line & other methods)
4. Public awareness campaign regarding the improved services, their delivery methods & locations, and the complaints mechanism
5. Institutional Direct Support, including to develop human resource plan for sustainability, hire & train appropriate staff

### **Qualifications:**

1. A minimum of 10 years proven practical experience in management of reforms projects. Priority will be given to those with proven experience in similar projects with preference to projects related the business process reengineering, training, Human Resources development and management, and information technology implementation
2. A B.Sc. degree in humanity or social sciences.
3. Extensive experience with training courses.
4. Good command of written and spoken Arabic and English.