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

UNDAF Outcome(s)/Indicator(s):

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

Expected Outcome(s)/Indicator (s):

MYFF-Goal 2: Fostering Democratic Governance
 Service line 2.7: Public Administrative Reform: (public administrative reform efficient, effective and responsive services)

Expected Output(s)/Annual Target:

Institutional capacity building to improve postal services to increase its revenues, regulate the role of the domestic private enterprises to reflect on poverty reduction goals and job creation

Implementing partner:

Ministry of Communication & Technology -
 National Post Authority

Other partners:

State Planning Commission

Programme Period: 2007-2011
 Programme Component: Public Administrative Reform
 Intervention Title: "IP to the Modernization of Syrian post authority service"
 Project ID: SYR/05/020
 Budget Code:
 Duration: 6 months from Jan 2007
 Mangement Arrangement: NEX

Budget : US\$ 242,000
 General Management Support Fee US\$ 8,350
 Total budget: US\$ 250,350
 Allocated resources:
 • National Post Authority/ Min of Com & Tech US\$ 175,350
 • UNDP/ Regular US\$ 75,000
 Others

Agreed by:

H.E. Mr. Abdallah Dardari
 Deputy Prime Minister for Economic Affairs
 On behalf of the Syrian Government and the State Planning Commission



Date :

H.E. Dr. Amr Salem
 Minister of Communication & Technology

Date :

Mr. Ahmad Saad
 Director General of National Post Authority
 On behalf of the Implementing Partner

Date :



4/12/06

Mr. Ali Al-Zakari
 UNDP Resident Representative

Date:

This IP document is part of the overall collaboration between UNDP and the Syrian Government- Ministry of Communication & Technology estimated in the amount of US\$ 17,000,000.- for modernization of the Post authority.
 *The UN exchange rate prevailing at the signature date of the project is US\$ 1= SP 53.55

Initiation Plan

1) Plan Description

This initiation plan is a step to arrange all necessary studies and surveys for the preparation of a UNDP Project Document which aims at supporting the Syrian Government in the reform and modernization of the Syrian Post authority Services. The main objective of the project is to enhance the institutional capacities of the Post authority it into a profitable institute.

1-1) Situation Analysis

<Postal services within the global context>

Post authorities around the world are currently undergoing rapid and significant changes. This transformational process is being driven by different factors:

- Changes in the demand for postal services to encompass different forms of communication, transportation and delivery support, financial and other related services.
- The reform and liberalization of markets and globalization of exchanges in goods and services, including increased competition and the introduction of private sector participation in areas that had until recently been public sector monopolies;
- Changes in technology, including alternative means of communication, such as fax and email, but also e-commerce and e-government through the Internet.

These drivers for change have resulted in post authorities that are diversifying their product portfolios and beginning to offer innovative services that capitalize on postal agencies' traditional mailing role, extensive branch network, and their reputation as a public entity.

The changing postal environment presents enormous challenges for traditional postal businesses, but it also creates a vast array of new business options and opportunities. A modern, market-oriented postal entity can take advantage of this huge potential. At the same time, a well-managed postal system can provide an enabling infrastructure for new industries such as direct marketing and mail order business. In combination with postal financial services, the posts also are in a unique position to provide the solutions that are needed to stimulate new commercial activities including integrated logistics or distance commerce.

Postal organizations must adapt to changing postal markets to meet new demands and enhance their competitive strengths. There have been different responses to the new postal market environment and the successful ones seem to have several key factors in

common. To successfully launch new services and to become an attractive partner for private partners, a postal organization should:

- * Guarantee good basic services;
- * Enjoy a high degree of trust and accountability;
- * Have forward-looking, entrepreneurial management;
- * Operate according to established business standards;
- * Have commercial freedom and a clear market orientation.

On the other hand, postal services have social and economic functions that clearly go beyond a simple business rationale. This is especially true in the developing world.

However, serious modernization is necessary to adapt to the new market environment and to rapid technological changes.

<Postal services within the Syrian context>

Syria is moving towards becoming an open, market-oriented economy and such a shift entails wide-ranging modernization of various traditional government functions including the Syrian postal services. Like all entrenched and centralized bureaucracies, the Syrian Post faces considerably technical and human challenges when attempting towards modernization.

The Syrian General Post authority was established many years ago, but only in 2004 a regulatory law was issued. During the years of service, the weaknesses of the Establishment, such as fragile organization and poor expertise, resulted in lack of trust from the potential customers and consequently in high budget deficit. More than 300 private companies were quickly created, based on higher technology and a stronger partnership with the world market. Nevertheless, only 44 are proved to have a legal license to operate. On the other hand, despite the critical situation, the very active postal market shows a great potential as a growing business with significant, positive economic and social impact.

Under the request of the Syrian Government, who recognized the need of a prompt Post restructuring and reform, The United Postal Union (UPU), fielded a mission to Syria in May 2005 to undertake a preliminary assessment needs; to identify the gaps in the services of the Post authority and to provide their recommendations for the modernization of the Postal sector in Syria. The mission held several meetings with the Syrian officials at the State Planning Commission, UNDP, Ministry of Communication & Technology and General Post authority.

UNDP attended the briefing session of UPU with the Syrian Government whereby UPU presented an analysis of the present status of the Syrian postal services. UPU provided their preliminary recommendations on the action that needs to be taken at all levels for the improvement and reform of the postal services. The Summary analysis of the strengths, weaknesses, opportunities and threats of Syrian Post is presented below:

Identified weaknesses:

- The General Manager assumes an executive role, implementing policies already decided by law, without being able to extend his opinion (lack of flexibility)
- The Establishment is not able to amend the pricing mechanism, even if the Law has given it the right to fix the services fees according to cost analysis
- Low revenues and weak competitive position in the market. The Establishment handles only 5% of international express operations. The income realized by message/parcel transport constitutes 36% of total revenues (though this service is subject to exclusive monopoly) while the payroll amounts to 130% of this income; this gap should encourage the Establishment to introduce serious reforms and improve competitiveness
- Increasing threat resulting from accelerating competition with local and international suppliers such as DHL, FEDEX and UPS
- Hard competition with private forwarders. The Establishment market share of internal/external letters, parcels and transfers is 25%, 1% and 5% respectively. These are very modest figures, while the Establishment share in the post market is reasonable reflecting the speed of this service

Identified Threats:

- Limited administrative and financial autonomy and lack of financial balance
- Barriers to realizing strategic views
- Very limited number of services compared with other countries
- Low revenues
- Post is like a pigeon, it should have two wings: 1) post services 2) financial services. However, one of these wing(i.e. post cheques, transfers, saving bills etc.) is missing and the Establishment cannot fly
- The lack of qualified cadres (university graduates) among the Establishment staff
- Limited number of highly specialized cadres in all areas
- Weak creativity and innovation skills
- Strict recruitment and employment procedures (under Law of State Workers) with no incentives for distinguished performance
- Weak internal and external communication
- No business-oriented vision reflected by the weak work methods
- Weak training and rare use of technology

Strengths:

- Good number of post authorities
- Good coverage of these offices
- Coherent staff in these office
- Harmonious general administration

Opportunities:

- Government support

- New legislations
- Increase of the market awareness
- The Establishment has good relations with both the Ministry and the STE
- Good level of communication services in the country

Based on the above analysis, UPU and UNDP identified several lines of action which would support the Post authority to become a competent, trusted and profitable establishment especially within the challenging environment of the open market economy which the Syrian Government is adopting. These lines of activities are summarized as follows:

Legal framework

Within the legal framework, the Post Law of 2004 defined the weakness of the regulatory aspect of post services. The Law eliminated the free post services, which obliged the government bodies to reduce their post stuff. This leveled the way to introducing new services and opened the market to private businesses, which have become able to operate under their own licenses or in partnership with private post companies. Yet, this Law has not satisfied the preconditions of Comprehensive Post Service and it is still lacking the regulatory function in the market.

In fact, Law No.1 authorized the Post authority to provide licenses for the private sector to operate within a legal framework and provide the following services:

- Transport of documentations
- Postal services for letters
- Postal parcels - at different types and weights
- Financial Services: transmission of funds whether in cash or transfers

The license is provided for one year to be automatically renewed during a period of five years. Against this licensee the private companies are asked to pay symbolic fees that would not exceed 10% of their profits. However, there is no mechanism or tools in place that would enable the government to monitor the actual services provided by the private companies especially those working in the internal transportation. Accordingly, most of the private sector companies are either working without licenses, or denying their actual services and profits in order to reduce the fees.

Necessary measures need to be taken to empower the Post authority to enforce the rule of law. This can be achieved through the establishment of an organizational body that is independent in terms of management and funds and has the responsibility of undertaking reform steps which would achieve transparency and mutual trust between the Post authority and the private sector.

As for the management aspects, there is no segregation in the duties of the Board President from those related to the General Manager. This has resulted in less

participation in the board membership, which is not the right approach to create real benefits for the Post Establishment.

In fact, the role of the Post authority should be reviewed and re-designed in order to be able to become a profitable institute. These services may include the possibility of making the Postal Offices as Points of Sale, to be located all over Syria whereby these offices can provide various government services. Such services may include the payment of government invoices by the citizens at different governorates through these postal offices against a certain symbolic fees.

Furthermore, the role of the Postal Savings Bank should be reviewed together with the relevant activities. A comparative study should also be undertaken in order to share experiences and best practices from other countries.

Market level

The post market is very active, but its transactions volume is not known. There are too many private players and, significantly, most of them are operating without licenses. There are at least 7 companies providing international express services and other many companies handling local services such as messages, parcels, transfers etc. Many of these companies have different background and specialization (e.g.: messenger transport). This means that these companies violate the provisions of Law 1 of 2004 which gave the Establishment exclusive rights to handle such services and combat contraventions. This situation has created an informal market with investors not respecting the law. The number of private companies that operate in the postal services is estimated at 300 companies, out of which only 40 companies are working legally through registration and licensing.

In order to address this important issue, a market survey should be initiated in order to identify the actual number of the private companies and also assess the reasons that make them decline from operating within a legal framework. Based on this survey, several actions can be explored to encourage the companies to register through the post authority through the provision of incentives and penalties.

Universal Postal Services

This service is considered as a core role of the Post authority towards the citizens. However this service is presently weak and cannot cover all governorates. Hence not all citizens are able to benefit from this service the fact that paved the way for the private sector to take a leading role though within in an informal manner.

Human Resources

The total number of the Post authority staff is estimated at 2816 employee distributed among five categories. The 1st and 2nd categories being holders of university degree and high school education level and represent only 150 staff out of the total number. Groups three, four and five are mostly of the preparatory and elementary school levels. The staff lacks a lot of training in language and IT skills.

Bureaucratic delays due to lack of automated processes

The present services extended to the citizen are considered slow and most of the time the citizens do not obtain the information they need about the status of their parcels. This delay in service and lack of data, encouraged the citizens to select the private sector services whereby they can get much faster services and data despite the higher cost they have to pay.

1-2) Strategy

<UPU Strategy>

Within this context, UNDP and the Universal Post Union (UPU) has identified several areas of intervention in order to fill the knowledge gap and help Syrian Post authority to compete with the international standards in postal services. UPU services will be utilized to provide technical assistance and comparative experience upon the request from the post authority.

<UNDP Strategy>

Through the present Preparatory Assistance document, UNDP will be concentrating on the following areas of intervention.

At market level:

In order to improve the country's postal legal framework the creation of a **Postal Regulation Function** is considered as priority in order to define the legal frame for operators, as well as the licensing terms and regulation, simultaneously ensuring that everybody is respecting the Post Law, while sticking to fair and transparent competition.

An independent **Regulatory Body** needs to be established, that reports directly to the Prime Minister. This body should consist of:

- Law men (including judges);
- Economists;
- Post specialists

The Regulatory Body's structure/jurisdiction will be limited to the post sector although in most of the countries the post sector also includes the communications sector. The Body will supervise the post, communication and electronic transactions. Otherwise Multi-specialty services Body could be established.

The main work mechanisms should include the extension of opinions on different legal drafts before the issuance of any law in order to explore various recommendation; as well as, reach to a clear definition of the service pricing regulations (fixing minimum/maximum rates) and mainly fixing the comprehensive post service tariff.

In order to ensure fair competition and control price monopoly licensing should be provided to operators - this function shall be conveyed from the Establishment to the Regulatory Body. The market should be monitored through specialized controllers and post communication tools in order to verify the service quality in terms of delays, safe and sound deliveries, standard treatment, etc.

At legal level:

In order to ensure the effectiveness of the reform process, revision and amendment of the current Post Law is required. The law should define the Comprehensive Post Service (CPS); divulge necessary authority to the provider of this service; define the exclusive services (i.e. in Algeria, all parcels lower than 2 kg are monopole of the government post). This weight shall be reduced gradually until 50 g after a few years conducting to a gradual opening of this market segment for private operators. A CPS funding mechanism should be developed and all necessary decrees related to the introduction of postal financial services prepared. A special employment regulation for the post staff, due to the uniqueness of this service, should be established as well as an incentive system with clear rules.

At operational level:

Different crucial studies need to be carried out on topics of main interest:

- CPS costs (to help the government make timely and sound decisions);
- CPS fundraising;
- Linking objectives to outputs (clear objective/ output relation);
- Public/private partnerships (PPP) in viable areas;
- Assessment of the Post Establishment assets.

Short and medium term planning needs to be settled, accompanied by the creation and activation of a follow-up team for periodic report.

At the Post Establishment level:

At strategic level, in order to recover customers' trust and change the old image, an emergency development program should be drafted, defining the objectives and assessment of results in the short run and in medium/long term vision. The Post Establishment should to be turned into a business-oriented, profit-making entity with economic and social roles.

In order to boost and guarantee the high quality of the service an appropriate "institution culture" should be developed, (i.e. association spirit, staff concern to protect the Establishment interests, seek optimal performance, etc) as no positive change can be reached without human effort.

Additionally, specific policies should be elaborated in the following areas:

- Marketing & communication;
- Training and habilitation;
- ICT introduction;
- HR issues (employment, expertise selection, etc);
- Transparent financial policy in place.

At Organizational level:

An up-to-date organizational structure should be developed. This will include:

- Monitoring & internal auditing;
- Marketing & communication;
- Postal commercial network;

More flexibility and decentralization should be applied to empower the middle managers from making routine decisions that do not affect the policy issues of the Post authority. Presently all correspondences are signed by the General Manager which leaves little room for him to concentrate on more strategic activities.

At Services level:

The upgrading program will start with modernization of the current services, introducing automation and provision on commercial basis while maintaining quality. The possibility of creating new customer-oriented services such as postal saving, postal cheques, currency exchange, publicity, mixed post and other services, should be taken into consideration, as well as new income generating activities (ads on postal envelopes, etc).

At Infrastructure level:

A sophisticated IT network needs to be installed all over the post authority to facilitate and speed up the flow of information and work processes. This would also allow linking the different governorates' postal offices and centers with the central administration. A specific program to rehabilitate the post authorities and centers should be elaborated.

At ICT level:

The Establishment of an IT system should be preceded by pilot case for ICT development and utilization. The whole system should be coherent at:

- Operational level (post authorities);
- Management & follow-up (governorates);
- Analysis & decision-making (central administration).

In order to facilitate all necessary operations, from tracking the postal packages (registered mail, parcels, urgent mail) to selling products to stamp collection amateurs, on line services should be provided, with the assignment of e-addresses to all costumers.

In order to provide e-services to remote regions and to facilitate the launch of e-government service at a later stage, it is recommended to develop **CYBERPOST** centers.

One of the main aims of the whole reform should be the transformation of the Post into a trusted channel for electronic transactions including providing e-signature services as well as certification and internet services. Tangible contribution will be given to e-government services.

At Human resources level:

Once Establishment's employment law is prepared and reviewed, an incentive scheme should be developed and put in place to encourage for quality services. Parallel to this, a training programme should also be developed to p-grade the employee skills and competencies.

In order to increase the number of the educated and skilled staff, substantial increase in the number of continuous training opportunities should be achieved. It is however, highly recommended to refrain from recruiting employees of the lower categories (3-4-5) and instead employ only staff from the categories of 1 and 2. As for the present employees under the categories 3, 4, and 5; a comprehensive capacity building programme should be designed to help them develop their skills, as well as, redeploy them to other service lines within the Post authority.

Focusing on strategic planning in finance, legal, marketing, communication, and IT is mandatory for successful results.

At Finance level:

Introducing the cost analysis approach is fundamental as well as an appropriate accountancy auditing and the necessary institutions accountancy. Investment options for the post funds should be considered in order to reduce deposited money and invest it in the stock market.

At Partnerships level:

The preparation of the express sector for autonomy and partnerships will conduce to higher profits. In Morocco, the government post established a joint express venture with the French company CRONOPOST, and the venture became profitable in only three years. Furthermore future joint ventures in the following areas should be considered and arranged:

- Mixed post;
- Publicity post;
- Communications and relevant activities

At International relations level:

The system should commit to regional and international conventions, while networking and coordinating with UNDP. Benefiting from different funding sources such as QSF, as well as learning from other postal success stories, will improve the service in terms of quality and cost. Efforts should be made to conclude the partnership agreements to develop the Post office possibly with Arab countries that already have best practice and good record in this sector.

Civil society (Consumer Society) and private sector participation has to be encouraged within a consultation committee. Special attention should be given while selecting the staff from the international relations department within the Post authority.

At Visibility and publicity level:

A scientific media plan for the Post identity needs to be launched (new logo, new color, new name, etc), accompanied by the renewal of all related items (paper, documents, signs, etc). After preparing a visibility plan for the provided services, publicity campaigns should be organized in different audio/video/written media, in order to raise the visibility and public awareness.

<Government Strategy>

The Syrian Government recognized the priority need for a prompt restructuring of the Postal services. The concept of Comprehensive Post Service (CPS) needs to be clarified and enhanced, and the general market status needs to be regulated. Companies'

awareness of world changes and their private relation with the world market through partnership require serious enhancement. Hence a development scheme to boost the overall Post Services needs to be drawn and implemented.

Within this direction, the Syrian Government has asked assistance from UNDP to develop a technical assistance programme for the development and reform of the Syrian Post Authorization, in cooperation with UPU, and other UN and international specialized organizations. Several steps can be taken at all levels towards its improvement and effective reform.

2) Duration of the Plan

It is expected that the Plan will extend for six months, starting December 2006. During this period, relevant projects will be explored, for potential cooperation, from the specialized agencies such as UPU, networks with other Ministry of Communication and Technology's relevant projects, and other projects with international developmental agencies and NGOs. It is also expected that project documents for all the proposed activities will be prepared during that period, in addition to implementing part of the activities of the selected projects.

3) Outlines Deliverables

RESULTS AND RESOURCES FRAMEWORK				
Intended Outputs	Indicative Activities	Detailed activities	Inputs	
<p>Output 1 : Volume of private sector operating in the postal market in the formal and informal manner identified.</p>	<p>1.1 Market survey conducted to explore the number of private sector companies and define their share from the postal services and money orders through obtaining a statement on the number of financial transactions, developing market and customer information systems, and defining demographics and consumer attitudes...etc. All this can be done through collecting data, conducting interviews and holding discussions with all stakeholders. Results of survey discussed and necessary policies and strategies proposed</p>	<p>- Recruitment of international Expert to undertake the survey and define the private sector's share from the postal services and money orders. UPU to draft TORs and recommend consultants Regional mission from UPU to discuss results and follow-up on proposed policies.</p>	<p>- Recruitment of international consultant for conducting the research including travel costs : US\$ 25,000 3 days mission + travel to Damascus- UPU Regional Office \$ 1,500 Total Output 1 : \$ 26,500</p>	
<p>Output 2 : Legal framework and</p>	<p>2.1 Revision of the present law and regulations and explore the possibility of introducing some amendments to enable</p>	<p>- Recruitment of International legal consultant to revise the present law and recommend</p>	<p>one m/m international expert : (include DSA and travel) US\$ 25,000</p>	

<p>legislations related to:</p> <ol style="list-style-type: none"> 1) Establishment of regulatory body in place. 2) Revision of the Postal Law no. 1/2004 3) Introduction of financial services as a new area of intervention by the Postal Establishment 	<p>its enforcement.</p> <p>2.2 Introducing new law with incentives to encourage the registration of the private companies which operate informally to obtain license against annual fees.</p> <p>2.3 Introduction of new legislations to enable the Postal Establishment to undertake new tasks including postal financial services.</p> <p>2.4 Follow-up on outcome of financial legislations and type of financial services</p>	<p>amendments.</p> <ul style="list-style-type: none"> - Recruitment of two national consultants to undertake comparative research on incentives applied in other countries and lay down rules to regulate the postal market that will urge the private sector companies to register. <p>Recruitment of international consultant familiar with financial services legislations. UPU to draft TORs and recommend consultants</p> <p>mission by UPU Regional Office</p>	<p>two m/m legal specialists : US\$ 5,000</p> <p>One m/m international expert incl. Travel costs \$ 25,000</p> <p>3 days mission + travel to Damascus- UPU Regional Office \$ 1,500</p> <p>Total Output 2 : \$ 56,500</p>
<p>Output 3 : Identification of the universal postal service (UPS), its costing and ways of financing it to facilitate the decision process on the role of Postal Establishment and private sector.</p>	<p>3.1 Overall definition of UPS undertaken as a core role of the postal activities towards customers.</p> <p>3.2 Recommending strategies and policies for financing the UPS after identifying its cost.</p> <p>3.3 Follow-up on the outcome of the total process and adoption of policies</p>	<ul style="list-style-type: none"> - Recruitment of national experts to undertake comparative study in other countries where the UPS is identified and their ways of providing it. - Conduct a costing exercise for expanding the UPS service and possible source of funds. <p>UPU to prepare TORs and recommend consultants</p> <p>- visit by UPU Regional Office</p>	<p>2 m/m national experts : US\$ 5,000</p> <p>Internal Travel to conduct survey : US\$ 1,000</p> <p>2 weeks international expert : US\$ 12,500</p> <p>3 days mission + travel</p>

<p>Output 4 : Strategic plan for a comprehensive capacity building programme for the Postal Establishment staff identified .</p>	<p>4.1 Revision of the present organizational structure of the Postal establishment to identify gaps, and design a new structure. Identify a mechanism to gradually reduce the number of staff of the groups 3,4,5 through re-deployment and increase the numbers of staff at groups 1 and 2</p> <p>4.2 Needs assessment conducted to identify relevant training programmes in the area of: communications, language, IT as well as management and promotion.</p> <p>4.3 Assessment of the results based on the process outcome</p>	<p>- Recruitment of international experts specialized in human resources management to review the present staffing status/ capacities and propose re-deployment.</p> <p>- Recruitment of international expert in Training to identify suitable training programmes (UPU to draft TORs and recommend consultants)</p> <p>- Recruitment of two national experts to support the international team</p> <p>- Follow-up mission by UPU regional office</p>	<p>2 weeks international experts: \$ 12,500 (including travel & DSA)</p> <p>2 weeks x 1 international expert \$ 12,500 (incl. Travel & DSA)</p> <p>2m/m x national Experts US\$ 5,000</p> <p>3 days mission + travel US\$ 1,500</p> <p>Total Output 3 : US\$ 20,000</p>
<p>Output 5 : Institutional capacity enhanced to upgrade quality of postal services and operations , bureaucratic procedures reduced and work processes</p>	<p>5.1 Assessment of the institutional capacity conducted aiming at strengthening the quality of postal services provided to customers and business sector.</p>	<p>- Recruitment of international Consultant to conduct the assessment needs and identify the bottlenecks in the work processes, set standards for the quality of service, like reducing transmission time for incoming postal</p>	<p>1m/m international expert + DSA and Travel : \$ 25,000</p> <p>Total Output 4: US\$ 31,500</p>

<p>streamlined through quality testing, quality control and setting of high standards for the quality of postal services provided.</p>	<p>5.2 Overall assessment of the policies to be adopted to streamline work processes</p>	<p>items, reducing responding times to customer inquiries...etc. UPU to draft TOR and identify IT Expert from UPU- PTC (Postal Technology Center) - Follow-up mission by UPU Regional Office</p>	<p>3 days mission + travel US\$ 1,500 <u>Total Output 5: \$ 26,500</u></p>
<p>Output 6 : Postal establishment seen as a competitive and modern institution with a new strong mission and vision</p>	<p>6.1 Conduct a study to change the vision of the Postal establishment into a modern and competitive institution through a promotional campaign. 6.2 Explore various mission statements that reflect a strong competent postal establishment and retain customer's confidence. 6.3 Establish a web-site for the new Post office with its new services and open dialogue with the citizens to share their views and recommendations for improvements.</p>	<p>Contract a consultant or a Media company to undertake an assessment of the present situation of the Postal Establishment and recommend a promotional campaign. Conduct promotional campaigns with the new logo and image of the Modern Post - Contract a media company to design a web-site for the Postal Establishment with the anticipated modernized structure.</p>	<p>Recruitment of 1m/m or local company \$ 5,000 Cost of campaigns \$ 5,000 Contracting a specialized Web-design company \$ 5,000 <u>Total Output 6 : \$ 15,000</u></p>
<p>Output 7 : Preparatory phase implemented as per the work plan and full</p>	<p>7.1 Project activities coordinated, consultants identified and implementation process smoothly in place.</p>	<p>- Recruitment of National Project Director (NPD) - Recruitment of project staff</p>	<p>Fees for 6m/m : \$ 18,000 Fees for 6m/m : \$ 8,000</p>

project Document finalized.		Admin/Fin, secretary - Office equipment : PCs, printers, photocopier, lap tops - Procurement of project vehicle for facilitating transportation - Local travel for NPD to governorates (DSA) Recruitment of international Consultant	Fees /equipment: \$ 15,000 Fees for car : \$ 10,000 DSA & Travel : \$ 5,000 Fees /Intl Expert \$ 10,000 Total output 7 : 66,000
		Total Cost of Activities TUNDP - GMS TOTAL Budget for the PA	US\$ 242,000.- US\$ 8350. US\$ 250,350.-

4) Management Arrangement

The initiation phase of the project will be executed by the Syrian Government, represented by the Ministry of Communication & Technology- Post authority Establishment in conjunction with the State Planning Commission. The Ministry and UNDP will appoint a Project manager according to UNDP rules and regulations. The Project Coordinator will work under the direct supervision of the Director General of the Post authority, and will be responsible for the overall management of the project. His duties include: a) preparation of project work plan, b) reporting on progress, c) monitoring project finance and outputs, d) recruiting project staff, e) preparing requests for direct payments to UNDP, and f) drafting terms of reference for national and international consultants.

A project board will be established to follow-up on the progress of the project activities and to resolve implementation problems. The board will be composed of UNDP, Ministry of Communication & Technology – Post authority, State Planning Commission and other related stakeholders. The project manager will prepare the board meeting's agenda and reports. (TOR attached) The project coordinator will be the sole authorizing officer for all project's financial transactions (i.e. approve all expenditures and sign all direct payments)

The UNDP will provide support services for the implementation of selected activities against cost recovery mechanism.

Relation to Country Co-operation Framework

In the Country Co-operation Framework for Syria (CCF), UNDP continues to focus on sustainable human development and links to the declared priorities of the Government. Points of entry identified in the CCF as being most conducive to achieving growth with equity and sustainability include: 1) poverty eradication and sustainable livelihood, 2) protection of environment and the sustainable use of natural resources and 3) promotion of sound governance.

Within the framework of effective governance, UNDP has identified the capacity building of the postal services and strengthening the role of the domestic private enterprises as priority area for boosting business environment and generating job opportunities within the poverty eradication and sustainable livelihood.

5) Monitoring and Evaluation Plan

The project team will prepare a bimonthly short report on the work progress and difficulties encountered in implementing each of the intended outputs. Every effort will be made to include a detailed M&E plan in the full fledged project document that reflects all reporting and project reviews that need to be made in order to ensure that the project is achieving its envisaged outputs in a timely manner and with the quality required.

ANNEX

Schedule of Payments for government cost-sharing

In **January 2007**, the amount of **US\$ 175,350.-** will be paid in **US\$** to **UNDP – Syria** account # **200.0200573.001** at the **BYBLOS BANK SYRIA - UNDP REPRESENTATIVE (US\$ ACCT)**.



Award ID
Award Title
Year 2006

Annual Work Plan
Syrian Arab Republic - Damascus

Report Date 14/11/2006

P/A for Modernization of Syrian Post Authority Service (SYR/05/020)

46535

Project ID	Expected Outputs	Key Activities	Time Frame				Responsible Party	Fund	Donor	Planned Budget		Amount US\$
			Q1	Q2	Q3	Q4				Budget Descr		
	SS UNP Project management in place and situation analysis conducted	Project Management					MoCT	MoCT	71400 Contractual Services (NPD)		18,000	
							MoCT	MoCT	71400 Contractual Services (Admin/Fin)		8,000	
							MoCT	MoCT	72800 Information Technology Equipment		15,000	
							MoCT	MoCT	72200 Equipment and Furniture (Vehicle)		10,000	
							MoCT	MoCT	75100 F&A		2,550	
		Volume of private sector operating in the postal market identified					MoCT	MoCT	71200 International Consultants		20,000	
							MoCT	MoCT	71600 Travel (Consultants)		5,000	
							MoCT	MoCT	73500 Reimbursement Cost (UPU mission)		1,500	
							MoCT	MoCT	75100 F&A		1,325	
	SS UNP Legal framework enhanced	Legal framework and legislations reviewed and enhanced					MoCT	04000	00012	71200 International Consultants (legal)	20,000	
							MoCT	04000	00012	71600 Travel	5,000	
							MoCT	04000	00012	71200 International Consultants (finance)	20,000	
							MoCT	04000	00012	71600 Travel	5,000	
							MoCT	30071	MoCT	71300 Local Consultants (legal)	5,000	
							MoCT	30071	MoCT	73500 Reimbursement Cost (UPU mission)	5,000	
							MoCT	30071	MoCT	75100 F&A	1,500	
							MoCT	30071	MoCT	75100 F&A	325	
		Functions of universal postal service (UPS) to facilitate the decision process identified					MoCT	30071	MoCT	71200 International Consultants (UPS)	12,500	
							MoCT	30071	MoCT	71300 Local Consultant	5,000	
							MoCT	30071	MoCT	71600 Travel	2,500	
							MoCT	30071	MoCT	75100 F&A	1,000	
	SS UNP Institutional capacities of the post authority enhanced into a profitable institute	Strategic plan for a capacity building programme for the Postal Establishment staff identified					MoCT	04000	00012	71200 International Consultants (HR and training)	20,000	
							MoCT	04000	00012	71600 Travel	5,000	
							MoCT	30071	MoCT	71300 Local Consultant	5,000	
							MoCT	30071	MoCT	73500 Reimbursement Cost (UPU mission)	1,500	
							MoCT	30071	MoCT	75100 F&A	325	
		Capacity assessment to streamline the work process conducted					MoCT	30071	MoCT	71200 International Consultants (institutional capacity)	20,000	
							MoCT	30071	MoCT	71600 Travel	5,000	
							MoCT	30071	MoCT	73500 Reimbursement Cost (UPU mission)	1,500	
							MoCT	30071	MoCT	75100 F&A	1,325	
							MoCT	30071	MoCT	71300 Local Consultant	5,000	
		Promotion of the new establishment conducted					MoCT	30071	MoCT	74200 Audio Visual and Printing Production Cost (campaign)	2,500	
							MoCT	30071	MoCT	72700 Hospitality (campaign)	2,500	
							MoCT	30071	MoCT	74200 Audio Visual and Printing Production Cost (website)	5,000	
							MoCT	30071	MoCT	75100 F&A	750	
	SS UNP New establishment promoted and new PD developed	Full fledged Project Document developed					MoCT	30071	MoCT	71200 International Consultants	10,000	
							MoCT	30071	MoCT	71600 Travel	5,000	
							MoCT	30071	MoCT	75100 F&A	750	
							Budget TOTAL			250,350		
							TOTAL UNDP			75,000		
							TOTAL Government			175,350		
							TOTAL F&A			8,350		
							Programme TOTAL			249,600		

Received by: Z.A.
Date: 17/10/2007
At: 14:49
From: R.M.

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