THE GOVERNMENT OF THE SYRIAN ARAB REPUBLIC

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THE UNITED NATIONS DEVELOPMENT PROGRAMME

Project Title:

"Support to the Syria Times Newspaper"

Project number
SYR/08/008

Brief Description

This project aims to provide an influential and widespread English-daily newspaper to English-speaking Syrians and foreigners seeking Syrian news. While the project intends to fulfill its objectives within national media institutional development goals expressed in the Syrian Government's 10th Five Year Plan, UNDAF and CPAP, it will produce a model for future media development projects in Syria. This project will be executed by the Syrian Government in collaboration with UNDP.

SIGNATURE PAGE

Country: Syrian Arab Republic

UNDAF Outcome(s)	**UNDAF Outcome 1:** A socio-economic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups **UNDAF Outcome 2:** Efficiency and accountability of governance structures at central and local levels strengthened, by government, civil society and the private sector, towards sustainable development
Expected Outcome(s):	**CPAP A.2:** Structures and climate for enhancing business, trade, investment, and competitiveness in place **CPAP A.3:** Improving employment environment, opportunities and skill-enhancement for the under- and unemployed, especially women and youth **CPAP B.3:** An empowered civil society involved in local community development and implementation of public policies, planning and programmes in place
Expected Output(s):	**B.3.2** Capacity of civil society and media to monitor and advise on performance of public institutions and service delivery strengthened through the promotion of national multi-stakeholder dialogue on HD 1. Revised Internal Structure and Organizational Strategy in Place 2. Communication and Access to Readership improved 3. Infrastructure and Capacity of Syria Times staff enhanced

Implementing Partner: Ministry of Information

Programme Period: **2007 – 2011**
 	
Programme Component:
Democratic Governance
 	
Project Title:
Support to the Syria Times Newspaper
 	
Project ID: **SYR/08/008**
 	
Project Duration: **24 months**
(Oct 2008 – Oct 2010)
 	
Management Arrangement: **NEX**
	Programme budget: US$ 390,000
	
	General Management Support Fee: US$ 10,000
	
	Total Project Budget: US$ 400,000
	
	Allocated resources:
	• Ministry of Information: US$ 200,000
	• TRAC: US$ 100,000
	• Other : US$ 100,000
	  (To be mobilized during 2009)
	• In kind contributions:
	  ○ Office premises & facilities.

Agreed by H.E. Dr. Tayssir Al-Raddawi, Head of the State Planning Commission
On behalf of the Syrian Government and the State Planning Commission.

Signature: ....   Date: 29/10/2008

Agreed by H.E. Dr. Mohsen Bilal, Minister of Information
On behalf of the Ministry of Information, the Implementing Partner.

Signature: ....   Date: 29 X008

Agreed by Mr. Ismail Ould Cheikh Ahmed, UNDP Resident Representative

Signature: ....   Date: 29/Oct/2008

Part I. Background

Currently, state-owned print media has great potential to develop due to its wide circulation and significance as the primary source of Syrian government news. With access to public information, direct management by the country's media regulators and subsidization from the state budget, Syria's state-owned media has advantages that enable it to improve print media and lessen its dependence on strictly government resources.

Since 2000, Syria's media developments have been predominately in print media with the introduction of privately-owned newspapers facilitated through the promulgation of Decree 50 in September 2001. Competition from such independent papers and the rise of independent journalists publishing in liberal and foreign papers has challenged state-owned papers in Syria, such as the *Syria Times* to be more aware of and cater more to the public's needs. Syrian media regulators have begun encouraging journalists to expand their reports to cover prevalent political and social issues, but they have yet to be reflected in *Syria Times,* as the publication is lacking the proper human resources, financial resources, stronger development initiatives as well as a cadre of well-trained editorial and journalist staff. As many challenges continue to face the development of the *Syria Times;* UNDP Syria will provide support through the implementation of a comprehensive strategy to transform the paper into a prominent national English news daily.

The development of Syrian media is generally hindered by a number of obstacles; minimal financial investments, a poor advertising market, and a lack of competent journalists causing state-run dailies to suffer a failed reputation. As such, direct interventions are necessary to excel and drive competition in the Syrian media industry. Physical renovation of the paper (layout, graphics, etc.) is needed so that it will attract greater readership and develop good relations with the audience and further develop into a model as an official English newspaper that provides substantial news from the government with current events, state initiatives and projects, debates and parliamentary decisions with the inclusion of background context for non-local readers. Currently, *Syria Times* lacks an innovative format which includes articles and sections that appeal to the tourist, foreign business, and diplomatic markets with solid, lively coverage of Syrian arts, culture, and history as well as colorful pictures and strong advertising. The paper also fails to reach out to the international community living in Damascus as it is not considered authoritative and reliable with up-to-date information and analysis on public policy and investment projects. Eventually, through development and expansion, the renovated *Syria Times* can rise to competition with local private news operations and regionally specialized foreign publications.

Syria Times

With the potential of being an effective tool shaping public opinion and reaching a diverse and influential community, *Syria Times* lacks a substantial readership. With an estimated circulation of 5,000, *Syria Times,* being the only English daily, lost prominence as the leading source of English news in Syria. Its current template and imperfect language have repelled foreign and local audiences, preventing the paper from reaching an educated and influential Syrian and international population. As a publication of the Al Wahda Establishment for Press, it has developed a financial burden on the Syrian government, especially with a cost of 35 SP per copy

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(70 US cents). For this reason, *Syria Times* is in dire need of considering other means of revenue generation. It also must move towards editorial independence to accurately support Syrian news and political thought and opinion, while reaching out to a wider audience in English. In the age of the Internet, newspapers produce a lower circulation; therefore, *Syria Times* prominence is crucial in order for it to obtain increased readership through both the local publication and the electronic version.

Successful institutional development of Syria's media entails the consideration and acknowledgement of various measures. Taking into consideration the environment's support of *Syria Times* will greatly predict the success of the new and improved English daily. The low daily circulation of *Syria Times* represents that the paper is ineffectively distributed and that there is room for much improvement. Furthermore, sustainable development in print media, specifically *Syria Times*, has come to require an environment that fosters research and innovation. With vast news coverage and a staff of well-trained and internationally-educated journalists, *Syria Times* is in need to build a solid foundation that develops knowledge and education of the country's public sphere while promoting economic growth through enhancing the state-run paper.

Part II. STRATEGY:

Project Strategy:

In order to ensure the successful survival of an English daily in Syria, a number of concurrent strategies must be implemented throughout the renovation process. By reaching out to a diverse audience, *Syria Times* has the capability of giving the Syrian account of events and news to an international audience seeking the perspective and news from the local source. A widespread adoption of the new *Syria Times* will further maintain the institutionalization of print media and the success of the English paper. These changes, however, will only be concrete and long-term through the involvement and assistance of the Syrian government which has the greatest influence over Syrian media, alongside the UNDP, which will play a major role in ensuring the accountability and efficiency of the paper's development process.

Due to the number of obstacles impeding the development and expansion of the *Syria Times*, the paper requires a number of changes in order to ensure a successful development and survival. A Syrian "champion" – a leader (editor-in-chief) – who is pro-active and experienced in successful English-language publications should be chosen to head the staff. Staff members should work collectively in a dedicated office environment which will require restructuring the paper and a committed government body in order to hire an effective editor and manager, construct a clear and desirable editorial policy, give journalists motivation and incentives to work for the paper, and offer new training to journalists in order to have a competent and skillful staff. The lack of motivation and experience among the *Syria Times* staff members and the ineffective leadership have been detrimental to the paper's success. Such issues should be addressed in order to better the future of the *Syria Times*.[1]

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[1] BBC World Service Trust, December 2006

The paper should also have a clear mission so that readers have an understanding of its role in the larger community, because the objectives and priorities of the paper need to be understood by the employees and readers. The mission of the newspaper should be primarily to serve readers, so that their readers' interests can be placed first.[2]

By identifying gaps in the current organizational structure and human resource potential, UNDP hopes to develop corresponding short and long term strategies to improve the efficiency and intellectual potential of the newspaper, as well as making the paper more attractive to the reader's eye as well as stimulating the reader with comprehensive and interesting coverage. The project will also work with the *Syria Times* to increase its circulation and diversify and develop its readership through the launch of an interactive website, establishing a customer service department complemented by an aggressive Public Relations campaign to familiarize readers with the new layout and content.

According to "The Power to Grow Readership" by the Readership Institute, there are eight imperatives that, if implemented together, will successfully enable newspapers to increase readership and grow to its greatest potential. If *Syria Times* can successfully change, newspaper readers will change the way they read the paper by spending more time reading the news and feeling better connected to the community and nation through an increase of retained information. Local and international readers, furthermore, have the opportunity of being more connected to the Syrian government, as it is the ultimate source of *Syria Times* news.

Such imperatives include an improvement in the newspaper's content, service, local news, navigation, advertising, brand, daily promotion, and culture. To renovate the paper, a variety in news and opinion is primarily important as it greatly engages the reader and keeps him interested as well as informed. Content variation is also attractive when the reader is given different sections including: local news, community and civilian news, lifestyle and entertainment news, politics, government, conflict, international news and relations. Each section needs proper attention given to the quality and length of the story and the pictures that complement the piece. According to this research, local news is of the greatest importance concerning the readers' attention and interest. Improved service requires attention to delivery, condition, quality – all of which are enabled by a competent and diligent staff team.

Assigning UNDP to work with the Syrian government on such a project will provide for greater cooperation in knowledge sharing that facilitates the operations of the UNDP by allowing for administration to keep checks on the project's status and progress relevant to the government's endeavors. Through the two-way knowledge sharing and communications permitted by this relationship, dialogue is enhanced, thus, the strengthening of this relationship of knowledge sharing is imperative for both parties to serve the public.

UNDP Strategy

UNDP Syria works to guarantee the UNDAF outcomes by encouraging local sustainable development and capacity development. By improving the quality of *Syria Times*, UNDP Syria is specifically addressing core concerns such as economic development, women's development,

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[2] Glaspie, Regina. "What makes a paper ready to innovate?" Readership Institute 2004.

enhanced government and citizen relations and the introduction of ICT tools for development. As a strategic priority of the UNDP Syria, capacity building creates the individual, institutional and societal ability to perform functions, solve problems and set and achieve objectives in a sustainable manner. This process is further achieved through gradual development of *Syria Times* by reaching a wider audience and helping to better inform society.

Working through the Country Programme Action Plan (CPAP), this project will focus on Output B.3.2. *Capacity of civil society & media to monitor & advise on performance of public institutions & service delivery strengthened through the promotion of national multi-stakeholder dialogue on HD* through capacity development for the staff and management of the *Syria Times* to facilitate *Syria Times* as a space for continuous dialogue between media, government, citizens, civil society, expatriates and internationals in Syria.

The renovation of *Syria Times* will benefit the intended core readership – Syrians, both locally and globally, as well as international readers seeking Syrian news. The local population consists of journalists, whose skills should be improved and upgraded through a continuing training program, the non-Arabic speaking population living in Syria who is seeking daily news, and the Syrians seeking to improve their English language skills. The international population will benefit through the *Syria Times* website through the ability to access Syrian news from the local source.

Part III: Results and Resources Framework Matrix

Intended Outcome:			
CPAP A.2: Structures and climate for enhancing business, trade, investment, and competitiveness in place **CPAP A.3: Improving employment environment, opportunities and skill-enhancement for the under- and unemployed, especially women and youth**			
CPAP B.3: An empowered civil society involved in local community development and implementation of public policies, planning and programmes in place			
Outcome Indicator: **The production of a daily newspaper that better informs the English-speaking/foreign population in Syria, Syrian expatriates, and the international readers seeking Syrian news from a Syrian source to promotes development issues and opportunities for an English-speaking audience**			
Intended Outputs	*Output Indicators*	*Indicative Activities*	*Inputs*
1. Revised Internal Structure and Organizational Strategy in Place	1.1 Vision and organizational structure, including new policies and	1.1.1 Assessment of existing organizational structure (hierarchy, departments, administration) and workflow patterns to identify gaps 1.1.2. Assessment of the legal framework/status for Syria Times 1.1.3. Conduct a review of human resources (staff recruitment, selection criteria and compensation policies) and	Project Management: NPD = 48,000 USD Admin = 14,400 USD IT Expert = 28,800 USD Equipment and Furniture = 2,000 USD Logistics = 3,800 USD

		recommend strategies for capacity development	International Consultants = 25,000 USD
departments finalized and approved		1.1.4 Create a new Human Resources Division	National Consultants = 5,500 USD
		1.1.4. Organize a training tour for management and editorial staff to a regional best practice media outlet to consider current models of structure and approaches to media analysis	DSA & Travel = 15,000 USD
		1.1.5. Based on gap analyses, develop a new mission statement, workflow and organizational model	Logistics = 1,500 USD Travel = 15,000 USD Printing = 1500 USD
		1.1.6. Redesign specific ToR's for the role and function of Administration & Management, Editorial Staff and Journalists and recruit new staff accordingly	Hospitality & Logistics = 4,000 USD
		1.1.7. Propose a mechanism for revenue generation to support financial sustainability through advertisement and announcements	
		Total Output 1	164,500 USD

Intended Outputs	*Output Indicators*	*Indicative Activities*	*Inputs*
2. Communication and Access to Readership improved	2.1 New image for the newspaper designed and promoted	2.1.1. Perform rapid readership analysis to best strategize content and layout of newspaper 2.1.3. Recruit international and national experts to design and adopt a new template with new printing and graphic standards 2.1.4. Design and conduct a massive PR campaign to promote the new layout and content of the newspaper (including strategy for recruiting international writers to publish for the Syria Times)	International Consultants = 25,000 USD National Consultants = 5,000 USD DSA & Travel = 3,000 USD Logistics = 1,500 USD Printing = 10,000 USD Equipment = 5,000 USD PR Campaign = 30,000 USD

	2.2. Upgrade communication channels with readership	2.2.1. Upgrade website of the Syria Times to match readership analysis on alluring content, local and international news, links and resources, etc.) 2.2.2. Create Message Board on website to engage national, regional and international readership 2.2.3. Create a Customer Service Department or Ombudsman to enhance the communication between readership and newspaper. 2.2.4. Create a Web Support Team to actively update and monitor the Syria Times website	**International Consultants = 12,500 USD** **National Consultants = 7,000 USD** **IT Equipment & Support = 25,000 USD** **DSA & Travel = 5,000 USD** **Logistics = 2,500 USD**
		Total Output 2	131,500 USD
3. Infrastructure and Capacity of Syria Times staff enhanced	3.1 Infrastructure of Syria Times upgraded and modernized	3.1.1 Conduct a review of infrastructure currently available (equipment, networks, etc.) 3.1.2. Provide technical support and recommendations on location and physical lay-out of Syria Times office 3.1.3. Purchase and provide IT equipment for Syria Times staff (including research and high-tech information software)	**International Consultants = 10,000 USD** **National Consultants = 5,000 USD** **DSA & Travel = 3,000 USD** **Logistics = 1,500 USD** **IT Equipment & Support = 15,000 USD**
	3.2 Capacity development programme for staff designed and implemented	3.1.1 Review current capacities of Syria Times Staff (managerial, administrative as well as editorial and journalist staff) 3.1.2. Develop comprehensive training programme for journalist and editorial staff (IT, media analysis, conducting interviews, message formulation and English writing) 3.1.4. Organize study tours and/or retreats to gain first-hand experience in media analysis and international journalistic standards 3.1.5. Organize exchange programs with other leading regional English papers and	**International Consultants = 20,000 USD** **National Consultants = 16,000 USD** **DSA & Travel = 12,000 USD** **Logistics = 1,500 USD** **Hospitality & Logistics = 10,000**

		international papers 3.1.6. Develop an in-house training unit to provide continuous training for staff at all levels.	
		Total Output 3	**94,000 USD**
		Project management costs already included in output 1	
		TOTAL	**390,000 USD**

Part IV: EXPECTED OUTPUTS

Expected Outcome – the Product

The expected outcome of this project is a daily newspaper that better informs the English-speaking/foreign population in Syria, Syrian expatriates, and the international readers seeking Syrian news from a Syrian source. The product should be a daily that promotes development issues and opportunities for an English-speaking audience to be situated as the primary English news source. This paper should be present on every newsstand, given to occupants at hotels, seen on airplanes, and viewed globally through the internet.

Outputs:

In order to successfully produce the new *Syria Times,* the following outputs must be achieved as envisioned through Syrian Government's 10th Five Year Plan, UNDAF and CPAP sustainable development in Syria's media industry:

Output 1: Revised Internal Structure and Organizational Strategy in Place:

There is a need to assess the current organizational structure, identify gaps of improvement and strategize or re-design an internal vision for the *Syria Times.* This will include evaluating the administrative structure, reviewing the legal framework, strategizing new departments to improve the quality and efficiency of the newspaper as well as examining its editorial policies. As such, the first output will be focused on the internal structure and organizational model of the *Syria Times* through assessments and reviews, as well as study tour to examine strong examples of regional and international media. The project will also work on a better restructuring of staff and journalists to better manage the *Syria Times* through attaining a staff of English-education and modernly trained journalists and editors who will truly promote the presentation and content of the articles, as well as ensure proper editing and grammar in the paper. A new *Syria Times* staff will include properly trained journalists, a staff leader and an efficient human resources team to ensure that journalists are content with the work environment. Under the proper authority figure, the new staff will be able to work collectively and professionally to produce the new publication. A new workflow structure with a dynamic editor-in-chief who will lead the team through his/her strong journalism and media management background and leadership skills will contribute to improved journalistic standards and product. Project will also propose strategies to increase advertising and to generate revenues for the publication. This is particularly important considering sustainability of the project following completion of project activities.

Output 2: Communication and Access to Readership Improved:

Improving readership requires a massive renovation to the newspaper, in its print and electronic form as well as massive campaign to re-introduce the *Syria Times* to the public. As such, project will work to design a new template with new graphic standards and photography strategy, as well as variation of content to attract a diverse readership. In doing so, project bears in mind that a new design will include sections that reach out directly to the Syrian society, as well as stories including that emphasize local news to better-inform the global audience. A local focus on government projects for development and volunteer services will encourage an increase in

society participation. Another section will also include job opportunities and employment vacancies for Syrians seeking jobs and foreigners seeking employment. Furthermore, in order to enhance communication with the public, a strong customer service team is needed to provide a sound off of reader's reactions to content and appearance of the *Syria Times*. This will provide a mechanism for constant progress on gauging and responding to the public's perception of the news material and content presented in the newspaper as well as guarantee customer and reader satisfaction.

A new and upgraded website is a critical component for the success of the *Syria Times* as appearance and content is more accessible to the public via the web, both in Syria and outside of Syria and is central to expanding readership. Websites should give local news first, because people usually go to a specific paper to get the local news; therefore, more photos, news and stories concerning the city the paper is from need to be present on the website. The *Syria Times* website is going to be the most important part of renovation as it will be the primary source of news for the international population seeking Syrian news and as the only English daily in Syria, it should be the favored source of Syrian news for international readers and readership should be spread to a global audience. Syria's reputation can be improved among the international community through obtaining news from *Syria Times* rather than foreign papers and news sources. Project also envisions establishing a Message Board as part of the renovation process to further engage national, regional and international readership. This allows the *Syria Times* to be a space for further discussion and reflection on current social, cultural and political issues.

The renovation of the lay out and the website will be complemented by an aggressive PR campaign for the new publication to draw readership and sponsors; this will include promoting the new lay out and content. Components of the PR campaign can include a mobilization strategy for international writers to contribute stories, articles and OP-eds to the publication or conducting exchange programs with other leading regional or international papers.

Output 3: Infrastructure and Capacity of the Syria Times Enhanced:

In order to improve journalistic standards at the *Syria Times,* comprehensive capacity development and improved computer operations are needed and the capacity of its human resources. The project will review the current IT capacities, including network and equipment and extend technical and logistical support to secure the necessary equipment. UNDP will also provide guidance in securing a suitable location and suggestions for a most efficient lay out for the *Syria Times* office.

Furthermore, in order to enhance the quality of the newspaper, the quality and capacity of the staff must be further developed. Referencing national, regional and international expertise, project will design and conduct a comprehensive training programme for the existing staff writers in media analysis, conducting interviews, message formulation and English writing as well as newly recruited staff. On the logic that trained journalists will be better informed on such matters, and, therefore, will better inform the readers, project will work on organizing retreats, study tours and/or exchange programs with leading newspapers as well as developing an in-house training unit as a continuous resource for all staff.

Part V: MANAGEMENT ARRANGEMENT:

This project will be implemented using the National Execution modality (NEX). Through NEX operational arrangement, the UNDP country office along with cooperating government Ministry assumes responsibility, and accountability, for the management and implementation of the project. The project is planned to run for 24 months, from October 2008 to October 2010. This project will operate in accordance with UNDP regulations, including those for procurement and accounting.

The Project Board:

The Project Board (PB) will function as an oversight body to ensure that activities are on track and results are achieved in accordance with the project work plan. The PB must approve annual work plans and quarterly plans and any variations that alter the project outputs or overall budget figure. Additionally the PB will make policy recommendations to improve project implementation and provide advice to project staff.

The PB will be convened at the launch of the project and subsequently meet quarterly and will be composed of:

A representative of the Ministry of Information (MOI)
A representative from the State Planning Commission (SPC)
A representative of UNDP

Other stakeholders, such as representatives of the NGOs, or active donors may participate in the work of the PB upon request and invitation.

The National Project Director (NPD) 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.

Role and Responsible of Each Party

UNDP Syria has overall responsibility of total management throughout the life of the project. A senior official (RR, DRR) has the overall responsibility for the achievement of results performs the supervisory function. The official ensures that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency project operations. The official is also responsible for assessing performance, ensuring regular reporting to headquarters, approving budget revisions and signing contracts for recruitment and procurement of services. The official also supervises the project manager.

UNDP Syria will formulate light management structure through a project team headed by a National Project Director who will be responsible for the full management of the project through recruiting international and national experts, NGO relations and administration staffs observe the activities to be implemented by the team, and coordinate the communication between the team and other stakeholders. The project director is responsible, among other things, for preparing and revising work plans; planning and organizing project review meetings; providing technical feedback to senior management; ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with stakeholders.

The Programme Officer in charge is in close coordination with the project manager reporting the progress and outcomes to the CO management, UNDP headquarters and other development partners.

Project Team

Composed of international and national experts, and under the supervision and guidance of UNDP Syria, the team will undertake the role of actual implementation of the activities. It will develop a detailed work plan and design the activities in line with the project concept in the beginning stage of the project, conduct a research/analysis, preparing reports, designing and conducting trainings, networking activities etc. The project director is responsible for overall team activities, coordination of members, and reporting to UNDP Syria will be assigned within the team members. Administrative staff will support all logistic of the implementation including accounting.

Part VI: MONITORING AND EVALUATION

The project will be subject to the standard UNDP review, monitoring and evaluation guidelines. Monitoring and evaluation will focus on outputs and their contribution (together with partnership efforts) toward the intended outcome. UNDP Syria will have overall responsibility for reviewing quarter project progress reports to be prepared by NPD.

The NPD will provide the Steering Committee with an Annual Project Report (APR) in accordance with the new APR format and quarterly progress reports to asses the progress against the Work Plan an outputs targets. Additional reports may be requested, if necessary, during the project. Information from monitoring and evaluation will provide the basis for making decisions and taking action.

Regular reporting and financial audit should be shared with all counterparts in order to be monitored, discussed and evaluated. An independent (external) evaluation will be conducted at the end of the project. Describe briefly how the key corporate principles for monitoring, measurement and evaluation will be applied for the project in terms of a Communication and Monitoring plan (C&M plan) that describes which activities and outputs will be monitored, reviewed and evaluated, how and by whom should be prepared. The plan should articulate the types of communications and associated scheduling required during the project, as well as

methods of communications with stakeholders. The plan should be developed as part of overall Country Programme monitoring and evaluation. The following AWP Monitoring Tool should be used for the project review purpose

Part VII: LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the S.A.R. and the United Nations Development Programme, signed by the parties on 12 March 1981. The host-country implementing unit shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that document.

The following types of revisions may be made to this project document based on the progress requirement of the project with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the project document have no objections to the proposed changes:
a) Revisions in, or additions of, any of the annexes of the project document.
b) Revisions which do not involve significant changes in immediate objectives, outputs or activities of the project, but are necessitated by rearrangement of inputs already agreed to, or by cost increases due to inflation; and
c) 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.