

Project Title:

ARTiculating GOVERNance and Local Development (ART GOLD SYRIA)

Project Document

Summary

ART is an international co-operation initiative that promotes worldwide a new type of multilateralism and partnerships in which the United Nations system works with governments to develop community participation, local development and decentralization policies.

The programme in Syria will provide specialized assistance to support national policies and local practice in prioritized sectors of Decentralization and Community Development, in view of increased impact of local development activities aimed at “improving the quality of life for citizens at local communities (urban and rural), particularly at social and economic under-privileged areas”.

In line with the provisions of the 10th FYP, the Art Gold Syria (hereinafter referred to as AGS) will provide support through three main components:

- a) The creation of permanent mechanisms for *participatory and multi-stakeholder development planning* at each tier of administration, to maximize local developmental potential within the framework of national policies and priorities;
- b) The reinforcement of capacities of local communities and authorities as well as of relevant national institutions to manage the entire cycle of local development, through international partnerships of *decentralized cooperation from cities, regions and centers of excellence* of the Art International Network in the Region and worldwide.
- c) The creation of a comprehensive framework initiative, shaped as a unified programme / operations / financial facility, open to the participation of international partners, to contribute to *finance the implementation of local economic development and local social work-plans*, in a coordinated effort with the regular national and local budget.

The overall programme is a legal, planning, operational and administrative framework to promote the systematic exchange of innovation, experience and good practices in the field of local development management between the Syrian communities and local communities from the North and the South.

For this purpose, the AGS will develop activities at the international, national and local level, Al Raqqa Governorate being the first pilot. Expansion to the other Governorates will be done according to Government/UNDP priorities and resources available.

The support of the AGS will be provided in the form of:

- national and international technical assistance,
- decentralized cooperation partnerships and
- financial resources for the implementation of local work-plans and project activities in the economic and social sectors.

Additional resources will also be mobilized jointly by the Government, UNDP Damascus and UNDP Geneva.

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Country: Syria

10th FYP Long Term Objectives (s)	25.4 The community development (urban and rural) succeeds in continued improvement to the quality of life to citizens and their fair participation in sharing both the burdens and returns of development
UNDAF Outcome(s)/Indicator(s)	Outcome 1: A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups. 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)	A.1 Enhancing poverty alleviation programme including income generation, and improving access to extension services in rural and poor areas – MYFF Goal: Achieving the MDGs and reducing human poverty; SL: Globalization benefiting the poor B.6 Planning and decentralization policies and structures enhanced – MYFF Goal: Fostering Democratic Governance; Service Line: SL 2.6 Decentralization, local governance, and urban-rural development
Expected Output(s)/Annual Targets	A.4.1 Rural area-based integrated interventions to alleviate human poverty, including through women's empowerment B.5.1 Capacity of local stakeholders, in development planning, coordination and monitoring strengthened
Implementing partner	The Ministry of Local Administration
Responsible parties	Ministry of Local Administration State Planning Commission

Programme Period:	2007-2011
Programme Component:	A.1.6
Project Title:	Art Gold Syria
Project ID:	SYR/09/006
Project Duration:	3 years (Oct 2009- Sep 2012)
Management Arrangement:	NEX – Ministry of Local Administration

Total Budget:	2,592,000 USD
Allocated resources:	
- Government (MoLA):	600,000 USD
- Others (HUB TF-ART):	600,000 USD
In kind contributions:	
Unfunded budget:	1,392,000 USD

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:

Agreed by H.E. Dr. Tamer Fouad Al Hejeh, Minister for Local Administration,
On behalf of the Ministry of Local Administration, the Implementing Partner.

Signature: *وزير الإدارة المحلية*

Date:

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

Signature:

Date: 25/10/2009

COMPONENT 2: Situation Analysis

2.1 The origin of Art Gold Syria

2.1.1 The ART international initiative

ART¹ is an international co-operation initiative that, in the spirit of the UN reform, brings together programmes and activities of several United Nations Agencies. It promotes a new type of multilateralism and partnerships in which the United Nations system works with governments to develop the active participation of local communities and social stakeholders from developing countries, countries in transition and industrialised countries. The francophone ART acronym stands for *Articulation and Support for territorial and thematic networks of co-operation for human development*. It shares and contributes to the objectives of the Millennium Development Goals.

ART supports democratic decentralization policies of *national governments*, provided with the corresponding resources, that support the development of the country's local communities. These choices are encouraged and supported because they are generally an indication of the political will to move toward more decentralised, sustainable, participatory, fair and peaceful development, contributing to meeting the MDGs.

Local communities are defined as the population living in the areas corresponding to country's sub national political-administrative subdivisions, be they regions, provinces, departments, districts or municipalities. With their own natural, historic, cultural and knowledge-based resources, and with their own institutions and governmental systems, local communities are a crucial political subject in development, who assumes commitments and responsibilities, engaging in active dialogue with central government structures and with international bilateral and multilateral organizations.

Since its beginning, in 2005, the Art initiative has engaged in partnerships with the main UN Agencies (e.g. UNDP, UNESCO, UNIFEM, WHO, ILO, UNCDF, UNOPS), in approximately 15 programme countries' governments and more than 300 local communities in addition to several outstanding institutions worldwide (universities, private companies and development institutions).

The main financial instrument is the *ART Cluster of the Trust Fund for Innovative Partnerships*, managed by the BP Unit of the UNDP Liaison Office in Geneva. The Trust Fund regulations and provisions set the parameters and guidelines for activities to be eligible for funding. These guidelines are fully respected in this project document. Donors who wish to co-finance a country-specific Framework Programme, as it is the case of the Art Gold Syria, may yet contribute to the trust Fund or directly to the UNDP Country Office.

Because the ART initiative is multi-donor in nature, Art Gold programmes have proved extremely effective in all countries in providing unified and flexible managing modalities. In fact it allowed each and every donor to orient their funds and complement one another in view of avoiding fragmentation or overlapping of aid resources, which is a common experience particularly in recovery situations. And that is made possible thanks to the leading role played by local communities through the Local Working Groups, provided with national backstopping from the National Working Group, who acts as the focal point and main interlocutor of UNDP and international donors.

In the Arab States Region, Art is developing programmes in Morocco and in the Mashrek (Lebanon). The lessons drawn from those country programmes, mainly in Lebanon, justified the initiative of the UNDP CO to explore the viability of an ART initiative in the Syrian context.

¹ Extensive information and review of current activities of the International ART Initiative can be found at the following address: <http://www.art-initiative.org>

2.1.2 The experience from the ART Gold Lebanon Programme

ART GOLD Lebanon Initiative which is a multi donor programme was approved in 2006. The project framework, originally designed to serve the impoverished regions of Lebanon, was re-oriented to better address the emerging needs of the war-affected communities, particularly after having the national priorities moved from social development into recovery and emergency interventions. Project activities cover four main areas with a total population of approximately 2 million people. From the initial funding of USD 3,000,000 from the Government of Italy, additional USD 19,000,000 were mobilized pooling together resources from various countries, mainly Spain, Belgium, Canada and Monaco.

In addition to traditional donors' resources, the programme in Lebanon has developed several partnerships of decentralised cooperation. Representatives of 97 Italian Regions and Local Administrations are negotiating possible interventions, whilst Belgian and Spanish Decentralized Cooperation are organizing technical visits to the project. Fields of interventions of Decentralized Cooperation vary from environmental oriented projects (waste management, water and sanitation support services), to social and health services mainly in the interest of youth at risk and primary health care.

2.1.3 Identification and formulation of the AGS programme

In Syria, a scoping mission was organized during the period 28 to 30 July 2008 with the main objectives to:

- i) introduce the ART GOLD programme initiative to the Government counterparts;
- ii) assess their interest in and feasibility of launching such a programme in Syria; and
- iii) get an overview of related ongoing and planned initiatives in the country.

The main conclusions of the mission were as follows:

1. UNDP CO in close consultation with the Syrian Government considers that an ART GOLD Programme is an appropriate and timely tool to support the National decentralization strategy and share with other countries the good practices concerning local development.
2. UNDP CO considers ART GOLD Initiative not as one additional project supporting local development, but as a framework facilitating the articulation and harmonization among different international cooperation actors.
3. UNDP will provide seed funds for the start up of the project, seeking for Government co-participation, whilst the Hub in Geneva will be in charge of coordinating the wider resource mobilization mechanisms.

Accordingly, a memorandum of understanding was signed between the UNDP Syria Country Office and UNDP Geneva whereby it was agreed on formulating an ART GOLD Programme in Syria. As a consequence, a formulation mission took place 18 November – 3 December in order to support the CO in better defining a programme document that: i) reflects the priorities and needs of the Syrian Government in terms of decentralization, local development and the governorates where this initiative should first be launched; ii) is in line with the pertinent UNDP corporate goals and envisaged outcomes of the UN Development Assistance Framework (2007-2011) and Country Programme Action Plan for Syria (2007-2011); iii) clearly emphasizes knowledge sharing and partnerships between Syria and other countries; and iv) serve as a tool to mobilize the networks of decentralized cooperation actors and joint fund-raising.

The formulation mission allowed, moreover, to verify the opportunity to thoroughly liaise with the other main ongoing UNDP projects pertinent to the overall objective of ART GOLD, namely:

A - Technical Support to the Implementation of the 10th Five-Year Plan of Syria - Through this intervention, UNDP is supporting the Government in the implementation and monitoring of the national MDG-based Tenth Five Year Plan. At the national level, the project is supporting i) the creation of an M&E framework for the plan; ii) monitoring poverty growth and income distribution; and iii) the formulation of a long-term socio-economic strategy. At the local level, the project is supporting the production of six local MDG reports and the formulation of six local development plans.

A. Strengthening municipal services In terms of good local governance and improving decentralization capacities, the UNDP is implementing a project with the aim of strengthening municipal services in a number of governorates including the North-Eastern region governorates through the establishment of one-stop shops at the municipalities.

2.2 Syria Profile

With a population of almost 18 million and an annual growth of 2.45%, and with a stagnant and low productivity economy, Syria faces a number of challenges that can only be met through structural adjustment and economic reform. Among the major problems are: i) a high labor force growth and insufficient investment, demand, and diversity in the economy for job creation needs; an unemployment rate of about 11 percent; ii) declining real per capita income in fixed terms; iii) and some manifestations of inequality as the bottom 20 per cent of the population consumed only 7 per cent of all expenditure in Syria during the period 2003-2004 (UNDP 2005).

Notwithstanding these challenges, significant achievements have been realized on a number of economic and social fronts, which in turn had a positive impact on the lives of citizens. The spread of education and the decrease in dropout levels, the improvement in health indicators, and provision of basic services along with salary increases are all positive indicators of Syria's ability to meet its future, local and international commitments as regards achieving the Millennium Development Goals (MDGs).

Since the nineties, the Government has taken a number of concrete steps towards the reform process, namely: i) liberalization of currency markets, ii) reduction of reliance on state monopolies; iii) permitting the private sector to enter banking, oil, cement and power generation, and; iv) improvement of the investment climate for foreign investors (Law 10 of 1991). It also adopted, within the framework of the Tenth Five-Year plan, the social market economy approach that aims at preparing the Syrian economy and society to address the challenges of the 21st century in light of the evolving economic developments.

Moreover, Syria has recently opened up to new initiatives by all means and at various levels. Its readiness for development directives, willingness for elaborating local development plans in an inclusive participatory manner, openness to exchange of expertise and benefit from the international advanced experiences has been clearly stated by the Government Officials at both the ministries and governorate level. Moreover, the 10th FYP draws particular attention to "Decentralization and local development" namely in the chapter 25.

It is noteworthy that international agencies operating in Syria are not numerous; however the existing ones maintain an in-depth relation with the Government whether through extensive technical and administrative linkages with the SPC or the MoLA aiming at building the capacity of the national counterparts and ensuring the national ownership of the projects. GTZ, JAICA and the EU are the main actors in the development field in Syria, each standing at a different angle and touching upon a variety of thematic interventions.

2.3 Rationale for selecting Raqqa for the start up of the project

According to the indications by the Government officials, the start-up phase will begin in one Governorate within the Northern or Eastern Regions, because these regions are prioritized both in the FYP and in the UNDP Assistance.

After consultations and field visits, Al Raqqa Muhafasa was chosen as first pilot and, according to resources available, the start up phase of the project would expand to other mohafasas eventually. The selection of AlRaqqa for the piloting phase of the ART GOLD in Syria is mainly based on a SWOT analysis that may be summarised as follows:

STRENGTHS	WEAKNESSES
<p><u>Economic potential</u></p> <ul style="list-style-type: none"> ▪ Strong agricultural production for agro-industries ▪ archaeological/historical sites located there <p><u>Institutional setting</u></p> <ul style="list-style-type: none"> ▪ Initial engagement of civil society and local authorities commitment ▪ Various donors operating in the governorate 	<p><u>Income poverty</u></p> <ul style="list-style-type: none"> ▪ 7 out of the poorest 100 villages in Syria located in Al Raqqa <p><u>Human poverty/development:</u></p> <ul style="list-style-type: none"> ▪ first among fourteen governorates in terms of human poverty with a rate of 21.1 ▪ Illiteracy rate higher than national average ▪ Life expectancy one of the lowest among all governorates ▪ Critical health and sanitation indicators with the highest rate of underweight children
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Set as a priority area of intervention in the 10th Five Year Plan ▪ Linkages with other ongoing UNDP projects in the governorate such as the modernization of municipalities, women's empowerment and poverty alleviation project and business innovation centre 	<ul style="list-style-type: none"> ▪ Migration of residents to other governorates ▪ Dependency on neighbouring governorates' employment potential and environmental risks

2.4 Raqqa Profile

The development indicators based on the Poverty Report and other pertinent statistics show that the Northern and Eastern Regions of Syria is the most deprived and living under difficult circumstances in terms of socio-economic conditions, job opportunities, and access to basic services. According to the Poverty Study conducted by UNDP, the North-Eastern Region, which includes **Al Raqqa Governorate**, has the greatest incidence, depth and severity of poverty. When using the lower poverty lines, 58.1 per cent of the poor in Syria were found to live in the North-Eastern region, which has 44.8 percent of the total population (UNDP, 2005). Moreover, this region encompasses eight out of the 100 poorest villages in Syria (where poverty rate is higher than 99%) (Standards of living Map), seven of which are in Al Raqqa governorate.

The human development indicators clearly state the need for interventions in this governorate to improve the socio-economic conditions of the residents and the access to equitable development opportunities. Al Raqqa ranks **first** among fourteen governorates in the country in terms of human poverty with a rate of 21.2. Illiteracy rate is 29.1% which is the highest in the country comparing to the national average of 14.2%; illiteracy rate reaches **98% in the two poorest cities in Al Raqqa**. The percentage of people who are not expected to reach the age of 40 (an indicator that reflects the availability and the quality of some basic services) is 7.3% which is one of the highest (7.4%) among all governorates given that the national average is 6.6%. On another hand, Al Raqqa has the highest rate of underweight children (22.7%) in the country, considered to be one of the worst health indicators.

In addition to the above mentioned "weaknesses and challenges" present in Al Raqqa governorate, a set of strengths and opportunities turn Al Raqqa to be a good investment target in which potential for development and growth can be built. Given its bad socio-economic conditions, many donors are attracted to this governorate leading various international and national organizations to implement development projects in Al Raqqa. Notwithstanding, aid coordination for better results in development efforts is absent in Al Raqqa governorate resulting in duplication of efforts and weak resource management. Resources could be better used if coordination mechanism is properly set and managed.

This can be achieved through ART GOLD proposed working groups (local and regional ones) that can identify the needs of the region taken into consideration the strengths and the weaknesses of the territory, and then facilitate the development of a unified needs assessment and data base. Donors' coordination can be one of the proposed activities in ART GOLD.

2.5 National policy framework

2.5.1 Review of current setting of development planning and budgeting

With the support of UNDP, Syria has developed its comprehensive 10th Five Years Plan (hereinafter referred to as "FYP). The plan is organised along the traditional UN/WB PRSP main components and touches on each development constituency of Syria. Line ministries are held responsible for the implementation of the plan in their specialized sector, whilst the State Planning Commission exercises supervision and overall coordination and monitoring from a technical and strategic point of view.

On the other hand, the budget allocated is pre-identified and set by the Government and distributed to the line ministries according to a ministerial decree accredited by the president on a yearly basis. The budget is invested to put into action and implement the pertinent projects leading to reaching the development goals, as stated in the FYP. Budget allocation is defined by the ministerial technical committees based on regional needs assessment, supported by the governorates bodies. However, coordination between the ministries and line directories in the regions may be improved.

However, the local administration level has three main sources for its budget:

- Local taxes and fees (cleanliness, paving, illegal construction...) managed locally
- Central Grants
- Central Taxes; mainly i) property taxes, ii) exportation taxes and iii) oil taxes

The local taxes are the ones collected at the local level by the local council based on the 1/1994 decree (Basic Financial Law for Local Administration) amended in late 2007 for Law N0. 18. These taxes are managed directly by the local councils in the Governorates while the central taxes go directly to the Ministry of Agriculture, transferred to the Ministry of Finance which in its role allocate 10% of the total collected to the Ministry of Local Administration.

The central grants are distributed to the Governorates based on the registered population per area and approved by the Cabinet. According to the MoLA, two other kinds of agglomeration should be taken into consideration in consultation with SPC when planning a budget distribution/allocation: tourism and under-developed areas. It should be noted that the Local administrations budget forms almost 20% of the total national budget. The independent budget is managed by the MoLA and Governorates and is only dedicated to finance urgent interventions earmarked to cover only nine previously set categories.

2.5.2 Description of the main features of Syrian Decentralisation/De-concentration

Promoting for decentralisation is currently one of the major priorities for Syria. To this subject is in fact dedicated a separate chapter in the 10th FYP on decentralization and local administrations.

Syria is composed of 14 Governorates; each with elected local councils and elected Executive Board composed of 10 members of the local councils. The Governors are appointed by the Government whereas Mayors are elected by the council members. There are 800 local councils with 9000 members all over Syria, composed of 40 to 100 members depending on the size of the population. In parallel, there exist the socio-economic councils in the Governorates whose members are appointed and have the power to approve local and regional affairs related to the governorate such as the import license, the educational plan and some other prerogatives. In terms of administrative management of geographic regions, the below is distribution depending on the size of population:

- 110 cities; a city should have more than 20,000 inhabitant

- 300 towns, a town should have more than 10,000 inhabitant
- 300 villages, a village should have more than 5,000 inhabitant
- 900 municipalities, municipality should have less than 5,000 inhabitant

The first municipal system was initiated in 1956 in Syria. However, the “Legal and Institutional Local Administration” framework was developed/updated in 1971. Efforts are currently ongoing for the modernization of the local administration law allowing for more flexibility and involving more participation from the community members and stakeholders paving the way towards a concrete decentralization of power and decision making.

2.5.3 Review of main supporting initiatives

The Government of Syria, mainly through Ministry of Local Administration and the SPC, has developed partnerships with various international agencies such as the European Commission, JAICA, UNDP and GTZ. The purpose is to develop initiatives in support of the implementation of the FYP.

UNDP is currently running a number of projects in the field of local development and local governance. Specifically, the project can benefit from the work being done from the project supporting the implementation of the tenth five year plan and the project aiming at strengthening municipal services (one stop window for increased accountability and efficiency) in a number of governorates, including Al Raqqa.

The EU funded projects are implemented through an active partnership with the MoLA and mainly focus on the regional planning (spatial planning) and on the infrastructure projects. Also, the EU runs a major capacity building programme entitled MAMP in support of the governorates, directorates and municipalities particularly in a number of governorates in Syria including the governorates of the North Eastern region. As for GTZ, projects cover urban development planning, small credits for restoring old houses and some local development initiatives. JAICA shows more interest in Urban Planning and supporting the MoLA and SPC in developing physical development plans for newly inhabited areas mainly in Damascus and Rural Damascus.

COMPONENT 3: Strategy

3.1 Outcome/outputs statement

The vision that rests beyond the ART Programme, which is the same that has inspired various chapters of the Syrian FYP, is that living conditions of the communities can be structurally and lastingly improved only by ensuring that all active forces gather, negotiate and get organised towards local development. Whilst this kind of process can undoubtedly be triggered off by external top-down interventions, its sustainable duration largely depends on the continuous commitment of each stakeholder as well as on a sound social and institutional environment.

In this respect, the FYP clearly identifies the three main areas of concern that should be addressed in order to create an enabling environment: planning, human capacities and implementation capacity); for each of these areas the Plan also singles out specific bottlenecks that reduce efficiency and impact of local development activities. These bottlenecks ought to be overcome in order to succeed in continued improvement to the quality of life to citizens and their fair participation in sharing both the burdens and returns of development.

The AGS Programme will therefore provide assistance to the government for putting into practice tangible and experimented *instruments and tools* to address the bottlenecks for each of the three areas of concern and thus contribute to reach the objectives as exposed in the FYP Chapter 25-6-A on decentralisation and local community development. Those objectives are taken as the programme outputs.

Provided that, where existing, the programme will rely on and support the existing planning processes as described in the “Support to the Implementation of the 10th FYP Project”, the Art Gold will bring about specific *added value* in terms of resources and know-how according to what is set out below.

AREA OF CONCERN / FYP (chapter 25) OBJECTIVE 1:

PROGRAMME COMPONENT	PROGRAMME OUTPUT
DEVELOPMENT PLANNING	Build and activate organized mechanisms for peoples participation that will combine all active communal forces in the development plans These mechanisms will have to ensure that development plans are as inclusive as possible and shaped in “marketable” way to facilitate resources mobilisation
BOTTLENECKS	AGS ADDED VALUE
- intersections between the roles of the central and community authorities - uncertainty on resources assigned - inefficiency in the construction of the national plan from bottom up	- Consolidated <i>planning tool</i> (economic/social, local/national, potential/depressed areas) - <i>Territorial Marketing Documents</i> - <i>Implementation Work-Plans</i> - <i>Maps of risks and opportunities</i>

AREA OF CONCERN / FYP (chapter 25) OBJECTIVE 2:

PROGRAMME COMPONENT	PROGRAMME OUTPUT
	Build the capacities of concerned organizations and cadres to perform their active roles in implementing community development plans

CAPACITY BUILDING AND DEVELOPMENT	Capacity building will be provided through a wide network of worldwide institutions that may engage in long term development partnerships in Syria to provide highly skilled technical assistance, expertise, best practices and eventually, financial resources.
BOTTLENECKS	AGS ADDED VALUE
- weak capacities of local establishments which results in low quality of public services	- <i>South-South cooperation</i> - <i>Decentralised cooperation</i> of cities and regions ² - <i>Universitas</i> ³ , a human development resource network of universities and higher education institutions

AREA OF CONCERN / FYP (chapter 25) OBJECTIVE 3:

PROGRAMME COMPONENT	PROGRAMME OUTPUT
IMPLEMENTATION OF THE DEVELOPMENT PLANS	Facilitate resources mobilisation for contributing co-financing resources to the implementation of the development plan The programme will support the constitution of two facilities that allow more donors and private sector to actively participate together with the national institutions, in the financing of the development plans using unified mechanisms for allocating resources, implement activities and monitor their contributions and investments, even if limited to certain phases of the plans, sectors or geographical areas
BOTTLENECKS	AGS ADDED VALUE
- gaps between needs assessment and resources allocation - effective attraction of private sector to assume major roles in the community economic development	- <i>Projects of Strategic Impact</i> - <i>Framework programme</i> - <i>LEDAs</i> ⁴ (Local Economic Development Facility)

² For more information on decentralised cooperation please refer to: <http://www.undp.org/partners/region-local/art.shtml>

³ For more information on Universitas, please refer to: <http://www.yorku.ca/hdrnet/index2.asp>

⁴ For more information on LEDAs please refer to: www.ilsleda.org

3.2 Guiding principles for setting priorities of AGS financial support

The overall implementation of the AGS will be based on some guiding principles in order to address the causes of the bottlenecks at their roots and ensure sustainability of project results. However, because the needs of local communities exceed resources available, priority setting will be crucial.

The main gaps between needs and resources are related, on the one hand, to the *geographical coverage* of activities, which cannot be extended with the same intensity to the entire governorate. Prioritisation of specific locations for programme implementation is therefore needed. In this respect, the ART planning tools are shaped to facilitate the identification of strategic activities that, although implemented in some specific locations, can lead to advantages for a larger portion of the Muhafasa area. These activities will be preferably financed with respect to spot interventions.

On the other hand, priorities are to be confronted to actual human resources capacities and availability of funds, which might not correspond in terms of timing and/or sectoral allocation by local and national stakeholders as well as by international aid agencies or investors. For this reason the AGS provides support for regular resources mobilisation in and outside the country involving a wide range of development partners.

For ease of organisational arrangements, country framework programmes are broken up into the five following sectors, according to the accumulated in-house know-how and partnership experience of the ART initiative. These can be used as reference, because their relevance may change depending on country context. Syria may therefore disregard some of them as well as add others:

- | | |
|---|--|
| 1. <i>Governance</i> | Functioning of decentralised administrations, public-private-civic partnership for local development, promotion of active citizenship and social audit |
| 2. <i>Environment</i> | water and waste management, vulnerability reduction, cultural and historical heritage |
| 3. <i>Local economic development and employment</i> | comprehensive financial and non financial services to SMEs, business associations, value chains, international partnerships, territorial competitiveness, integration at work of the disadvantaged |
| 4. <i>Health and welfare systems</i> | health system organisation and innovation, primary health coverage, access for rural populations, social security, social services for vulnerable groups) |
| 5. <i>Education and training systems</i> | school systems, vocational training |

Finally, since priority setting is the result of a participatory and multi-stakeholders exercise, the output of the planning exercise cannot be predicted at this stage. As a consequence, the parties to the AGS programme agree that the programme resources and activities are considered as a menu and may be accessed on a demand-based modality, according to the institutional responsibilities and procedures set out in this programme document. Guiding principles of priority setting are the following:

Development of local potentials

In line with the Art international experience, the AGS advocates for local and regional development not only because citizens should “have the right to be attended by the administrative level closest to them”⁵ as a matter of social justice and efficiency in the delivery of public services; but also in consideration of the fact that local development may play a crucial role for improving national development indicators. For this reason the AGS will support the national government in its policies to help local communities – also and particularly the poorest– get the most out of its own specific human, cultural and institutional

⁵ Cfr. European Charter on Local Governments

fabric, its natural and economic resources potential, thus aspiring to become a contributor rather than only a recipient of national wealth.

Balance between planning and implementation

The overall challenge of the Art initiative is therefore to demonstrate, through the framework programmes, that local development is the most efficient way to improving community living conditions. And this is recorded by performance in development indicators, which are definitely important. However much more importance will be attached by the AGS to citizens' direct perception of their own conditions, their attitude, commitment and trust in supporting the programme. For this purpose, since local development is a long term process that requires a cultural change as well as improved capacities at community and central level, the AGS will pursue it through activities and projects in which citizens' participation results in very practical and tangible opportunities of access to better development opportunities. This means that programme resources will be equally allocated to planning and, essentially, to ensuring larger coverage and better quality of public utilities, goods and services.

Comprehensive management of territorial development

The Art initiative supports national government comprehensive vision of the development process. Each sector in which the administrations deliver public services to the community is thus considered intimately linked to and interdependent from the others, in view of improving living conditions of citizens. Based on this, the AGS will preferably support national and local stakeholders to manage strategic integrated projects that allow them to face problems and challenges spanning over different sectors. During the years since its beginning, which dates back to the end of the 80s, the Art international network has accrued peculiar expertise in local governance, health, education, local economic development and the environment.

Alignment between local development and national policies and budget

As it was emphasised during the formulation mission, the modern local development concept is antonym to "localised" development. Local communities will develop as far as they gain access to national and international opportunities. National stakeholder will therefore be actively involved and kept informed at all stages of the project development through the National Executive Board. National institutions are indeed able to provide the legal and policy framework for local development activities, do hold most part of local recurrent and public investment resources and represent the gateway to access international opportunities in terms of capacity development, aid resources and foreign investment. Therefore, whenever the local developmental challenges require it, the AGS will seek for national institutions' direct intervention as far as their responsibility on legal, policy or budget matters is concerned. This will in turn facilitate more realistic, sustainable and results oriented planning in target areas, based on actual resources available and on existing legal and policy constraints. At the same time the process will allow national stakeholders to follow up on the pilot areas developmental activities thus receiving inputs for national policy adjustments.

Participation and Public – Private Partnerships

Development is the joint effort of "all social active groups as partners"⁶ who share aspirations and responsibilities: public administrations, sectoral institutions, business community, CSOs, NGOs and associations thereof, the academia, the media and the citizens as individuals (customers, voters, patients, students, etc.). For this reason, according to the FYP, the AGS will ensure that, at any stage of development planning or implementation, multi-stakeholder participation will be sought for to the extent possible through the Muhafasa Working Groups that are established. Direct citizen's participation will be encouraged beyond their representation in the working groups because their support in auditing development activities, in effect, will facilitate accountability for the development planning. At the same time, whenever possible, public-private partnerships will be encouraged in view of subsidiary management of public services and investments.

Territorial competitiveness

⁶ Cfr. 10th FYP Chapter 25-1

In a globalised economy, "...competitiveness is the (...) ability to provide suitable conditions which enable various institutions to bring their products into the domestic and foreign markets, so as to contribute to increased and sustained GDP growth rates associated with a fairer distribution of income"⁷. For this reason, local competitiveness is of essence in view of enhancing global development opportunities of the targeted Muhafasa. The AGS will therefore provide support to inclusive public/private initiatives that, by strengthen local value chains, may generate national and international market opportunities, generate employment/income opportunities for local communities (particularly the poorest) and preserve natural resources. The support will be provided locally and internationally through the Network of initiatives of Local Economic Development promoted by the UNDP Geneva.

Universal access to development opportunities

It is the concern of UNDP to promote inclusive human development, whereby specific target groups (e.g. women, the youth, the elderly, the disabled, etc.) are fully included in local development dynamics thus contributing to social cohesion. The AGS will therefore support the implementation of projects that guarantee universal access for the most vulnerable groups to regular public services (e.g. health, education, transport, etc.) as well as to economic development opportunities, also avoiding isolated ad hoc initiatives that may create "positive discrimination" and "two tracks" development. For this reason adequate representation of these groups will be ensured during and beyond planning exercise.

Openness to international excellence and innovation

International knowledge sharing and exchange of expertise in the scientific, cultural, professional, economic and commercial fields, which were almost boundlessly enhanced by the use of ICT, are the most powerful engines of global development. For this reason the AGS will promote long term international alliances between Syrian project target areas' local administrations and institutions and a wide network of partners worldwide, in view of strengthening the implementation of development plans. More than 100 partnerships are currently ongoing with local governments and institutions from Canada, Belgium, France, Greece, Italy, Monaco Principality, Spain and Switzerland and from the countries where Art is being implemented. This appears also to be very timely in consideration of the recent developments of international relations between Syria and Europe.

3.3 Programme strategy

AGS is intended by UNDP as a tool to support Syrian public institutions at all levels in their efforts to improve living conditions of local communities through a more effective, participatory and balanced local development, open to international opportunities. AGS should also be instrumental in facilitating aid coordination and effectiveness at the Governorate level, in line with national provisions. For this reason it will liaise with the GoS/UNDP project on Aid Coordination.

During meetings held in the formulation mission, the project's goal appeared to be timely in view of the Government willingness to reinforce coordination between the governorates and lower sub-national institutions. The *Governorates will therefore be the entry point* of the AGS for two main reasons.

- First, according to current decentralization legislation it is the main role of the governorates to facilitate and coordinate local development. The legal framework further mandates regional governments to directly coordinate and lead regional development including inter-district coordination of service delivery, economic development, infrastructure investments and spatial planning.
- Secondly, the governorates are also the level where national functions are de-concentrated, involving also budget and monitoring responsibilities.

This definitely requires policy and implementation capacities within the Muhafasa offices which the AGS will support. The programme added value in this context, together with its methodologies and tools, mostly rests on the installed capacity of ART to mobilize a wide *network of partners worldwide* of

⁷ Cfr. PMC/SPC and UNDP: *The First National Competitiveness Report on the Syrian Economy, Executive Summary*, pag. 11

decentralised cooperation, which were selected and involved in several ART initiatives in the four Continents. These partners range from regions or cities (more than 300 partnerships are currently ongoing with local governments from Canada, Belgium, France, Greece, Italy, Spain and Switzerland), to *Local Economic Development Agencies (LEDA)s* and centres of excellence in all fields of development.

The partnerships are promoted in connection between the Art Country Projects, in this case AGS, and the Art offices in Geneva (head Office within the BRSP – Hub for Innovative Partnerships), Rome and Seville. These partnerships generally provide highly skilled and diversified technical assistance and tutoring in the long term.

3.3.1 Strategy of Intervention

With respect to programme output 1:

Build and activate organized mechanisms for peoples participation that will combine all active communal forces in the development plans.

These mechanisms will ensure that development plans are as inclusive as possible and shaped in “marketable” way to facilitate resources mobilisation

Local level

In each targeted governorate, a *Muhafasa Working Group (MWG* – or different denomination which could be self-defined) will be constituted, chaired by the Governor and with SPC representative as coordinator.

Participant to the PWG will be:

- the *main governorate departments*
- selected local authorities represented by mayors or their delegates
- representatives of associations from the ***private sector***
- representatives of associations from the ***CSOs***
- representatives from other institutions relevant to the specific contacts (e.g. the academia, media or others)

Delegates from private sector and civil society should represent collective institutions or, better, associations thereof, relevant to the area, independent and with demonstrated skills. Criteria and modalities for stakeholders involvement will be developed in a collaboration between , the Min. of Local Administration (hereinafter MoLA), the SPC the Governorate and UNDP.

The MWG should be constituted by legal provision. The UNDP may consider to utilize existing bodies, provided that they fully meet the requirements of this programme document. In this respect, collaboration will be sought for, to the extent possible, with the UNDP projects in the target areas, trying to shape one unified mechanism that may help aligning UNDP interventions.

The MWG is the principal collective stakeholder of the project. It is mainly tasked with the strategic and participatory planning, which will result in three main instruments. These instruments will be updated regularly in continued annual planning cycles:

- a) The *Maps of Risks and Opportunities*, which is a scientific methodology for community participation. It was originally developed for health risks prevention at work, later extended by international cooperation (WHO) to natural disaster risks prevention and finally generalized to all development activities by the Art International Initiative⁸. It helps acquiring people’s opinions and views on

⁸ Please refer to: ART Scientific Committee: “*La produccion des Cartes de Risques et Opportunités*” available on the HDRNet website : www.yourku.ca/hdrnet

complex cross-sectoral issues and variables to be incorporated into the strategic planning. It also puts together at work communities and experts

- b) The *Territorial Marketing Brochures*, which is a specific tool for profiling the area in terms of opportunities for investments and aid support for bridging the gaps in the social and economic components. It is an innovative way to perform the classical strategic planning. It allows for identifying the strategic drivers of local development and present it in a usable manner to all stakeholders as well as for selecting priority areas. Priority setting will be done according to the guiding principles set out before complemented by local criteria.
- c) The *Implementation Work-Plan*, which completes the previous instruments with a detailed programming for each sector and area that has been prioritized, necessarily including financial commitments from each participating stakeholder: the AGS itself, the local administrations, the private sector, national state departments and external donors and investors. The work-plan will therefore require strong alignment and coordination with national programming and budgeting procedures. For this reason, sector specific boards will be constituted for its elaboration, under the sectoral delegate of the Muhafasa. The representative of the sub areas (cities and villages) that were prioritized will also participate for what is of their direct concern. When deemed it opportune, city working groups should also be constituted.

From the second year onward the planning exercises will be repeated, whilst the role of the MWG –at that stage fully trained– will be extended to participatory monitoring of activities implementation and evaluation of results, in coordination with the National Coordination Committee. In order for the monitoring and evaluation processes to be as participatory as possible, simple instruments of social audit will be developed according to local requirements and the international experience of the ART initiative.

Subsequent planning cycles will take into due consideration the geographical and sectoral priorities of the previous year. To the extent possible the MWG will try to consolidate programme results and extend its advantages to wider parts of the population.

At the current stage of programme development, activities can be initiated in the Governorate of Raqqa. Upon specific request from the national government, additional governorates may be targeted depending upon resources available. However, most of the initial programme activities are related to the setting up of planning and implementation procedures. In order to benefit from the technical assistance that will be mobilized in these steps, additional governorates may participate as observers in training and workshop sessions if:

- they make an official request,
- their participation is endorsed by the NCC and
- they are able to self finance their participation.

National level

The planning exercise, particularly the Implementation Work-plan, makes sense only if fully aligned to:

- overall national decentralization and sectoral policies and priorities
- budget for public investments and recurrent expenditures of the implementing partner and of the line ministries;
- legal and regulatory framework of both local administrations' prerogatives and sectoral institutions' mandate

And this in view of both feasibility and sustainability of the local initiatives. As a consequence, in line with Art Trust Fund Cluster Guidelines and as agreed during the formulation mission, a *National Coordination Committee* (NCC - or different denomination which could be self-defined). The NCC will be established under the leadership of State Planning Commission to ensure that alignment. Initially its composition will be limited to the Programme Board (State Planning Commission, Min. of Local Administrations and the Environment, UNDP) extended to programme donors. Each of these institutions will appoint its representative in the meetings. Depending on the agenda of each meeting, additional governmental departments may be invited.

The NCC, established by formal decision of the Government of Syria, will be primarily tasked with overall orientation on the AGS project. Specifically, it will:

- Endorse documents and plans produced at the local level. Each document that is produced locally becomes official only after NCC endorsement;
- Indicate policy priorities and governmental budget availability as inputs to the planning cycles;
- Facilitate *participation of line ministries* in support of governorate and sectoral workplans;
- Facilitate *aid coordination and effectiveness* by using the three instruments elaborated locally to orient donor's resources
- Decide on extension of the programme to additional governorate who requested so;
- Promote *inter-Muhafasa* activities for common training, harmonization of methodologies and cross-learning;
- Liaise with the Geneva Hub to support *resources mobilization*;
- Represent Syria in international AGS activities and propose participants to international missions and workshops organized by the Art Trust Fund;
- Officially receive the international *Decentralized Cooperation delegations* that visit the project;
- Directly carry out the specific activities that take place at the national level (such as, for example, *workshops, policy dialogues and public events* on issues related to Regional Development)

The NCC is also in charge for involving the academic sector into process monitoring and into theoretical elaborations based on lesson learned and in connection with the *Universitas Network*, promoted by the Art Trust Fund. Finally NCC will be in charge, through the assistance of the AGS project team, for information dissemination on the project progress and achievements. Appropriate media could be a Newsletter and a Website⁹. For this purpose, the AGS Chief Technical Advisor will provide general assistance to the NCC and perform executive secretarial functions in order to prepare documentation, organize the agenda and facilitate communication and cross fertilization of ideas.

With respect to programme output 2:

Build the capacities of concerned organizations and cadres to perform their active roles in implementing community development plans.

Capacity building will be provided through a wide network of worldwide institutions that may engage in long term development partnerships in Syria to provide highly skilled technical assistance, expertise, best practices and, eventually, financial resources.

The entire exercise will require intensive *training and capacity building* which, to the extent possible during the start-up phase, will be conducted in parallel in the two pilot Governorates. Good practices and lessons learned will be shared in order to facilitate in due course programme implementation in the second pilot Muhafasa.

During the entire programme lifetime, training and capacity building will be focused primarily in three directions:

- a) Sharing of experiences and know-how with ART framework programmes in different countries and in international events, particularly in, but not limited to the Arab States region;
- b) Developing capacities on strategic planning and budgeting as well as on specific issues related to internal functioning of local administrations;
- c) Sharing innovative models, procedures, managerial and technical skills for the implementation of inclusive economic initiatives and delivery of public and social services by local administrations to the population, according to the Implementation Work-Plans.

⁹ An appropriate example may be found at the following address: <http://agsl.lk.undp.org> which refers to the Art Gold Sri Lanka programme

As previously mentioned, assistance will be mainly provided through the networks of human development that the ART initiative has promoted worldwide. This will allow for engaging in decentralised cooperation partnerships.

The so called *Decentralised Cooperation* has proven effective in so far in other Art-countries because it puts together at work institutions and groups who share the same challenges, although in different contexts, and develop a sense of mutual solidarity that goes far beyond technical exchanges or bilateral assistance. In many cases the partnerships succeeded to create such deeply rooted relations that they survived UNDP projects' closure. It is also worth noticing that many of the local development methodologies used by ART worldwide have been tested and widespread thanks to decentralized cooperation partnerships. In this respect, Syrian expertise may also become a success study case which could end being beneficial to the network worldwide.

The international partnership strategy, which definitely represents the clearest added value to the entire ART programme design, may be accessed thanks to the active role of the UNDP Art Offices in Geneva, Rome and Seville.

These Offices will facilitate permanent news/information dissemination across the network members, in order to identify and sensitize the most suitable among them (through meetings, document sharing and eventually through the organization of exchanges of visits), thus paving the way to the Syrian institutions to engage international partnerships.

The main instruments for this work of partnership promotion will be:

- the output of the planning exercises (namely, the Maps of Risks and Opportunities, the Territorial Marketing Brochures and the Implementation Work-Plans), as well as
- the communication tools (the Newsletter and the Website).

Opportunities will be sought for mainly among the following potential partners:

Bilateral Donors

Currently the Art Cluster trust Fund is a multi-donor facility. Each donor may participate to the Trust Fund either by non earmarked or by earmarked contributions for Syria and, within Syria, for specific geographical area or sector. In both cases, the Geneva Office will establish the link to the NCC that will ensure full participation of the potential donor at all stages of project formulation and will incorporate it as by-law member to the same Committee. For this purpose, ART will closely follow on the international conferences and donor's meetings dedicated to Syria and the Regions.

Territorial Networks of Decentralized cooperation

In coordination with the NCC and with the support of the CTA, missions from and to Syria will be organized for local governments and MWG members or other institutions at the proposal of the NCC. This missions will be aimed at sharing methodologies and solution for local development with worldwide local administrations and their partner institutions, particularly in the Arab States Region and in Europe. As soon as a sufficient number of partners have communicated their positive feedback on the opportunity to be engaged in Syria, an international event will be organized. The location will be established in consultation with the NCC. The event will allow to present organically the entire AGS project and to organize working round tables with potential partners for establishing preliminary understandings and plans of action to build up the partnership.

The Hub in Geneva will support UNDP CO in all stages of decentralized cooperation development from the promotion to the implementation of projects and their evaluation.

It has to be emphasized that decentralized cooperation is attractive not only to developing countries, but also to donor countries themselves. Regions in fact are the main interlocutor of the European Union to the point that EU resources for local economic and social development of depressed areas are assigned 100% to regions. And this constitutes more than 60% of national budgets. Cities, companies and CSOs may access these resources only by participating to the calls and tenders launched by the regions.

The national States do retain of course a role; but this is limited to policy definition (in line with European provisions) and priority setting, which are set up in a National Operative Plan.

A significant part of the resources which are assigned by the EU to the regions and, through the regions, to the cities and villages, can be devoted to the internationalization of local economies and culture¹⁰. In addition to that, the EU specifically assigns resources through programmes that aim at inter-regional and cross-border cooperation.

The AGS may therefore constitute a powerful instrument to attract these partnerships not only from the perspective of capacity building, but also, eventually, for fund raising.

Thematic Network for Human Development

At the request of the NCC the Art Trust Fund Office may organize visits and missions by specialists in the sectors that were prioritized in the Implementation Work-Plan, particularly related to *Higher Education Development and Local Economic Development*, who would work with line ministries, institutions and the MWG in order to facilitate a consistent sectoral strategy aligned with the Work-Plan during the planning phases.

Based on these missions, the following networks will be alerted and partnerships will be promoted to assist project implementation:

Universitas

It is a Network whose aim is to involve universities from the countries of the South and North associated with ART in university-level training, research and knowledge dissemination related to local human development and multilateral cooperation. In addition to that, in collaboration with York University in Canada, Universitas has recently created a specialized electronic information gateway called "HDRNet"¹¹. HDRNet currently provides free access to more than 800 documents related to different dimensions of human development and international cooperation, many of which are not available through internet or mainstream publications. Syria may benefit from and also contribute significantly to the gateway.

ART Local Economic Development

It is a network that links Local Economic Development Agencies which were supported by Art programmes among them and with the corresponding European network, called Eurada. Its purpose is to:

- provide tools related to the management of local economies in a private-public partnership;
- assist local managers to engage the poorest areas and citizens in business and employment;
- foster partnerships between local economies for the promotion of specific products and know-how.

South – South Cooperation

Art International will also facilitate exchanges between different Art programmes, particularly with, but not limited to, the initiatives in the Arab States Region. The programme envisages, from the beginning, technical exchanges with the Art Gold Lebanon programme.

NGOs Cooperation

The MWG may also be instrumental for International NGOs and/or Foundations that agree to the Art approach and express to the NCC their interest in participating by developing one or more activities. In this case the project will fully incorporate formulation missions from NGOs or Foundations in the participatory planning exercise

¹⁰ More specifically, metropolitan areas as well as big and middle-sized cities can allocate 5 ‰ (five per thousand) of the first two Budget Lines to international activities that allow local institutions and companies to internationalise their activities and open new markets.

¹¹ To consult the Portal, please visit: <http://www.yorku.ca/hdrnet/index.asp>

With respect to programme output 3:

Facilitate resources mobilisation for contributing co-financing resources to the implementation of the development plan

The programme will support the constitution of two facilities that allow more donors and private sector to actively participate together with the national institutions, in the financing of the development plans using unified mechanisms for allocating resources, implement activities and monitor their contributions and investments, even if limited to certain phases of the plans, sectors or geographical areas

As mentioned above, the planning exercises and partnerships promotion are entirely oriented towards the Implementation Work-Plans, not only because tangible results are precisely what citizens expect from aid initiatives; but also because they are the only way to ensure people's continued participation and trust, particularly in long-term initiatives such as local development programmes. It has been already specified that planning will be aligned with availability of local and national resources and potential for external aid and investment.

The three main instruments that the AGS will make it available are the Projects of Strategic Impact, the Local Economic Development Facility and the External Cooperation Framework Programme.

Projects of Strategic Impact:

This instrument is of importance because it will be started in parallel with the planning exercise to demonstrate the AGS focus on implementation. They will also serve as a way to test implementation capacities of the MWG in view of more complex projects. It consists in an easy guide usable by the MWG to identify projects which respond to criteria such as urgency, strategic impact, widespread acceptance, etc. and to proceed to immediate implementation. The basic inputs for the MWG to make decisions will be the Maps of Risks and Opportunities. The projects may well be selected from identification procedures previously adopted, provided that they respond to the guide and were included in the Maps. The project will co-finance the selected projects having allocated funds for this purpose.

Local Economic Development Facility

This instrument constitutes the very heart of the ART initiatives, together with the Working Groups and the Decentralised Cooperation. In the logic of the one-stop-shop, it provides citizens, administrations and SMEs of deprived areas with a comprehensive instrument for developing the economic potential competitiveness of the region thus creating employment and income opportunities. Its services are non financial and financial at the same time and range from the involvement of partners to training and research, from the provision of managerial assistance to the implementation of financing mechanisms which best suite the national and local contexts.

The AGS will provide assistance for:

- putting the Facility into place with the assistance of international partners
- raising resources for implementing its financial and non financial services
- liaise with national institutions to address specific bottlenecks that may jeopardise regional competitiveness (e.g. infrastructural development or legal constraints)

External Cooperation Framework Programme

It is an instrument, put in place by the UNDP CO with the assistance of the LO in Geneva, that allows different donors (be they bilateral or decentralised) to use a unified and practical mechanism for project identification, formulation, financing, management, monitoring and evaluation. The framework programme offers three main advantages among others:

- a) it preserves, at all stages, specific earmarking, visibility and institutional relations of each donor;
- b) it increases the impact of each donor's project by associating interconnected interventions (and resources);

- c) it enhances the capacities of absorption of external technical assistance by the local administrations, whose task of dealing with different interlocutors will be considerably simplified.

The External Cooperation Framework Programme is a very tangible UNDP instrument to foster donor coordination not only in the moment of financial pledging and policy design, but also in the project lifecycle. Also it will provide a tool for identifying and promoting new funding sources.

3.3.2 Programme Duration

The programme document covers the implementation of full fledged activities in two target areas over a 3-years period from October 2009 until August 2012. The pilot phase will last one year.

3.3.3 Programme tentative budget structure

	YEAR 1	YEAR 2	YEAR 3
CHIEF TECHNICAL ADVISOR	150,000	150,000	150,000
AREA MANAGER		50,000	50,000
PROGRAMME OFFICER	100,000	100,000	100,000
ADMIN/FINANCE OFFICER	24,000	24,000	24,000
LED EXPERT	60,000	60,000	60,000
RUNNING/ OPERATIONAL COSTS	30,000	50,000	50,000
PROJECTS OF STRATEGIC IMPACT	RO	200,000	200,000
LED PROJECTS	30,000	200,000	200,000
SOCIAL STRATEGIC PROJECTS	30,000	200,000	200,000
INTERNATIONAL NETWORKING	40,000	30,000	30,000
ANNUAL TOTAL	464,000	1,064,000	1,064,000

DISTRIBUTION OF BUDGET	Year 1	Year 2	Year 3	TOTAL	%
1 MUHAFASA	334,000	384,000	384,000	1,102,000	42%
PERSONNEL (PLANNING)	30,000	50,000	50,000	130,000	5%
OPERATIONAL COSTS	100,000	630,000	630,000	1,360,000	52%
PROJECTS (IMPLEMENTATION)	464,000	1,064,000	1,064,000	2,592,000	

As it may be seen, total implementation budget predominates over planning and recurrent expenditures (52% vs. 42%)

3.3.4 Exit strategy

As it was mentioned, the AGS will aim at providing instruments and tools to the Syrian institutional counterparts to deal with local development. It will therefore be crucial to put in place all the necessary measures to be able to empower Syrian institutions so that they can feel complete ownership and take over responsibilities and resources upon project closure.

In particular, the following should be the ex-post scenario:

- the MWG, the LWG (when applicable) and the NCC, are converted into legal bodies under Syrian legislation and are able to manage local development project external resources under a unified financial mechanism;
- the planning tools (Maps of Risks and Opportunities, territorial Marketing Brochures and the Implementation Work-Plans) are under the mandatory functions of the working groups;
- the Universitas network is officially initiated and incorporated into the Syrian academic system;
- the decentralised cooperation is part of the regular resource mobilisation
- the Local Economic Development facility is legally constituted and self sustainable through project management and service supply.

To do so, the AGS will provide specialised training and operational tools as well as facilitate partnerships with institution tutors.

COMPONENT 4: Results and Resources Framework

<p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: Outcome 1: A socioeconomic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups. 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</p>	
<p>Outcome indicators: A.1 Enhancing poverty alleviation programme including income generation, and improving access to extension services in rural and poor areas B.6 Planning and decentralization policies and structures enhanced</p>	
<p>Applicable MYFF Service Line:</p>	
<p>Partnership Strategy:</p>	
<p>Project title and ID (ATLAS Award ID):</p>	

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>1) Build and activate organized mechanisms for peoples participation that will combine all active communal forces in the development plans.</p> <p>These mechanisms will ensure that development plans are as inclusive as possible and shaped in "marketable" way to facilitate resources mobilisation.</p>	<p>1) Institutional instruments, procedures and tools are in place for Participatory Local Development Planning</p> <p><i>Indicators:</i> 1.1) Project organisational structure is in place and functional in each target governorate</p>	<p>1.1.1) Identification and organisation of the operational offices of AGS in the Governorate, procurement and allocation of resources for recurrent expenditures and consumables; if applicable office should be located in UNDP premises</p> <p>1.1.2) Selection, recruitment and initial training of staff</p>		<p>CHIEF TECHNICAL ADVISOR</p> <p>AREA MANAGER</p> <p>PROGRAMME OFFICER</p> <p>ADMIN/FINANCE OFFICER</p> <p>LED EXPERT</p> <p>RUNNING/OPERATIONAL COSTS</p>
<p><i>Baselines</i> - intersections between the roles of the central and community authorities - uncertainty on resources assigned - inefficiency in the construction of the national plan from bottom up</p>	<p>1.2) MWG is constituted and fully functional in pilot governorates and, subsequently, in additional target governorates</p>	<p>1.2.1) Stakeholders identification in a coordinated effort between UNDP, the Governor and the national counterparts</p> <p>1.2.2) Participatory elaboration of the MWG operational guidelines and composition, internal approval and official emanation of MWG ruling</p>		<p>STRATEGIC IMPACT PROJECTS</p> <p>LED PROJECTS</p> <p>SOCIAL STRATEGIC PROJECTS</p> <p>INTERNATIONAL NETWORKING</p>

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>1.3) Territorial Marketing Brochures are elaborated, reviewed, and published for each target governorate</p>	<p>statute</p> <p>1.2.3) Initial induction to the MWG on:</p> <ul style="list-style-type: none"> - the operational modalities to run the AGS programme and the working group itself - how to ensure gender sensitive planning - how to guide the elaboration of maps of a) risks and opportunities, b) territorial marketing brochures and c) implementation work-plans in accordance with the AGS guiding principles <p>1.3.1) Participatory identification of strategic drivers of regional human development in each target governorate, namely:</p> <ul style="list-style-type: none"> - Economic sectors and sub-sectors that allow for growth of competitiveness of the region as well as for the creation of opportunities and externalities for wider parts of population - Basic services, logistics and goods that are limiting development and living conditions of the population (e.g. roads, public utilities, food) - Social development and welfare indicators to be urgently improved (e.g. education and health) to enlarge access to services, raise service delivery standards and move towards more cost effective organisations and subsidiary regime - geographical target areas within the Muhafasa that ensure a balance between impact on strategic drivers of development and support to most depressed areas <p>1.3.2) Constitution, when deemed it opportune, of Local Working Groups in priority areas in order to incorporate local ideas and views and proceed to more accurate planning. The LWG will be built</p>		OBJECTIVE 1 TOTAL

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>1.4) Maps of risks and opportunities are elaborated, published and provided as inputs to the territorial marketing brochures in each target governorate</p>	<p>up using the same scheme used for the MWG</p> <p>1.3.3) Incorporation of outputs of the Maps of Risks and Opportunities, official review of the brochures at the NCC level, and publication</p> <p>1.4.1) When Working Groups are established in villages they will be charged with the elaboration of the Maps of R&O. When target areas are larger in size, the Maps will be elaborated by selected smaller groups divided into city neighbourhoods.</p> <ul style="list-style-type: none"> - Identification and appointment of a process moderator (trust mediator) - Organisation of general debates for screening of main physical, social, cultural R&O - Participatory workshops for recalling past experiences dealing with the same issues and acknowledging a collective know-how and lesson learned - Production of the base map and agreement on symbols and procedures (can correctly be defined "hand-made" GIS) - Field surveys (e.g. in neighbourhoods, hospitals, health posts, schools, etc.) and production of sector specific maps <p>1.4.2) Projects of Strategic Impact Identification (and, from the second year onward, also monitoring and evaluation)</p> <p>1.4.3) Production and publication of the consolidated map and discussion with the LWG and the MWG for incorporating strategic impact projects in the implementation work-plans</p> <p>1.5.1) Local and regional resources identification and phasing coordinated by MoLA together with SPC and Governorate departments</p>		
	<p>1.5) Implementation Annual Work-Plans of the Governorates are elaborated and published in</p>			

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>each target area</p> <p>1.6) NCC is constituted and functioning</p>	<p>1.5.2) National resources identification within the NCC coordinated by MoLA together with line ministries concerned</p> <p>1.5.3) Overall budgeting, pledging and target setting for resource mobilisation through the AGS Framework Programme</p> <p>1.5.4) When possible, and certainly from the second year onward, involvement of decentralised cooperation as working partners for priority setting, technical assistance identification and eventually fund raising.</p> <p>1.6.1) Elaboration of the NCC operational guidelines and composition, internal approval and official acknowledgement by legal pronouncement</p> <p>1.6.2) Initial induction to the NCC on its role in:</p> <ul style="list-style-type: none"> - the operational modalities to run the AGS - gender sensitive planning - elaboration of maps of a) risks and opportunities, b) territorial marketing brochures and c) implementation work-plans in accordance with the AGS guiding principles <p>1.6.3) Identification of inputs to the MWG planning exercise in terms of policy and budgets as well as geographical priority. The NCC will also facilitate contacts and collaboration with other programmes and projects in target governorates, when relevant and deemed it opportune.</p> <p>1.6.4) Identification of legal and organisational</p>		

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>1.7) Syria AGS Implementation Work-Plan is elaborated, published and widespread</p> <p>1.8) The AGS Newsletter and Website are published and updated regularly</p>	<p>constraint for local development and elaboration of a plan to face them</p> <p>1.6.5) Analysis and organisation of outputs of the project activities through specific research activities, national workshops, colloquia and events. This will help modelling the experience and extension of the model to additional provinces</p> <p>1.6.6) Translation, adaptation and publication of relevant materials regarding Art tools and methodologies as well as planning outputs</p> <p>1.7.1) National annual workshop involving all target governorates for sharing experiences</p> <p>1.7.2) Production of the consolidated AGS Implementation Work-Plan, which combines Governorate Implementation Work-Plans and includes activities to be implemented at the national and local level coordinated by the MoLA</p> <p>1.7.3) With the support of the CTA, elaboration of the action plan for resources mobilisation in a joint effort with the UNDP CO and Hub in Geneva</p> <p>1.7.4) Organisation of donor meetings and workshops also involving local stakeholders and decentralised cooperation to introduce and promote the AGS framework programme.</p> <p>1.8.1) Identification and training of the AGS Information Officer</p> <p>1.8.2) Elaboration of guidelines for data and information collection, elaboration of layouts</p>		

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>2) Build the capacities of concerned organizations and cadres to perform their active roles in implementing community development plans.</p> <p>Capacity building will be provided through a wide network of worldwide institutions that may engage in long term development partnerships in Syria to provide highly skilled technical assistance, expertise, best practices and, eventually, financial resources</p> <p><i>Baselines:</i></p> <ul style="list-style-type: none"> - weak capacities of local establishments which results in low quality of public services 	<p>2) Local and national concerned institutions have the capacities to manage the planning and implementation tools provided by AGS</p> <p><i>Indicators:</i></p> <p>2.1) The MWGs and the NCC are fully inserted into the Art International Networks</p> <p>2.2) NCC, MWG and LWG are fully trained in Art methodologies concerning networking and decentralised cooperation</p> <p>2.3) Decentralised cooperation partnerships are established and operational in support of:</p>	<p>based on previous Art publications and organisation of distribution lists</p> <p>1.8.3) Regular updates</p> <p>2.1.1) Organisation of a first field visit to the Lebanon Art Gold Programme at the policy, administrative and practitioners staff levels to learn from their experience</p> <p>2.1.2) Participation by AGS stakeholders in international workshops and events, according to criteria set by the NCC</p> <p>2.1.3) Inclusion of the main AGS stakeholders in each Art distribution list for newsletters, updates, reports, etc.</p> <p>2.2.1) Organisation of workshops and development of training tools on the roles and tasks of each stakeholder of the decentralised cooperation (hereinafter referred to as DC): national governments, regions, cities and associations thereof, civil society's organisations, NGOs, sector-specific institutions, universities and local economic development agencies</p> <p>2.3.1) Dissemination of programme information materials (newsletter, reports) and territorial marketing brochures among DC stakeholders and</p>		<p>CHIEF TECHNICAL ADVISOR</p> <p>AREA MANAGER</p> <p>PROGRAMME OFFICER</p> <p>ADMIN/FINANCE OFFICER</p> <p>LED EXPERT</p> <p>RUNNING/OPERATIONAL COSTS</p> <p>STRATEGIC IMPACT PROJECTS</p> <p>LED PROJECTS</p> <p>SOCIAL STRATEGIC PROJECTS</p> <p>INTERNATIONAL NETWORKING</p> <p>OBJECTIVE 2 TOTAL.</p>

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>- the planning exercise; - the Implementation Work-Plans.</p> <p>Decentralised cooperation contribution may concern technical assistance as well as financial co-financing resources.</p>	<p>identification potential partners. This activity will be strongly supported by Art International Offices.</p> <p>2.3.2) Support by Art International Offices to targeted European local governments for:</p> <ul style="list-style-type: none"> - the involvement of local stakeholders, - organisation of "local forums of decentralised cooperation with Syria" - identification of budget allocations and resource persons. <p>2.3.3) Organisation of study tours for resource persons and administrators of Syrian target Muhafasas to selected local administrations of Art programme countries and Europe. The tours will be instrumental to:</p> <ul style="list-style-type: none"> - verify decentralised cooperation partnership opportunities (project ideas) between Syrian Muhafasas and external administrations; - agree on a common plan of action for taking the project ideas to implementation <p>2.3.4) Organisation of missions of the partner administration to Syria in order to formulate the projects and agree on implementation modalities. AGS will co-finance the missions limited to the operational expenditures in Syria. External technical assistance and international travel will be financed by partner administrations. The MWG will incorporate DC projects in the implementation Work-Plans through the Framework Programme. The projects will describe in detail the nature of contributions provided by DC partners (technical assistance, financial resources) and their use.</p> <p>2.4) <i>UNIVERSITAS</i>: targeted</p> <p>2.4.1) Organisation of mission(s) by network</p>		

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>3) Facilitate resources mobilisation for contributing co-financing resources to the implementation of the development plan</p> <p>The programme will support the constitution of multi-donor facilities to finance the implementation work-plans. Contributors to these facilities may be bilateral donors, decentralised cooperation, private sector and the national institutions, provided that they agree to use the AGS unified mechanisms for allocating resources, implement and monitor activities. Contributors may earmark resources to specific sectors and/or geographical areas.</p> <p><i>Baselines:</i> - gaps between needs assessment</p>	<p>universities are involved in the MWG and contribute to the Implementation Work-Plan through knowledge development, research and policy advise</p> <p>3) Local Development Plans are implemented in a co-financing effort between the AGS, national budget and external aid resources</p> <p><i>Indicators:</i> 3.1) Projects of Strategic Impact are financed, implemented and monitored through social audit procedures</p> <p>3.2) A Local Economic Development facility is in place and operational to manage resources and policies related to territorial competitiveness</p>	<p>experts to formulate, in partnership with local universities and under the guidance of the NCC, a detailed plan for capacity development of the universities. The plan will have to leads to:</p> <ul style="list-style-type: none"> - systematic involvement of the academia in the local development activities (research, training, post graduate courses, curricula, etc.) - involvement of international universities of the network as tutors for the activities in Syria and partners for joint activities 		
		<p>3.1.1) Participatory selection of priority QIPs from a list derived from the Maps of Risks and Opportunities as well as from previous planning exercises</p> <p>3.1.2) Constitution and training of a Social Audit Committee to supervise project implementation</p> <p>3.1.3) Resources mobilisation among ART partners (bilateral and decentralised) and with the donor community in Syria to match programme resources</p> <p>3.2.1) Provide support to national relevant institutions in identifying bottlenecks of the LED, particularly regarding public-private partnerships and financial mechanisms to SMEs. The support will be provided through highly skilled international advisory centres</p>		<p>CHIEF TECHNICAL ADVISOR</p> <p>AREA MANAGER</p> <p>PROGRAMME OFFICER</p> <p>ADMIN/FINANCE OFFICER</p> <p>LED EXPERT</p> <p>RUNNING/OPERATIONAL COSTS</p> <p>PROJECTS OF STRATEGIC IMPACT</p> <p>LED PROJECTS</p> <p>SOCIAL STRATEGIC PROJECTS</p> <p>INTERNATIONAL NETWORKING</p> <p>OBJECTIVE 3 TOTAL</p>

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>and resources allocation</p> <ul style="list-style-type: none"> - effective attraction of private sector to assume major roles in the community economic development 		<p>3.2.2) Based on actual legal and regulatory framework as well as on the FYP, draft the policy guidelines regarding LED in the Northern and Eastern regions</p> <p>3.2.3) Capacity building of national and local stakeholders in LED management, through courses, international exchanges, technical assistance and tutoring by specialised international centres</p> <p>3.3.3) Participatory exercise, under the lead of the MWG, to identify competitive advantages of each target Muhafasa and sub regional area</p> <p>3.3.4) Translation and fine-tuning to main LED management tools issued by the CIRCLE Network</p> <p>3.4.5) Promotion, participatory design and legal constitution of the facility that provides comprehensive services directly or indirectly through a wide partnership between the LED stakeholders:</p> <ul style="list-style-type: none"> - LED planning - Data collection and distribution (links to the GIS initiatives will be sought for) - Value chain organisation - Advise on required infrastructure - Human skills development - Training - Managerial services - Financial assistance and guarantee - Marketing services - Research and networking - Audit <p>3.4.6) Promotion of international partnerships</p>		

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>3.5) A multi-donor Framework Programme is in place and operational that collects funds for strategic projects on social development</p>	<p>through the ART Network (CIRCLE) aimed at know-how exchange, market exploration and joint investments</p> <p>3.5.1) Participatory selection of priorities derived from the Implementation Work-Plans</p> <p>3.5.2) Constitution and training of a project executive board within the MWG and, when applicable, the I.W.G.</p> <p>3.5.3) Elaboration of the operational guidelines for the functioning of the board, which will be in charge of the project management and supervision in coordination with the implementation partner and the UNDP CO</p> <p>3.5.4) Resources mobilisation among ART partners (bilateral and decentralised) and with the donor community in Syria to match programme resources</p> <p>3.5.5) When official pledging are formulated by bilateral donors, they will be invited to participate and kept informed during the overall planning exercise. This in view of a better definition of the use of their specific contributions within the framework programme</p>		

COMPONENT 6: Management Arrangements

Given the multi-donor framework under which ART GOLD programmes operate, management arrangements for such multi-dimensional initiative should be carefully planned and agreed upon with the UNDP Country Office in close coordination with the national Implementing Partner.

6.1 Execution Modality

The project will be nationally executed (NEX) by the Ministry of Local Administration (hereinafter referred to as MoLA) as the “executing agency”, being the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The “executing agency” will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP, donors or from government cost sharing. This accountability calls for very concrete capacities in the administrative, technical and financial spheres.

The UNDP national execution modality will prevail, with the support of the UNDP country office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the executing agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, procurement and contracting.

Services shall be provided in accordance with UNDP procedures, rules and regulations. The MoLA, through its designated executing agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Executing Agency and upon its request, for the procurement of goods and services and /or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Programme budget.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:

- a) UNDP General Management Support recovered with a flat rate of 5 % for the Government cost sharing and a flat rate of 6,25% for donor cost sharing, and includes the following services:
 - Project identification, formulation, and appraisal
 - Determination of execution modality and local capacity assessment
 - Briefing and de-briefing of project staff and consultants
 - General oversight and monitoring, including participation in project reviews
 - Receipt, allocation and reporting to the donor of financial resources
 - Thematic and technical backstopping through Bureaus
 - Systems, IT infrastructure, branding, knowledge transfer

UNDP Direct costs incurred for Implementation Support Services (ISS), recovered through the Universal Price List, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates. ISS include the following services:

- Procurement of services and equipment
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the project budget.

6.2 Programme Management

A National Project Board (PMB) will be established to oversee the overall project implementation. The PMB will decide on the specific activities that are to be supported by the project based on the project objectives, work plan and availability of funding. The composition shall include government officials from MoLA, SPC, donors representatives and UNDP senior managers (RR or DRR).

A Project Management Unit (PMU) will be established to ensure smooth implementation and shall be responsible for the day-to-day management of the project. The PMU will consist of one at the central level: (i) International Chief Technical Advisor, (ii) Programme Officer, (iii) Admin & Finance Assistant; and other field groups at the governorate level: for each governorate (iv) International Area Manager, (v) National Project Officer/Coordinator, (vi) Local Economic Development Officer (vii) Finance/Administrative Assistant.

International CTA:

The Chief Technical Advisor is in charge of conducting the activities in accordance with the approved work plans and the recommendations of the Project Board, in close coordination and collaboration with the Programme Officer. The CTA, who will sit in the UNDP main office, is budget owner and therefore the sole responsible to raise requests for expenditures to the Programme Officer. The CTA will also liaise between the National Project Board and the Art Head Office in Geneva and with the other Art Offices, in order to coordinate operations regarding international activities and decentralized cooperation. The CTA is in charge of supervising the activities of the International Area Managers, who will report to the CTA on the accurate and timely execution of Governorates Work plans. Requests for expenditures within the framework of the Provincial Workplans as well as requests for budget revisions for activities at the local level will be addressed by the Area Manager to the CTA supported by the Programme Officer for approval.

Programme Officer:

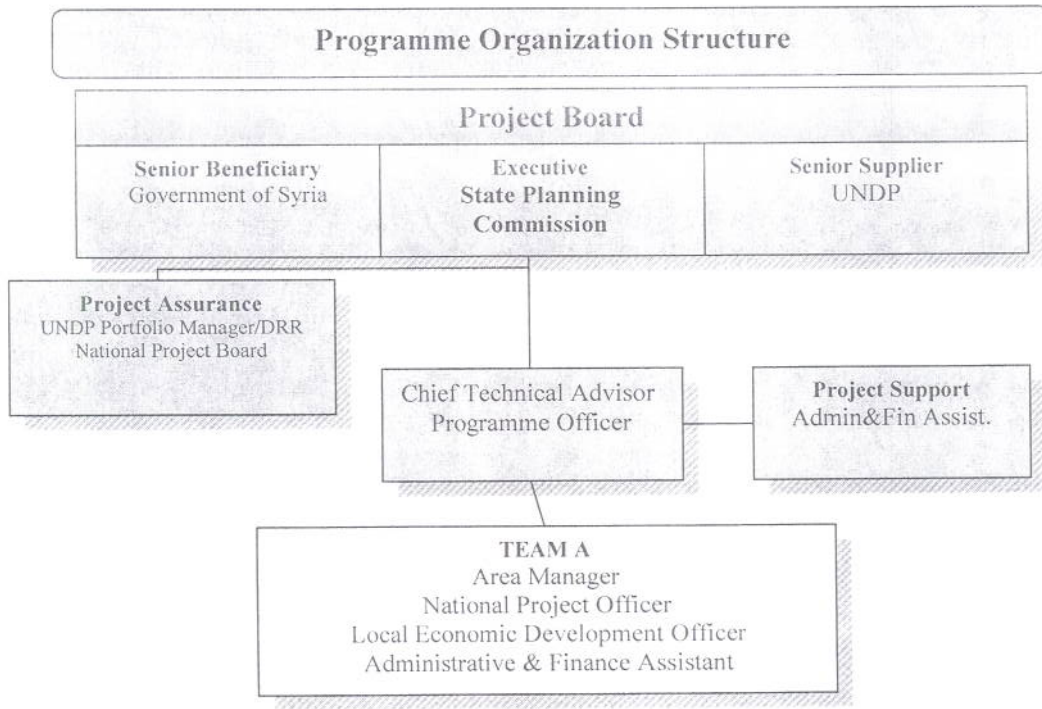
The Programme Officer has the authority to approve expenditures, as proposed by the CTA who is the budget owner, on behalf of the Project Board on a day-to-day basis within the constraints laid down by the Project Board. The Project Manager will also be responsible for informing the Project Board members in a timely and exhaustive but concise manner for any issue that may require its attention and/or decision. The Programme Officer is responsible for day-to-day management of the project. His/her prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Programme Officer will be supported in these tasks by the CTA, who is held responsible to provide all necessary inputs functional to the smooth operation of the project.

At the start up phase of the project, the team composition will entail the International CTA, the international area manager at the governorate level, supported by a National Project Officer/Coordinator, and an Administrative/Finance Assistant. Further expansion of the teams will be decided upon by the CTA and the Programme Officer in close cooperation with the National Project Board, also depending on needs and available financial resources. TORs for each position are annexed.

6.3 Project Assurance

Project assurance is the responsibility of each National Project Board member; however the role can be delegated. The Project Assurance role supports the NPB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The UNDP DRR and the Team Leader for the Poverty Portfolio will undertake the Project Assurance role.

The above programme management structure can be illustrated as follows:



Component 7: 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 assess the progress against the Work Plan and 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

Component 8: 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.

Annex 1
Schedule of Payments

Schedule of Payments for Others (HUB TF-ART):

1st Installment: During the last quarter of **2009** - will be paid to UNDP Syria account at BYBLOS BANK SYRIA

2nd Installment: During **2010** - will be paid to UNDP Syria account at BYBLOS BANK SYRIA.

Schedule of Payments for government cost-sharing (Ministry of Local Administration):

1st Installment: During **2010** - will be paid to UNDP Syria account at BYBLOS BANK SYRIA

2nd Installment: During **2011** - will be paid to UNDP Syria account at BYBLOS BANK SYRIA.