



THE GOVERNMENT OF THE SYRIAN ARAB REPUBLIC

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THE UNITED NATIONS DEVELOPMENT PROGRAMME

Project Title:

“Support to Juvenile Justice in Syria”

Project number

SYR / 10/ 003

Brief Description

This project provides support to enhancing juvenile justice in Syria through the leveraging of specialized capacity development programmes and sensitization programmes for select pilot Juvenile Reform Institutions in Syria. The project will also work on the policy level through the creation of a Juvenile Information System to facilitate the processing and necessary follow up on juvenile cases as well as familiarize key stakeholders with international standards and models of juvenile justice in order to support a national strategy for legislative reform in the application of juvenile justice. Project will also focus on the integration of psycho-social support and vocational training in Juvenile Reform Institutions as well as work to improve interaction and coordination between relevant parties mandated in juvenile processing, rehabilitation and monitoring.

Part I. SITUATIONAL ANALYSIS:

The Syrian Arab Republic ratified the UN Convention on the Rights of the Child indicating a clear commitment to the provisions and principles assuring the protection of children's legal and civil rights and ensuring their well-being in society. The core four principles of the Convention are non-discrimination; devotion to the best interests of the child; the right to life, survival and development and respect for the views of the child. In particular, the Convention is critical as it sets normative standards for the care and treatment of children in the areas of education, health and legal and social services.

The definition of the child in Syrian legislation is in alignment with the Convention; indicating that any Syrian male or female below the age of 18 shall be considered as "child" and will not be subject to adult laws and regulations, particularly in the area of criminal offense or other legal categorizations. The Juvenile Delinquents Act No. 18 was approved in March 1974 to standardize the movement and of child offenders within the law and continues to form the basis for juvenile justice in Syria. Within the Act, legal processing and sentencing of child offenders are all stipulated as well as the structure for mandated parties in their various roles as monitors, prosecutors and/or support for juvenile cases.

According to the Juvenile Delinquents Act, Syrian law does not see a child offender as a 'real' criminal and designates different measures of handling offenders under the legal adult age. A child offender under the age of 7 does not bear any criminal responsibility and cannot be tried for any criminal or legal offense. However, there are two separate legal categories for children between the age of 7 and 18. While the law distinguishes that children between the ages of 7 – 18 can be prosecuted for any felonies, misdemeanors or contraventions they may commit, they may only be subjected to reform measures (directing custody to different family members, reprimand to a juvenile reform institution etc.) and often all are prescribed to a mandatory period in a juvenile reform institution for a period not less than six months and not exceeding the time the juvenile becomes 18 years of age. Any misdemeanor committed by a juvenile aged 15 – 18 would warrant similar sentencing or penalty. However, in the cases of felonies committed by an offender between 15 and 18 years of age, the maximum sentence cannot exceed 12 years imprisonment, and in fact, is a lighter version of adult sentencing based on the crime and the corresponding sentencing, in so long as it does not exceed 12 years and capital punishment is not applicable to any male or female under the age of 18.

As per Article 31 of the Juvenile Delinquents Act, all juveniles are prosecuted through special juvenile courts monitored and administered by the Ministry of Justice. These courts have jurisdiction over criminal cases involving a juvenile offender as well as child abuse and/or neglect or involving probation cases for juveniles. The Juvenile Delinquents Act prohibits publication of transcript and seeks to protect the identity of the offender and enforces confidentiality during the investigation and trial of a child offender. Furthermore, judgments against juveniles are not included in the official judicial register in order to prevent any juvenile for being sentenced on the basis of their past behavior or record. In order to assure the protection of the child's rights, the presiding judge must be accompanied by two senior civil servants nominated by the Ministry of Social Affairs and Labor, in addition to the parents of the child if

available or circumstances permit. In the absence of a parents or any legal custodian, a lawyer is provided. Despite the fact that Article 34 clearly stipulates that juvenile judges will be selected on the basis of their experience of juvenile affairs, there is a lack of judges specialized in dealing with juvenile crime in Syria.

While there is a substantial legal framework in place for the protection of young offenders, the processing of cases often indicating shortcomings in the juvenile justice system. For example, juvenile offenders between the ages of 15 – 18 are transported to the courts and back to holding prisons with adult prisoners, exposing them to mental and physical abuse from older and more seasoned criminals. Furthermore, juvenile offenders are dragged through a sometimes lengthy legal process leaving them in detention or holding cells often for longer than their offense and sentencing would dictate. As indicated by many familiar with the juvenile justice system in Syria, minor changes in procedure would have a tremendous impact on protecting juveniles during the trial period; including greater familiarity within the court system on juvenile issues as well as minor reform in the detention and processing of juveniles.

Currently, the Juvenile Rehabilitation Centers, or Juvenile Reform Institutions, are run by the Ministry of Social Affairs and Labor, in addition to the juvenile remand centers for monitoring of the juvenile during and/or after trial. The Juvenile Reform Institutions are intended as protection from prisons and place to provide psycho-social support for young offenders, vocational training as well as support to their personal development and eventual re-integration into society. However, reform institutions are often lacking strong in-house psycho-social and health expertise for offenders and often, staff at the centers are not trained to give specialized care or support to juveniles. Reform Institutions do not have the capacity to particularly follow up with all the offenders or extend any specialized service.

Follow up with juvenile cases is generally weak as it relies on the communication between the Courts, the reform institutions as well as the probation officers and/or family of the offenders. While the Juvenile Delinquency Act mandates primarily the Ministry of Justice to oversee the court processing, the Ministry of Social Affairs and Labor are responsible for the well-being of the offender during his trial (evidenced in their presence in the courtroom) as well as through his/her reform and rehabilitation. In order to assure proper follow up for offenders and facilitate and prevent their rotation through the legal and rehabilitation process, a greater communication or coordination mechanism is needed. This will better improve the monitoring and understanding of juvenile offence patterns and improve rehabilitation strategies in an inclusive and comprehensive manner.

Part II. STRATEGY:

UNDP Strategy:

UNDP Syria works to guarantee the UNDAF outcomes by encouraging local sustainable development and capacity development. By improving the quality of the juvenile system in Syria, UNDP Syria is specifically addressing core concerns such as social protection, rule of law and greater efficiency of the public sector as well working to enhance government and citizen relations and introduce ICT tools for development. As a strategic priority of the UNDP Syria,

capacity building creates the individual, institutional and societal ability to perform functions, solve problems and set and achieve objectives in a sustainable manner.

Working through the Country Programme Action Plan (CPAP), this project will focus on Outcomes **CPAP A.1: Strengthening and better targeting social protection** and **CPAP B.3: Improved administrative services for citizens and courts' administrations taking into account citizens' rights and the needs of vulnerable groups**. As the project prioritizes the safety, well-being and dignity of juvenile offenders, it is in alignment with UNDP's work on protection for social groups, particularly youth. In addition, it will be working to enhance the capacity of the public sector in its mandated administration of services to citizens through policy reform and introduction of ICT.

By increasing awareness among key stakeholders on issues of juvenile justice, UNDP aims to provide support to policy reform in the processing of juvenile cases as well as enhance the range of services provided to juveniles within the court and rehabilitation system (specialized care, vocational training, psycho-social support, etc.). This will also work to further increase or improve access to justice for citizens, particularly among youth and other vulnerable groups. This project is designed to address juvenile justice from a policy level through providing support to strategize legislative reform, as well providing support on the local institutional level through capacity development programmes and information technology to strengthen infrastructure of select juvenile reform institutions in Syria as well as their communication with the Court System. The vision, as well as the outputs of the project, was agreed on through a series of consultative meetings with the Ministry of Social Affairs and Labor, Ministry of Justice, well as Judges overseeing juvenile cases.

As a pilot project, UNDP anticipates that long term impact would be actualized through the replication of project in different institutions or at the remand centers also administered by the Ministry of Social Affairs and Labor. UNDP aims to support a high-level mobilization and subsequent administrative modifications in processing juvenile cases. Long term effect would subsequently be an improved juvenile justice system, indicated by greater support network available to juveniles, increased attention to their safety and health, as well as support to their re-integration through specialized psycho-social care. Higher level purpose would ultimately be to witness more effective monitoring and regulation of juvenile justice as well as to measure lower rates of recidivism among juveniles in coherence with greater national policy attention to juvenile issues.

As this project is considered in coordination with and is greatly supported by the Implementing Partner (MoSAL) and other relevant stakeholders, there is a committed interest in maximizing benefit and potential on a wider scale through collaboration with other agencies working on juvenile justice, namely UNICEF, civil society organizations and international organizations operating in Syria. Maximizing collaborative efforts with specialized agencies and providing continuous training designed to enhance existing national capacities, such as implementing a Training of Trainers and technical assistance to reform institutions, UNDP hopes to ensure longevity and sustainability. The project also allows for replication to be undertaken by the MoSAL and other beneficiaries in the long term to ensure impact and sustainability on a national level.

This project will also take the opportunity to maximize coordination between mandated institutions under the guidance of the Ministry of Social Affairs and Labor. This includes frequent coordination meetings with relevant stakeholders such as the Ministry of Justice, the Ministry of Interior, the Ministry of Education and the Ministry of Health throughout project implementation and consultation on project activities. This is to ensure and clarify the active role of every institution in order to ensure a multi-stakeholder approach to enhancing juvenile justice in Syria.

Government Strategy:

The Syrian Government has demonstrated a strong commitment to a socio-economic reform agenda aligned with modernization and revision of administrative and legal processing as well as assuring social protection of vulnerable groups, especially youth. Government institutions have been working steadily on implementing the UN Convention on the Rights of the Child and national plans for the protection of the child have been developed under the lead of the Syrian Commission for Family Affairs and the Ministry of Social Affairs and Labor. In 2005, the Plan for Protection of Childhood was implemented and a new plan is currently being reviewed for 2009. A Syrian Act on the Rights of the Child is also currently being considered and will be submitted for review and approval.

As indicated in the Tenth Five-Year Plan (FYP), adopted by the government in 2006, national development priorities focus on reviewing legislation and legal frameworks for the protection of youth. This includes building capacities at the local and national levels to ensure social protection for vulnerable groups, including young offenders and children in conflict with the law. As such, capacity development for government institutions dealing primarily with children is an important priority for the government. Government strategies include the current development of juvenile justice laws to align them with the UN Convention on the Rights of the Child as well as technical assistance and support to reform institutions to enhance the protective environment for child offenders.

There is a strong level of commitment from the MoSAL for support to Juvenile Rehabilitation Centers particularly those outside of Damascus. This project will complement other current efforts in the field of juvenile justice as well as to seek collaborative effort between the Ministry of Interior, Ministry of Justice and MoSAL in order to foster better communication and coordination among relevant stakeholders in the interest of the young citizen as he moves through the criminal system and rehabilitation process.

Project Duration:

The timeframe for the pilot project is 2 years; 24 months. The attached Results and Resources Framework (see Part VI) outlines the various intended activities that will be undertaken over the life cycle of this pilot project as well as the output indicators and the required inputs.

Target Beneficiaries:

The direct beneficiaries of this project will be child or young offenders, or children in conflict with the law and the institutions that process their criminal cases and monitor their rehabilitation and re-integration. It is a primary aim of this project to promote an inter-sectoral approach between key government departments to build the capacity of government institutions in communicating and interacting on juvenile justice as well as support the government initiative in reforming juvenile justice. As such, government institutions such as the Ministry of Social Affairs, the Ministry of Interior and the Ministry of Justice and corresponding staff will also benefit from project goals and outputs as mandated institutions dealing with juvenile justice.

Part III: EXPECTED OUTPUTS

Output 1: Revised Juvenile Justice Law and Processing Submitted for Approval

Working to support government initiatives in enhancing juvenile justice and applying international standards of juvenile justice as per ratified UN conventions, UNDP will provide technical support in reviewing the legal framework that guides juvenile justice in Syria and providing recommendations for its reform. This will include reviewing the Juvenile Delinquents Act No.18 of 1974 and any additional legislation, as well as taking a critical look at the application of the law, in terms of investigation of juveniles, trial proceedings and holding procedures as well as sentencing and penalties. Project will also examine the rehabilitation and follow up process in order to identify additional areas of improvement. UNDP hopes to mobilize and raise awareness among key stakeholders as well as identify other partners in this process to ensure that it is comprehensive and holistic reform recommendation. Also, bearing in mind each institution's mandate in juvenile justice, reform recommendations will also emphasize the improved interaction and coordination between all relevant parties. This will include greater coordination efforts with civil society organizations working in the area of juvenile justice. This component will include networking to improve cooperation between all relevant stakeholders through a mapping exercise to identify areas of mutual cooperation and interest.

Output 2: Institutional capacities of Juvenile Reform Centers and other mandated institutions developed

In order to improve and enhance the quality of services provided to young offenders and to ensure their protection, UNDP will work on building the capacities of mandated institutions and authorities in the area of juvenile justice; such as the Ministry of Justice and the Ministry of Interior. The project will map the initial contact with the juvenile (law enforcement) through investigation, trial (Juvenile Court and Detention) and rehabilitation and re-integration (Reform Institutions) in order to identify areas of focus for specialized trainings to improve the interaction between the youth offender and the state. Beginning with comprehensive assessments to identify needs and areas of improvement, the project output will be to improve the quality of care given to children and youth throughout their interaction with the legal system and reform process; police, courts and in reform institutions. This will include designing a capacity development action plan on how to enhance the environment the offender is held in through improving administrative work flow at designated reform institutions, as well as providing specialized

training for staff of reform institutions. This will increase their awareness on juvenile and child needs as well as how to provide psycho-social support and support the offender re-integration through vocational training and other forms of specialized care. Project will also focus on intensive training for law enforcement and court personnel taking into consideration international standards of policing and international legislations regulating processing youth offenders. This will be particularly important as courts, particularly Judges, need to be more sensitive to juvenile issues and conscious of international standards in family law and juvenile justice.

Output 3: Monitoring Process of Juvenile Justice Enhanced

Coordination mechanisms between mandated institutions needs to be further developed in order to facilitate the processing of juvenile cases as well as their follow up throughout rehabilitation. In order to promote an inter-sectoral approach, project will develop a Juvenile Justice Information Database, in coordination with the Ministry of Social Affairs and Labor, which will allow mandated parties to record and monitor cases. As confidentiality is a concern involving child offenders, the database will function not as a record of criminal offense, but rather a way to observe movement within the legal and rehabilitation system and to monitor indicators of recidivism and successful re-integration. The database will be designed through a participatory approach to ensure its sustainability as a coordination tool. The database will provide a virtual space for mandated authorities to review and monitor cases through trial and rehabilitation to ensure proper follow up support. While it will facilitate follow up on an individual level, it will also provide policymakers viable data in order to understand juvenile crime and recidivism. It will provide a virtual meeting place of all involved parties (Police, courts and Reform Institutions/Probation) to monitor individual cases as well as general trends in youth offense. This output will also focus on enhancing the follow up support given to juveniles following their sentences or trials.

Output 4: Awareness on Juvenile Justice and Child Crime among General Public Increased

In order to support the Syrian Government's efforts in the area of child protection and juvenile justice as well as ensure the sustainability of this project and work to ensure prevention of child crime, UNDP will work on increasing awareness among the general public on issues of child protection, youth offenders and children in conflict with the law. This will include TV and Radio ads and the distribution of awareness raising material to strategic locations throughout the country; such as legal offices, schools and youth centers. Project will also host a series of lectures and roundtables in order to widen public perception of these issues as well as to identify other relevant stakeholders, including within academia, dramatic arts and religious institutions. A series of trainings will be held for concerned stakeholders, schools or youth centers, on prevention of child crime, issues pertaining to 'at-risk' youth and how stakeholders can support the rehabilitation process. These trainings and roundtables will be conducted in various governorates to ensure impact on the national level.

Part IV. RESULTS AND RESOURCES FRAMEWORK

<i>Project Outcome : An Enhanced Juvenile Justice System in Syria</i>			
<i>Intended Outputs</i>	<i>Activities</i>	<i>Indicative Activities</i>	<i>Inputs</i>
Output 1: Juvenile Justice Law and Processing Revised and Submitted for Approval	1.1 Project Management Team in Place	1.1.1. Recruit project team (NPD, Admin Finance, etc.) 1.1.2. Form Project Board with representation of key stakeholders 1.1.3. Secure necessary equipment and furniture for Project Team	NPD: 40,000 USD Admin Admin/Finance: 18,000 Furniture and Logistical Equipment : 25,000 USD Logistics: 5,000 USD <u>Total: 88,000 USD</u>

	<p>1.2 Recommendations for legislative and administrative reform developed and submitted for review</p>	<p>1.2.1. Conduct desk review of legislative framework for processing of juvenile cases</p> <p>1.2.2. Review current application of process and laws in processing of juvenile cases (holding cells, transportation and sentencing, etc.)</p> <p>1.2.3. Identify critical issues through consultative meetings to strategize a legislative reform package</p> <p>1.2.4. Conduct initial and rapid assessments of juvenile courts and select reform institutions (Islahiyat)</p> <p>1.2.5. Mobilize key stakeholders through organizing sensitization workshops on issues relevant to juvenile justice</p>	<p>International Consultant (2): 6,000 USD</p> <p>National Consultant: 8,000 USD</p> <p>Travel: 2,000 USD</p> <p>DSA: 4,000 USD</p> <p>Hospitality & Catering: 1,000 USD</p> <p>Printing Costs: 1500 USD</p> <p>Logistics: 6,000 USD</p> <p>Total: 28,500 USD</p>
<p>Output 2:</p> <p>Institutional capacities of Juvenile Reform Centers and other mandated institutions developed, engaging and cooperation with the civil society enhanced</p>	<p>2.1 Capacity Development Programme designed and implemented for select Juvenile Reform Institutions</p>	<p>2.1.1. Select pilot Juvenile Reform Institutions in coordination with MoSAL</p> <p>2.1.2. Review mission statements, staff structure and administrative processes at selected institutions</p> <p>2.1.3. Conduct an assessment of staff capacity to identify areas of improvement in application of specialized care for juveniles</p> <p>2.1.4. Conduct a comprehensive needs assessment of select centers</p> <p>2.1.5. Assess training needs in line with the function and mission of the reform institutions</p> <p>2.1.6. Design training programme specific to each center's needs based on needs assessment and reviews</p> <p>2.1.7. Propose organizational structure for the Reform Institutions to maximize staff capacity</p> <p>2.1.8. Provide basic training on IT skills and administrative skills</p> <p>2.1.9. Implement intensive and specialized training on providing psycho-social support in a juvenile context</p>	<p>Expert Team (2): 10,000 USD</p> <p>National Consultant: 9,000 USD</p> <p>Travel & DSA: 4,000 USD</p> <p>Furniture: 10,000 USD</p> <p>Equipment: 21,000 USD</p> <p>Local Travel: 5,000 USD</p> <p>DSA : 10,000 USD</p> <p>Hospitality: 20,000 USD</p> <p>Audio/Visual Equipment: 5,000 USD</p> <p>Translation & Publication Costs: 3,000 USD</p> <p>Logistics: 5,000 USD</p>

		2.1.10. Implement TOT's for replication in other Reform Institutions	Total: 102,000 USD
	2.2 Capacity Development for Court Personnel and Law Enforcement in area of juvenile justice designed and implemented	<p>2.2.1. Review the role of law enforcement in investigating, processing and following upon juvenile cases in conjunction with the Ministry of Interior</p> <p>2.2.2. Identify areas of improvement for interaction between law enforcement and children in conflict with the law</p> <p>2.2.3. Develop a capacity development action plan for law enforcement</p> <p>2.2.4. Conduct specialized training for law enforcement</p> <p>2.2.5. Conduct a review of court procedures and needs assessment for court personnel</p> <p>2.2.6. Implement a specialized training for court personnel on international standards of juvenile justice and the UN Convention on the Rights of the Child</p>	<p>National Consultant (2): 6,000 USD</p> <p>Hospitality: 10,000 USD</p> <p>Travel & DSA: 2,000 USD</p> <p>Printing Costs: 1,500 USD</p> <p>Logistics: 2,000 USD</p> <p>Total: 21,500 USD</p>
Output 3: Monitoring Process of Juvenile Justice		<p>3.1.1. Conduct a review of juvenile movement in the criminal justice system from investigation, trial, sentencing and follow up</p> <p>3.1.2. Identify necessary and useful data in order to process and monitor cases</p> <p>3.1.3. Mobilize and promote inter-sectoral approach for establishing the database</p> <p>3.1.4. Conduct several multi-agency meetings to identify areas of improvement in intra-government</p>	<p>National Consultant: 2,000 USD</p> <p>International Consultants: 10,000 USD</p> <p>Travel & DSA: 4,000 USD</p> <p>Equipment and Contracting Services: 35,000 USD</p>

and follow up support enhanced	3.1 Juvenile Justice Database Established	<p>coordination and communication</p> <p>3.1.5. Develop a case-management system to track cases bearing in mind confidentiality system</p> <p>3.1.6. Develop a web-based data management system in coordination with courts, law enforcement and reform institutions</p> <p>3.1.7. Conduct IT Training for MoSAL Staff, Court personnel and Juvenile Rehabilitation Staff to use and navigate the Database</p> <p>3.1.8. Create network between Juvenile Database and Ministry of Justice website</p>	<p>Equipment: 10,000 USD</p> <p>Training Costs: 10,000 USD</p> <p>Logistics: 5,000 USD</p> <p><u>Total: 76,000 USD</u></p>
Output 4: Awareness on juvenile justice and child crime among general public increase	4.1 Action Plan for Public Awareness Developed and Implemented	<p>4.1.1. Conduct a rapid assessment of mediums for reaching general public</p> <p>4.1.2. Produce a mini- PR campaign; television and radio ads on juvenile issues (risk prevention, child protection, etc.)</p> <p>4.1.3. Conduct round tables for academia, civil society and other relevant stakeholders on juvenile justice and child protection</p> <p>4.1.4. Produce brochures and reference material for distribution at strategic locations; universities, youth centers, legal offices etc.</p> <p>4.1.5. Conduct training workshops or traveling lectures for different governorates in Syria on juvenile justice and children in conflict with the law</p> <p>4.1.6. Conduct training workshops on at-risk youth and crime prevention for schools, centers and other relevant institutions</p>	<p>International Consultant: 6,000 USD</p> <p>Hospitality: 15,000 USD</p> <p>Equipment: 5,000 USD</p> <p>Travel: 14,000 USD</p> <p>DSA: 10,000 USD</p> <p>Training Costs: 8,476 USD</p> <p>Printing: 2,000 USD</p> <p>Logistics: 4,938 USD</p> <p><u>Total: 65,414 USD</u></p>
Total Activities		381,414.00 USD	
TOTAL F & A (British Funding)		13,406.00 USD	

TOTAL F& A (MoSAL)	9,524.00 USD
TOTAL BUDGET	404,344.00 USD

Part V: MANAGEMENT ARRANGEMENT:

This project will be implemented using the National Execution modality (NEX) by the Ministry of Social Affairs and Labor (hereinafter referred to as MoSAL) 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 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 MoSAL, 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 covered 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 7% 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 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 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

The Project Board:

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

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

A representative of the Ministry of Social Affairs and Labor (MoSAL)

A representative from the State Planning Commission (SPC)

A representative of UNDP

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

The National Project Director (NPD) will act as secretariat for the committee, being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.

Role and Responsible of Each Party

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

UNDP Syria will formulate light management structure through a project team headed by a National Project Director who will be responsible for the full management of the project through

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

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

Project Team

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

Part VI: MONITORING AND EVALUATION

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

The NPD will provide the Steering Committee with an Annual Project Report (APR) in accordance with the new APR format and quarterly progress reports to 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

Part VII: LEGAL CONTEXT

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

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

- a) Revisions in, or additions of, any of the annexes of the project document.
- b) Revisions which do not involve significant changes in immediate objectives, outputs or activities of the project, but are necessitated by rearrangement of inputs already agreed to, or by cost increases due to inflation; and
- c) Mandatory annual revisions, which re-phase the delivery of agreed project inputs or expert or other costs due to inflation or take into account expenditure flexibility.