THE GOVERNMENT OF THE SYRIAN ARAB REPUBLIC

&

THE UNITED NATIONS DEVELOPMENT PROGRAMME

Project Title:

"Support to the Media Sector in Syria"

Project number
SYR/10/004

Brief Description

This project provides support to the media sector in Syria within a broader context of comprehensive media reform in Syria undertaken by the Syrian Government. The project will focus on three main outputs; institutional and human resource capacity of the media sector increased, strengthened access to information and the leveraging of specialized capacity development and training for media professionals and journalists. The project will work on the institutional level by promoting new organizational management and HR systems designed to enhance the efficiency and quality of Syrian media. It will support these efforts by strategizing capacity development programmes for media professionals and aim to increase interaction with international and regional media outlets. Project will also work on improving quality and relevance of Syrian media to its public by introducing a feedback mechanism (audience research) as well as launch a news program targeting Syrian youth.

SIGNATURE PAGE

Country: **Syrian Arab Republic**

UNDAF Outcome(s)

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

Expected Project Output(s):

Output 1: Institutional and Human Resource Capacity of the Media Sector Increased
Output 2: Access to Information Upgraded and Strengthened through Enhancing Relationship between Media, Public and Government
Output 3: Capacity Development Initiatives for the Media Training Institute (MTI) Supported

Implementing Partner: Ministry of Information
Responsible Party: State Planning Commission

Programme Period: **2007 – 2011**
Programme Component:
                    Democratic Governance
Project Title:
    Support to the Media Sector in Syria
 	
Project ID: **SYR/10/004**
 	
Project Duration: **24 months**
                    (June 2010 – April 2012)
 	
Management Arrangement: **NEX**
	Programme budget: 444,000 USD
	
	General Management Support Fee: 29,047 USD
	
	Total Project Budget: 414,953 USD
	
	Allocated resources:
	• AECI : 444,000 USD
	• In kind contributions:
	   o Office premises & facilities.

Agreed by H.E. Dr. Amer Husni Lutfi , Head of the State Planning Commission
On behalf of the Syrian Government and the State Planning Commission.

Signature: ....   Date: 07.06. 2010

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

Signature: ....   Date: ....

Agreed by Mr. Ismail Ould Cheikh Ahmed, Resident Representative, UNDP.
On behalf of the United Nations Development Programme
Signature: ....   Date: 7/6/2010

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Part I. SITUATIONAL ANALYSIS:

After decades of a monopoly of the State on the ownership of media outlets, the Tenth Five Year plan (FYP) adopted by the Syrian Government in 2006 has opened up the way for a gradual liberalisation of the media sector. The FYP highlights the constitutional right of Syrian citizens to gain access to information and to express their views in a media environment that is representative of the diversity of opinions and enhances the ongoing socio-economical development towards a society based on knowledge and pluralism. In moving towards this vision, the Syrian Government is currently engaged in the revision of existing laws and the drafting of new laws relevant to the operation of the public media, namely a Law on political parties, a Law on the Consultative Assembly (majlis al shourah) a Law on Printed Matters, a Law on the Public Media, a Law for the Radio and Television. In this context, it is clear that the Syrian Government is committed to significant media reform in Syria.

The tenth FYP is very ambitious in its aims and objectives and, at the same time, it presents with a very sober assessment of the situation of the Syrian media environment that suffers from numerous structural, technical and operational shortcomings. Yet the major achievement of the FYP is to have provided a detailed analysis of the outstanding needs for development and change and to have openly called for a number of radical innovations in the structure and modus operandi of the media environment in Syria.

Currently, public media in Syria are government-owned, operated and administered. As government institutions limited to the same administrative structure of most public institutions in Syria, there is a lack of specialized staff and specialized procedure for media institutions. This extends to hiring and recruiting practices, staff evaluations, training opportunities, roles and responsibilities etc. This results in low supply of adequate and specialized managerial and administrative skills at the institutional level. Furthermore, proficiency with modern technologies is low among both administrative staff and journalists.

Most often, the cost of media production outweighs the returns on circulation which implies losses and the need for permanent subsidies. As media outlets are operated as generic government institutions without due regard for the specificity of media outlets, this has negative consequences on the quality of production as well as return revenue. As the quality is impacted by administrative weaknesses, the dialogue between the government and its citizens suffers. As access and circulation of public information certainly relies on the media sector and the public institutions that facilitate, the media sector has an important responsibility to be sensitive to public needs on the national level. However, national newspapers do not reach out to all parts of the national territory on a daily basis (the sole distribution agent is a government company) which significantly impacts reach and inclusivity in national dialogue.

As policy and institutional reform are essential to ensure quality and relevant media, as is support and capacity development of institutions and professionals in the media sector. Currently, professional performance assessment is not used to foster career development and promotion, and in most cases, the mode of remuneration of media professionals does not ensure loyalty to

the employer nor to one unit in the media outlet as employees seek additional sources of income by working outside their own units. On the professional level, journalists need greater support and professional guidance. The Charter of Journalistic Deontology needs to become ingrained in the daily practice of journalists and media outlets. This will support journalists and media professionals to achieve more credibility with the public.

The media sector in Syria needs to maximize its credibility through improved interaction with the Syrian public. In this regard, government owned media need to evolve towards a concept of public service media that accommodates a stronger national dialogue. This dialogue needs to be also be based on specific audience research to fill in shortages in the fields of scientific research, statistical information and opinion polls that bear negatively on the quality of information circulated by the media in order to fine tune and better design programming.

While the Syrian Government is currently reviewing and revising existing laws, the fact remains that the Syrian media needs to develop the capacities to be first in the reporting on Syria if they are to present an objective and reliable image of the country and its population and to achieve credibility and recognition both locally and internationally. Numerous measures need to be elaborated and implemented with a view to create an environment that is conducive to a bilateral flow of information between the national media and people from all walks of life in all parts of country. This will serve to make the media a vital platform where national and local issues are presented and discussed and will prove a key element in the socio-economic development of the country.

Part II. STRATEGY:

UNDP Strategy:

UNDP Syria works to contribute to the UNDAF outcomes by strengthening local sustainable development and capacity development. By improving the quality of the media sector in Syria, UNDP Syria is specifically addressing core concerns such as public participation, economic development, women's development, enhanced government and citizen relations and the introduction of ICT tools for development for government efficiency. As a strategic priority of the UNDP Syria, capacity building creates the individual, institutional and societal ability to perform functions, solve problems and set and achieve objectives in a sustainable manner. This process is further achieved through gradual development of an efficient and communicative media sector that is empowered to better inform society.

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

As stated above a number of laws relevant to the operation of the media environment are currently being revised in Syria and it is expected that they will come into force during the initiation phase of the present project. This project will therefore focus on two major levels of intervention: Institutional Development and Capacity Building. There is inevitably an amount of overlapping between both inasmuch as training activities form the bulk of the activities in both domains.

With a view to demonstrate that innovation is possible and welcome, the present strategy proposes to engage with Syrian institutions on a path of reforms and at the same time to implement innovative approaches within media outlets to build up capacities through a multi polar approach meant to enhance the concept that news and information is a live commodity that circulates between all the parts of an equation that includes the public, the government and the media. This project will therefore work simultaneously on all levels of the process that involves the gathering, the processing and the circulation of information and at the same time it will ensure that the necessary managerial and administrative support becomes operational so that media outlets can improve their performance and become competitive.

The strategy foresees the need for structural reform at media outlets and public administrations and it will start the process with "pilot projects" of high visibility to demonstrate that segments of the media production can be reformed and induce innovations that will gain public support. As such, and as a comprehensive project, UNDP anticipates that long term impact would be actualized through the replication of project activities and strategies in different capacities, as well as complementary to various legislative reforms undertaken by the Syrian Government. UNDP aims to support a high-level mobilization and subsequent administrative modifications in the production and distribution of news and media programming. Long term effect would subsequently be an efficient, responsive and more credible media sector.

As this project is considered in coordination with and is greatly supported by the Implementing Partner, the Ministry of Information, and other relevant stakeholders, there is a committed interest in maximizing benefit and potential on a wider scale to enhance existing national capacities, such as implementing proposals for management reform and technical assistance to media institutions, UNDP hopes to ensure impact and sustainability on the institutional and policy level.

Ongoing Relevant Development Projects:

This project is contributes to earlier and on-going UNDP's efforts for the reform of the media sector and will work alongside two projects in the media sector and a project on government services reform:

"Empowering Young Journalists in Achieving the Millennium Development Goals (MDG's)– UNDP Syria

The project provides support to the media sector by empowering young journalists to actively participate in the development process and achievement of the Millennium Development Goals. Executed in partnership with young journalists and the Ministry of Information, this project focuses on building knowledge, skills and good citizenship principles among young Syrian journalists by initiating and supporting a youth-based network that connects them continually. Within a national execution, the project will support the upcoming generation in the media sector to better foster an active national dialogue that will prepare and lead Syria to achieve the Millennium Development Goals and national development goals. Project outputs are focused on enhancing the national debates on the Millennium Development Goals with young journalists, establishing and launching a national network for young journalists as a space for sharing and suggesting experiences and opportunities.

"Support to the Syria Times Newspaper" – UNDP Syria

This project aims to provide an influential and widespread English-daily newspaper to English-speaking Syrians and foreigners seeking Syrian news. While the project intends to fulfill its objectives within national media institutional development goals expressed in the Syrian Government's 10th Five Year Plan, UNDAF and CPAP, it will produce a model for future media development projects in Syria. This project will be executed by the Syrian Government in collaboration with UNDP. Project will focus on supporting a revised internal structure and organizational strategy for newspaper administration; this will include evaluating the current organizational structure as well as strategizing new departments to improve the quality and efficiency of the newspaper administratively as well as the caliber of its editorial staff. Project will also focus on enhanced access to readership and communication through a new layout and the establishment of a customer service department for quality assurance. Project also envisions a new and upgraded website whereby a local, regional and global audience and access varied news on Syria in English.

"Strategic Options Paper – Media Sector" – UNDP Syria (Under study with MOI)

In coordination with the Ministry of Information, UNDP is currently working on the preparation of a strategic policy options paper for the media sector in Syria. An international media consultant conducted a 10-day visit to Syria in November 2009 to meet with various government officials in the Ministry of Information, as well as other stakeholders (University of Damascus' Facuty of Information, private media outlets and editors of government papers) in order to present, analyze and strategize various scenarios for the media sector in Syria. This includes a short term strategy, and a long term vision for media in Syria considering ideal situations, new media regulations, and the various strategies and steps to achieve an enhanced media environment in Syria. The paper will be presented in January 2010.

Government Strategy:

The Syrian Government has demonstrated a strong commitment to a socio-economic reform agenda aligned with modernization and revision of administrative and organizational structuring, particularly in the area of media. As indicated in the 22nd Chapter on Media within the Tenth Five-Year Plan (FYP), adopted by the government in 2006, national development prioritizes reform of media management systems, IT capacity development, reviewing media messaging and enhancing the national dialogue on development and the socio-economic reform process in Syria.

The Syrian Government has begun an initiative to develop a national media dialogue aligned with the socio-economic process in order to support the transition from a centrally planned economy to a social-market economy and integrate into the global economy. As such, media institutions must also develop in order to reflect this change. The 10th Five-Year Plan specifies the need to develop relevant national messages and models of communication to advance development strategies in the country as well as changing relationships with the outside. Media reform must be directed to meet international standards of media reporting, news analysis and presentation to match the modernization and efforts made in other sectors in Syria.

As indicated in the Tenth Five-Year-Plan, the Syrian Government is committed to enhancing the capacity of media institutions in Syria by introducing modernization of work flows and processes, developing organizational, financial and human resources capacities through upgrading equipment and work structures, as well as caliber and qualifications of staff. National strategies are also focused on transforming the media into a more client-focused and business-oriented entity, meaning increase performance evaluations and maximize efficiency through use of ICT and improved communication with the public it serves.

This will include promoting international standards of services/utilities and infrastructure to create an engaging media environment as well as increasing professionalism of national media institutions in order to increase their competitiveness with regard to regional and global media outlets. As such, the Government is committed to set up and implement a comprehensive capacity development strategy as well as building and activating mechanisms to increase public participation in the media to include all relevant stakeholders (the state, the private sector, NGOs, etc, ..) and develop capacities of pilot media institutions and establishments to perform their active roles as envisioned within national strategies and development plans

There is a strong level of commitment from the Ministry of Information for media reform in Syria. This project will complement other current efforts in the field of media reform in coordination with UNDP Projects in order to foster better communication and efficiency in the media dialogue in Syria.

Project Duration:

The timeframe for the pilot project is 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 public media institutions, national media outlets as well as current and future students of journalism. It is a primary aim of this project to promote better communication between the media, the government and the citizens of Syria. As such, the indirect beneficiaries will be Syrian citizens as audience to all or any media outlets in Syria.

Part III: EXPECTED OUTPUTS

Output 1: Institutional and Human Resource Capacity of the Media Sector Increased at Select Media Institution

Working on the institutional level, the project will focus on two main components; technical support and assistance to managerial reform in select media institutions and designing and implementing a human resource and performance management system.

Considering efficient management as the base to a strong and viable institution, the project will focus on providing technical support to managerial reform efforts. Project will produce a strategic report analysis on the need for change and provide viable and Syria-specific recommendations for possible revision to management structure and style within a select pilot media outlet in the form of a Standard Operating Procedure (SOP) Manual. Project will assess staff structure, management – staff ratio, create job specific Terms of Reference for management staff, as well as recommend a work flow process to promote efficiency and professionalism and facilitate communication between various administrations at institutions. As per the recommendations, project will provide technical assistance and training (ToT) on revised management structure, as well as newly recruited staff, in order to assure sustainability. The SOP Manual will be then introduced gradually in media institutions and outlets throughout the course of the project.

In order to further support institutional capacity strengthening, project will introduce a performance evaluation system for staff at a pilot media institution, to be determined in consideration with the Ministry of Information. Recruitment criteria, job and task descriptions are not clearly defined and there is currently no system of regular staff assessments as managerial practice. Project will begin with an assessment on current staff performance evaluation system and recommend viable solutions for evaluation. Solutions will be shared with relevant stakeholders and an institution-specific and country-specific mechanism will be developed and tested; including quarter reviews of performance and delivery as well as managerial assessments.

The assessment system will work predominantly to distinguish journalistic staff from administrative staff so that potential is maximized and institutional efficiency enhanced. In order to sustain the system, project will conduct orientation workshops to introduce the new assessment methods as well as the managerial dimension of staff evaluation. Editors in chief, heads of sections and directors will also be trained on the use of assessment as a tool of journalistic performance. With the introduction of such a system, staff will be better allocated to

suit their professional strengths, experience and background through systematic evaluations of their performance in each position or function.

Output 2: Access to Information Upgraded and Strengthened through Enhancing Relationship between Media, Public and Government

An underlying element of the project is to encourage the introduction of Audience research to enhance the quality of programmes and publications by taking advantage of audience feedback and expectations. Currently, audience research is virtually non-existent and media outlets have not substantial objective measure of their outreach, or of the expectation or opinion of their audiences on programming options or interests.

Project will first introduce the concept and provided sensitization workshops and seminars to relevant parties and stakeholders in order to ensure that the mechanism of audience feedback is an instrument of public broadcasting, as opposed to commercial interests. It will also introduce a suggested pilot programming based on extensive nation-wide surveys to gauge audience perception and interest. As such, Syrian media outlets and institutions will be better able to provide relevant and interesting material to its public and will be more able to engage directly on issues of concern to citizens. This output will train an audience research team which will be able to access information immediately for analysis as well as set up a formal structure to sustain feedback and response which becomes readily available and accessible.

In order to also facilitate and improve interaction with the public, the project also envisions the launch of a news bulletin targeting youth aged 14-22. As there is no programme designed to raise the interests of young people for world current affairs, this programme will provide them adequate background and educational information to help them form sound judgment on the day's events. As youth are roughly 30 percent of the population, the project feels that this is a maximum impact activity where audience response and feedback would greatly contribute to further design of other programming for youth and other targeted groups.

Output 3: Capacity Development Initiatives for the Media Training Institute (MTI) Supported

In working to support capacity development initiatives for media professionals, project hopes to further promote professionalism and responsibility in the media sector. Project will work to assure that students at the Media Training Institute are familiarized with new methods of assessment and reporting, etc. This is envisioned through designing a comprehensive organigram of the Institute, including Terms of Reference for key staff. Project will also support strategies for academic and training opportunities for media students and professionals; including

review of curriculum and upgrading the facilities at the Media Training Institute.. This will involve an assessment of the current training offered through the Media Training Institute, or the University as well as through the private sector and will also be an opportunity to clarify distinctive mission statements and to strategize on the long term professional trainings for the Institute.

As part of this effort, project will also work to facilitate international exchange program for media professionals in order to increase interaction with regional and/or international media outlets; as well as examine opportunities for strategic partnerships with other media institutes, regionally or internationally to 'twin' with the MTI. Project will focus on technical trainings on the deontology of journalism, as well as IT training and language training for media professionals in order to maximize the reach of Syrian media as it communicates both internally and externally.

PART IV: Results and Resource Framework:

Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance

Partnership Strategy: Ministry of Information

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	Output Target 1.1. **Implementation Structures in Place**	1.1.1. Form Project Implementation Team 1.1.2. Form Project Board with representation of key stakeholders 1.1.3. Identify focal points from relevant institutions 1.1.4. Identify and formulate technical committee technical support team to guide projects in different thematic areas	*UNDP* *Ministry of Information*	*Project Management Team:* *National Project Director:37,450 USD* *Coordinator: 6,500 USD* *Admin/Finance: 18,000 USD* *Equipment = 10,000 USD* *Travel = 3,000 USD* *F&A = 5,247 USD* *Total = 80,197 USD*
Output 1 **Institutional and Human Resource Capacity of the Media Sector Increased for Select Media Insitution**	**Output Target 1.2.** **Broad and comprehensive assessments of public media institution completed**	1.2.1. Recruit international and national team to conduct in-depth institutional technical assessments and long term strategies 1.2.2. Select media institution for evaluation and assessment 1.2.3. Identify local and national stakeholders to participate and facilitate assessment 1.2.4. Conduct meetings and participatory sessions in order to facilitate and expand on assessment of media sector 1.2.5. Finalize assessments and agree with Ministry and relevant institution	*Ministry of Information* *UNDP*	*International Consultants (2) = 10,000 USD* *Travel = 7,000 USD* *DSA = 5,000 USD* *Printing = 2,500 USD* *Hospitality = 5,000 USD* *Miscellaneous: = 1,500 USD* *F&A = 2,170 USD* *Total = 33,170 USD*

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Output Target 1.3		Ministry of Information	International Consultants (2) = 10,000 USD

Output Target 1.3

Administrative and managerial reform at select public media institutions through introduction of Human Resource Management System

1.3.1.	Assess structure of selected media institution	Ministry of Information	International Consultants (2) = 10,000 USD
1.3.2.	Assess specific capacity and needs of managerial staff		Travel = 4,000 USD
1.3.3.	Revise Terms of Reference for staff and hiring qualifications		DSA = 3,000 USD
1.3.4.	Produce an analytical and strategic document on Managerial reform (Standard Operational Procedure Manual)		Printing = 2,000 USD
1.3.5.	Submit recommendations for approval		Equipment = 15,000 USD
1.3.6.	Conduct a needs assessment for new managerial staff		Miscellaneous: = 2,000 USD
1.3.7.	Provide recommendations for recruitment and training strategy		F&A = 2,520 USD
1.3.8.	Provide training for staff on new strategy		Total = 38.520 USD
1.3.9.	Organize ad hoc training for managers to ensure upgrading of performance		
1.3.10.	Organize training of trainers for management and recruited candidates	UNDP	
1.3.11.	Conduct performance assessment of revised management structure		
1.3.12.	Product a study to highlight the pros and cons of the strategy implemented		
1.3.13.	Conduct and analysis of human resource management system at select media institution		
1.3.14.	Design and propose a number of approaches for performance assessment – taking into consideration the distinction between journalistic staff and support staff with emphasis on the following points:		
	• Staff members are systematically assessed over a one year period		
	• Clear job descriptions are drafted		
	• Staff members are progressively re-allocated on the basis of the assessments		
1.3.15.	Finalize a "pilot system" of performance evaluation.		
1.3.16.	Orient management and staff on function of		

performance evaluation 1.3.17. Editors in chief, heads of sections and directors are trained on use of tools of assessment of performance.	

Output	Output Target	Activities	Responsible Party	Budget
Output 2 **Access to Information Upgraded and Strengthened through Enhancing Relationship between Media, Public and Government**	**Output Target 2.1** **Introduction of Audience Research Mechanism**	2.1.1. Sensitize national stakeholders on the purpose of Audience Research Mechanisms. 2.1.2. Conduct broad participatory workshops and seminars on the purpose and function of Audience Research 2.1.3. Produce comprehensive study on recommendations for Audience Research within the Syrian media context 2.1.4. Recruit team to conduct polling/research on nation-wide scale (14 Governorates) 2.1.5. Design and introduce systematic and sustainable method of Audience Research 2.1.6. Facilitate networking services for Governorates to link Audience Research internally 2.1.7. Link Audience Research Mechanism to pilot programming 2.1.8. Conduct workshops to explain and expand Audience Research to media outlets (including private sector) 2.1.9. Design, develop and maintain Audience Research feedback structure	*Ministry of Information* *UNDP* *Central Bureau of Statistics*	*International Consultant = 10,000 USD* *Travel = 15,000 USD* *DSA = 5,000 USD* *Hospitality = 8,000 USD* *Printing Costs = 3,000 USD* *Miscellaneous = 2,000 USD* *F&A = 3,010 USD* *Total = 46,010 USD*
	Output Target 2.2 **Launch of Pilot News Bulletin for Youth aged 14-22**	2.2.1. Design concept of the news programme designed especially for youth 2.2.2. Form a 'creative team' to elaborate strategy for the programme 2.2.3. Conduct a rapid assessment of youth through schools and youth centers to gauge expectations and perceptions of such a programme 2.2.4. Define work flow and HR resources necessary to begin production	*Ministry of Information* *UNDP*	*International Consultant = 7,000 USD* *National Consultant = 5,000 USD* *DSA = 3,000 USD* *Renovation Costs = 25,000*

		USD
2.2.5.	Elaborate job descriptions for production staff	
2.2.6.	Production team is appointed	Equipment = 100,000 USD
2.2.7.	Secure necessary equipment for programme production	Training Costs = 10,000 USD
2.2.8.	Conduct intensive technical training in preparation of launch of programme	Miscellaneous = 2,000 USD
2.2.9.	Launch programme	F&A = 10,640 USD
2.2.10.	Conduct feedback surveys to gauge public response and take into consideration in continuation of programme	TOTAL = 162,640 USD

Output 3: Capacity Development Initiatives for the Media Training Institute and Media Professionals Supported

Output 3.1

Strategies for academic and training opportunities in the Media Training Institute developed; including international exchange tours

Activities	Responsible	Budget
3.1.1. Conduct an institutional review	*Ministry of Information*	*International Team = 20,000 USD*
3.1.2. Review the mission statement and requirements	*UNDP*	*Travel = 30,000 USD*
3.1.3. Develop a full organigram for Media Institute (including ToR's of key position and work flow processes)	*Media Training Institute*	*DSA = 13,000 USD*
3.1.4. Conduct a thorough analysis of the existing systems of training (facilities, IT, curriculum, etc.)		*Printing Costs = 6,000 USD*
3.1.5. Develop capacity development action plan including equipment and facilities		*Hospitality = 5,000 USD*
3.1.6. Develop training curriculum, and present it for review and discussion		*Miscellaneous = 4,000 USD*
3.1.7. Hold broad participatory seminars to elaborate on new training approach		*F&A = 5,460 USD*
onduct training workshops for staff of MTI on IT skills and management skills		*TOTAL = 83.460 USD*
3.1.8. Implement TOTs and key lectures/workshops in the Institute		
3.1.9. Identify regional and/or international partners for exchange or partnerships for Institute		
3.1.10. Develop strategy for partnership (twin) with other Media Institutes		
3.1.11. Develop criteria for selection of participants in exchange tours		

TOTAL F&A (AECI)	29,047.00 USD
TOTAL PROJECT BUDGET	443,997.00 USD

Part V: MANAGEMENT ARRANGEMENT:

This project will be implemented using the National Execution modality (NEX) by the Ministry of Information (hereinafter referred to as MoI) as the 'implementing 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 'implementing 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 MoI, 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 singed 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 serves 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:

Minister of Information (MoI)
Head of the State Planning Commission (SPC)
Resident Representative of UNDP

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

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

Role and Responsible of Each Party

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

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

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

Project Team

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

Part VI: MONITORING AND EVALUATION

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

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

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

Part VII: LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.