



Country: Syria
Initiation Plan

Project Title: Support to the Establishment of the Regional Planning Commission

Expected CP Outcome(s): Outcome A.1

Initiation Plan Start Date: October, 2010

Initiation Plan End Date: September, 2011

Implementing Partner: Regional Planning Commission

Brief Description

The objective this IP is to lay the framework for the institutional development of the newly established Regional Planning Commission (RPC) under the auspices of the Office of the Prime Ministry. The main outputs of the project is to design and propose an administrative and organizational structure for the Regional Planning Commission as per its mandate (Law No 26/2010) as well as develop a full-fledged Project Document to operationalize the organizational structure recommended by the IP Team.


Programme Period: 2007-2011
CPAP Programme Component: Outcome A.1
Project No: SYR/10/007
PAC Meeting Date September 12, 2010

Total resources required 400,000 USD
Total allocated resources: _____
• Regular 100,000
• Other:
○ Programme C/S 300,000
Unfunded budget: _____
In-kind Contributions _____

SIGNATURE PAGE

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:

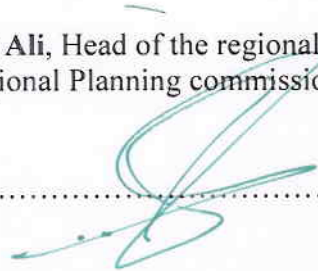


Date:

29.09.10

Agreed by H.E. Dr. Erfan Ali, Head of the regional Planning commission
On behalf of the regional Planning commission, the Implementing Partner.

Signature:

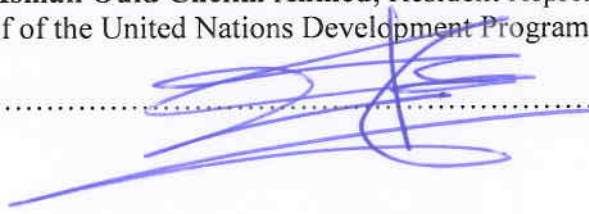


Date:

20.10.10

Agreed by Mr. Ismail Ould Cheikh Ahmed, Resident Representative, UNDP.
On behalf of the United Nations Development Programme

Signature:



Date:

29/9/2010

Situation Analysis:

Regional planning is an integrated and comprehensive planning process that specifies interventions as per the needs and conditions in each defined region. By designing specific plans on a local level, regional planning is a macro-level process that facilitates coordination among local and national planners as well as supports actualization of local planning efforts. Regional planning predominantly seeks to regulate and monitor coordination efforts among planners at all levels, as well as macro issues such as land use and zoning, transportation infrastructure and routes, settlement and urban development, waste disposal, environmental and resource planning as well as management of natural resources.

As such, regional planning takes into consideration also national strategies in defining regions and identifying issues as per national standards and priorities on the local level. This includes focus on micro-level data and projects that work to sustain local development strategies by translating national strategies on the local level through assessing local data and populations dynamics, land aggregation and development, services, environmental trends and management of natural resources.

Given the vast expansion of planning on the regional and national levels in Syria, the preparation of spatial plans to lead and manage national development strategies and plans becomes necessary to ensure a sustainable and informed development process. As such, the Tenth Five-Year Plan includes a chapter on regional planning in order to shift the planning process from a sectoral approach to integrated regional development. This aims to shift the overall central approach to a more localized development process aligned with the socio-economic reform undertaken by the Syrian Government to shift to a social market economy.

As such, in order to facilitate the regional planning approach to development, national efforts have been made in adopting the legal framework as well as institutional development for mandated institutions. In this light, the Regional Planning Law promulgated by Legislative Decree in June 2010 (Law No. 26) formalized the creation of the Regional Planning Commission (RPC) under the auspices of the Office of the Prime Ministry as the body responsible for developing national planning strategies as well as overseeing and monitoring development plans in the country.

The Regional Planning Commission:

With the promulgation of Law No. 26/2010, the Regional Planning Commission becomes the mandated authority “to develop and implement national orientations of regional planning...[as well as] enhance the environment for regional planning in the Syrian Arab Republic”.¹

¹ Law No. 26/2010

In order to regulate the planning and regional development, the Regional Planning Law created the Regional Planning Commission and defined its monitoring, planning and coordination role (Law No 26/2010). As per the new law, the RPC will be the main monitoring and planning body responsible to coordinate and report back the Supreme Council for Regional Planning, the decision making body on national and regional frameworks . The RPC will be submit proposals to ensure that all plans and projects in relation to sectoral and urban development are aligned with national development strategies. It will also lay support to foundations and standards and indicators for the national framework for regional planning, as well as oversee their implementation. The RPC will also work on the preparation of national frameworks as well as the overall National Framework as indicated in the Law on Regional Planning.

As part of its monitoring role, the RPC will review all project and development plans submitted by private and public sector, recommend for the adoption and approval of the national framework for regional planning and all plans and projects, standards, guidelines and planning controls and regional development. This will include creation of a database as well as a reporting mechanism to ensure efficient monitoring and submission of periodic reports to the Supreme Council on Regional Planning. The RPC is also the mandated authority to coordinate relevant stakeholders, including ministries, the State Planning Commission, local government and city councils on all related issues.

Objective, outcomes, duration of the Initiation Plan (IP)

The objectives this IP is to support the institutional development of the Regional Planning Commission (RPC) following its inception by Law No 26/2010. UNDP will support the RPC in setting its overall strategy in implementation of its mandate and organizational structure in order to better inform and regulate the territorial, regional planning and modernization process in Syria.

The project will support the Government of Syria through *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* which will focus on institutional development in order to enhance the regional planning process as determined by the RPC's mandate, as well as contribute to the overall monitoring of spatial planning in support of the newly created RPC. As such, UNDP will provide technical support and capacity development to ensure stronger monitoring and planning efforts as indicated by national strategies (Tenth Five Year Plan) and efforts in spatial planning and development, and as per *UNDAF 2.8 Planning and decentralization policies and structures enhanced*.

This IP will provide a team of consultants for the course of the project to formalize recommendations for the Bylaws, Articles of Association, organizational structure, workflow taking into consideration sustainability, partnerships and research initiatives. Project will also support the design of a communication/visibility strategy in order to

promote the role and responsibility of the RPC as it begins implementation of its strategies and build partnerships with other mandated institutions.

The main outcomes, outputs and activates that are intended to serve this purpose are represented in the following:

Outcome:

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

UNDAF 2.8: Planning and decentralization policies and structures enhanced

Output1:

Recommendations for the organizational, administrative and functional structure of the Regional Planning Commission (including by-laws, articles of association, structure of departments, workflow, HR, finance and operations, etc.) made

Activities:

- Recruit consultant team to review Law No 26/2010 to examine mandate and function of the Regional Planning Commission (RPC).
- Draft the Bylaws and Articles of Association, based on mandate and function of the RPC. This will need to include mission, vision and objective of the RPC, as per Law No 26/2010.
- Propose a basic organizational structure (organigramme) for the RPC –departments, coordination mechanisms, guidelines and references based on the experience of commissions in the region with similar mandates. The organizational chart should indicate sections, managers and sub-sections; as well as indicate the relationships between directors, various departments and mandate and responsibility of each section/department as per the objectives and functions of the PRC.

The proposed design needs to bear in mind the following as necessary:

- Training Unit
 - Human Resources
 - Monitoring and Evaluation
 - Communications
 - International Cooperation
- Assess the human, financial and materiel resources that the Regional Planning Commission would require over the short and medium-terms in order to deliver on its proposed program of work; as well as provide capacitating support

- Conduct mapping activity and assessment of regional planning initiatives and efforts in Syria
- Propose a strong monitoring mechanism to support the RPC's mandate to implement regional plans and periodic reports to the Supreme Council for Regional Planning. Develop
- Develop a communication/visibility strategy in cooperation with relevant stakeholders, particularly mandated institutions in the area of regional and national planning to which implementation of would become the responsibility of the Communications Department
- Propose possible plans on research initiatives and activities that the Regional Planning Commission could undertake
- Identify regional and international programs and initiatives that the Regional Planning Commission should establish links with for mutual benefit
- Prepare a presentation to stakeholders on the preliminary recommendations

Output2:

Full-fledged Project Document on "Institutional Development of the Regional Planning Commission" submitted

Activities:

- Recruit consultant team to draft an initial project document with detailed work plan and budget for the operationalization of the RPC structure as proposed in output 1 and in consideration of initial feedback.

Duration: The IP will be implemented over a period of 12 months, or one (1) year.

Outputs	Impact and Intended Results	Indicative Activities (Strategy)	Timetable	Cost (USD)
		<p>1.1 Recruit consultant team (international and national) to review and assess mandate of Regional Planning Commission as per Law No. 26/2010</p>	October 2010	75,000 USD
		<p>1.2. Draft the Bylaws and Articles of Association, based on mandate and function of the RPC.</p>	January 2011	25,000 USD
		<p>1.3. Propose basic organizational structure (departments, sections, staff, etc.) with special consideration to the following:</p> <ul style="list-style-type: none"> o Training Unit o Human Resources o Monitoring and Evaluation o Communications o International Cooperation 	December 2010	20,000 USD
1.	<p>Recommendations made for the organizational, administrative and functional structure of the Regional Planning Commission</p>	<p>1.4 Assess the human, financial and materiel resources that the Regional Planning Commission would require over the short and medium-terms in order to deliver on its proposed program of work; as well as provide capacitating support</p>	Jan- March 2011	75,000 USD
		<p>1.5. Conduct mapping activity and assessment of regional planning initiatives and efforts in Syria</p>	January 2011	40,000 USD
		<p>1.6. Propose a strong monitoring mechanism to support the RPC's mandate to implement regional plans and periodic reports to the Supreme Council for Regional Planning. Develop</p>	February 2011	15,000 USD
		<p>1.7. Develop a communication/visibility strategy in cooperation with relevant stakeholders, particularly mandated institutions in the area of regional and national planning</p>	November 2010	66,000 USD
		<p>1.8. Propose possible plans on research initiatives and activities that the Regional Planning Commission could undertake</p>	April 2011	9,714 USD
		<p>1.9. Identify regional and international programs and initiatives that the Regional Planning Commission should establish links with for mutual benefit</p>	May 2011	-
		<p>1.10. Prepare a presentation to stakeholders on the preliminary recommendations</p>	June 2011	10,000 USD

2. Full-fledged Project Document on "Institutional Development of the Regional Planning Commission"	Elaborated strategy of the operationalization of the Recommendations presented in Output 1	2.1. Formulation of Project Document 2.2. Drafting of detailed work plan and budget will be developed to express the needed resources to be mobilized to support UNDP activities, and preparation of project document for signing	August 2011	50,000 USD
F & A		5% Programme Cost/Sharing		14,286 USD
TOTAL				400,000 USD

Management Arrangement

This project will be implemented using the National Execution modality (NEX) by the Regional Planning Commission (hereinafter referred to as RPC) 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 RPC, 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 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

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.