



THE GOVERNMENT OF THE SYRIAN ARAB REPUBLIC

&

THE UNITED NATIONS DEVELOPMENT PROGRAMME

Project Title:

**“Administrative and Institutional Support to the Ministry of Social
Affairs and Labor”**

SYR /11/ 003

Brief Description

This project aims to support the Ministry of Social Affairs and Labor in implementing a comprehensive administrative IT-related strategy as part of greater organizational and institutional development support. The project will work on providing technical assistance to institute a sound Information System to support the role and mandate of the Ministry of Social Affairs in provision of better citizen and social services. Project will facilitate access to information for Ministry Directorates through a custom-made system in order to automate major procedures to systemize work flow as well as organize data/information for enhancing Ministry oversight and service provision functions.

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 Outcome(s): **CPAP B.4:** Improved administrative services for citizens and courts' administrations taking into account citizens' rights and the needs of vulnerable groups

Expected Output(s): **B.4.1** Better targeting, access to improved public services enhanced through procedures simplification

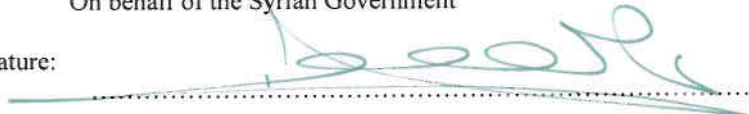
Implementing Partner: Ministry of Social Affairs and Labor (MoSAL)

Responsible Parties: State Planning Commission (SPC)
Ministry of Social Affairs and Labor (MoSAL)

Programme Period:	2007- 2011
Key Result Area (Strategic Plan):	Democratic Governance
Atlas Award ID:	SYR/11/003
Start date:	March 2011
End Date:	March 2016
PAC Meeting Date	
Management Arrangements	
NEX	


Total resources required :	1,200,000 USD
Total allocated resources:	1,200,000 USD
• Regular	200,000 USD
• Other:	
• Government (MOSAL)	1,000,000 USD
Unfunded budget:	0
In-kind Contributions	Office/Project Location Ministry of Social Affairs and Labor

Agreed by **H.E. Dr. Amer Husni Lutfi**, Head of Planning & International Cooperation Commission
On behalf of the Syrian Government

Signature: 

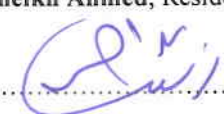
Date: 10.04.11

Agreed by **H.E. Diala Hajj Aref**, Minister of Social Affairs and Labor,
On behalf of the Ministry of Social Affairs and Labor, the Implementing Partner.

Signature: 

Date: 5/4/2011

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

Signature: 

Date: 4/4/2011

Part I: SITUATIONAL ANALYSIS:

The Syrian government has adopted a socio-economic reform process elaborated in the 10th Five Year Plan aimed at enhancing good governance structures in Syria as well as institutional development and administrative reform for enhanced public management. As part of this greater strategy on public administration reform, there is extended focus on increasing responsiveness and efficiency of Government institutions, particularly those involved in public and social service provision.

As part of the transition to a social market economy, the Syrian Government is aware of the possible socio-economic consequences of this transition and seeks to put in place necessary safety nets to assure a smoother transition. As such, the Ministry of Social Affairs and Labor has been given the lead on formulating and overseeing necessary policies to assure economic and social security for citizens, as well as assuring the continuation and quality of essential government services during the reform process. The Ministry of Social Affairs and Labor is the mandated institution by the Syrian Cabinet to formulate, implement and oversee policies that directly relate to citizens and social service provision, as well as the main registrar and coordinator on social issues and labor force in the country. As such, its functionality and efficiency is a critical junction in social protection and administrative modernization in order to facilitate informed and high-quality service delivery and targeting and coordinating social development.

As per the Mission Statement of the Ministry of Social Affairs and Labor, the role of the Ministry is clear in that it takes the lead in facilitating both policy and provision of services in the area of social protection, including protection of vulnerable groups and access to work for citizens. As such, the Ministry's mandate touches on critical human development issues, such as labor, employment, social development, provision of services to vulnerable groups, exemplified by people living with special needs, juveniles, orphans as well as larger issues of rural development, micro-finance and poverty alleviation. In this regard, the Ministry manages the registration of and oversight on Non-Governmental Organizations which are becoming a more active and necessary part of the development process in Syria. The Ministry also registers foreign workers, as well as tracks labor supply/market trends, and runs rural development business incubators, juvenile rehabilitation centers and orphanages. These vast and important services require follow up and support from the Ministry in order to perform their work efficiently and thoroughly. As the Ministry manages the registration of, oversight and/or provision on these many services (NGOs, juvenile, etc) the need for simplification and greater efficiency in the Ministry is clear to further activate their impact on Syrian society as a whole.

The Ministry of Social Affairs is committed to "activate all the social partners in the development process", this translates into having the capacity to support various actors and agencies working in social protection. As the Ministry works to ensure equitable distribution of social services, this process needs to be better informed in targeting vulnerable populations as well as providing the best facilitation of socio-economic development of the country; whether through simplifying the registration process and monitoring relationship of NGOs, or through better informed policies on labor needs in Syria. The process of

simplification and archiving lessens the work load on over-burdened directorates as well as makes the interface more efficient and comfortable through automated procedures.

The current challenge to the reform process in Syria remains an overloaded and bureaucratic administration in the public sector. Given the current reform process, it becomes a necessity to strengthen and inform the centralized planning function as well as enhance the work flow processes in line with administrative and public management reform vision presented by the Government. Given the relative weakness of organizational structure (bureaucratic, repetitive and the need to improve quality of services for citizens) as well as the work mechanism that governs the relations within the government institutions, it is clear that administrative reform is necessary to actualize the socio-economic development vision of the Government.

Part II. STRATEGY

UNDP Strategy:

UNDP Syria contributes to the UNDAF outcomes by encouraging local sustainable development and capacity development for government institutions. By improving the workflow and processes at the Ministry of Social Affairs and Labor, UNDP Syria is specifically addressing core concerns such as improved efficiency of responsive government institutions and enhancing government and citizen relations through introducing IT tools for development. As a strategic priority for UNDP Syria, capacity development creates the individual, institutional and societal ability to perform functions, solve problems and set and achieve objectives in a sustainable manner.

Working through the UNDAF, this project will focus on **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*** as well as **CPAP Output B.4: *Improved administrative services for citizens and courts' administration taking in account citizens rights and the needs of vulnerable groups***, this project will implement a new system to enhance the internal performance and work flow of the Ministry of Social Affairs in alignment with UNDP's work on enhancing the capacity of the public sector and good governance structures. This will also look at introducing ICT to facilitate administrative reform and improved service delivery.

By introducing process automation and IT systemization of the Ministry of Social Affairs and Labor, UNDP will be supporting the main mandated institution on monitoring, facilitating and enhancing social service provision and social policy. This will enhance the efficiency of the Ministry in identifying most needed recipients, particularly outside of urban centers, as well as activating its role as overseer of social and labor issues in Syria through the introduction of relevant databases and archives on the national and local levels. Through supporting the Ministry in better structuring its workflow processes and informatics system, UNDP aims to facilitate the registration, monitoring, accessing of information internally at respective directorates, as well as enhance the interaction between the Ministry and the citizenship it serves.

Furthermore, the Ministry of Social Affairs and Labor is a key stakeholder in the development process and one that has a lead coordination and implementation role in the social development initiatives in the country. As such, MoSAL partners with many UN Agencies operating in the country and remains a strategic partner in the socio-economic development strategy adopted by the Government.

As this project is considered in coordination with and is greatly supported by the Implementing Partner (MoSAL), there is a committed interest in maximizing benefit to the issue of administrative reform on a wider scale in Syria. Through enhancing existing national capacities, such as supporting the IT Directorate at the Ministry of Social Affairs, and instituting an on-the-job training programme and a Training of Trainers to support staff use and understanding of a new and more efficient system, UNDP hopes to ensure longevity and sustainability for public administrative reform 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 processes particularly those related to service provision. As indicated in the Tenth Five-Year Plan (FYP), significant efforts need to be made in enhancing the mechanisms in administrative work as to lessen bureaucracy and increase government responsiveness and efficiency. However, while efforts have been made in the area of administrative and procedural reform, there have been not enough efforts exerted in supporting integrated systems approaches and human resource development to sustain reform initiatives, resulting in insignificant improvement change in the quality and efficiency services accessed by citizens.

As indicated in both the Tenth Five-Year Plan and the Mission Statement of the Ministry of Social Affairs and Labor, there is a need to automate administrative work in order to modernize the management of public institutions. In the case of MoSAL, this has a direct relationship on the efficiency of government performance as well as a direct impact in improving the quality of services accessed by citizens; whether through NGOs monitored and supported by the Government, or through government-administered centers and institutions. This includes streamlining of procedures; functions, tasks, human resource management, as well as empowering the implementing function of Government institutions whether through enacting legislations, reviewing regulations and service delivery enhancement.

As such, the Government has articulated the need for a comprehensive strategy for up scaling the management of public institutions; taking into consideration the assurance of social protection for vulnerable groups. As indicated in the Tenth Five-Year Plan (FYP), adopted by the government in 2006, and as addressed in the draft Eleventh Five-Year Plan national development priorities focus on reviewing policy frameworks for social protection within the context of transition economy. This includes capacity development for institutions responsible to ensure the mechanisms available for social protection are capable and efficient.

The Ministry of Social Affairs has conducted an initial study on establishing automation and networking system(s) in order to improve its internal structure and efficiency. As per its vision, the system will facilitate a centralized and decentralized support to Ministry function as well as reducing bureaucracy through a re-design of the organizational structure of Ministry work flow. This will include a centralized automation of administrative procedures supported by the creation of database and networks to facilitate inter-Ministry communication and performance particularly as it relates to social services departments.

Project Duration:

The timeframe for the pilot project is five (5) years; the forthcoming 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 the directorates and staff of the Ministry of Social Affairs and Labor. As it is a primary aim of this project to strengthen the capacity of the Ministry in its mandate in social protection, indirect beneficiaries will also include beneficiaries of Ministry services, namely the poor and vulnerable groups in need of social protection.

Part III: EXPECTED OUTPUTS

Output 1: Operational and IT Capacities at MoSAL Developed:

When designing the project strategy and automation system, project will first begin with strengthening the IT Department/Team at the Ministry of Social Affairs and Labor which will be responsible to take on and sustain the automation and IS system. This will include the appointment and securing of an IT Team, with the support of UNDP, from the Ministry to follow project and expert team through the design, installation and testing process for the new system. In order to support the team in its role during the implementation of the project, project will conduct a series of trainings for the IT Team on database design, network administration, and maintenance in order to strengthen the operational and IT capacity of the Ministry to run and maintain the System as well establish a capable Department/Team to operate and oversee the system at close of project activities.

This is a key component to ensure sustainability of the project outputs as well as put in place the basic structure for continuity at the Ministry. Furthermore, project will work on securing local/regional data for availability and reference at the central Ministerial level. In this regard the project can immediately link local Directorates with the Ministry; this will include identification and training of focal points to assure the availability of knowledgeable staff to carry project forward on the level of the entire country.

Output 2: Comprehensive Situational and Organizational Analysis conducted and Implementation Strategy Elaborated

In order to begin the process of automation and the establishment of a new work flow and administrative system, a comprehensive situational analysis of current structure and work flow is necessary. Project has pre-determined, in consultation with the Ministry, the areas of focus it will work on in this stage of the greater strategy undertaken by the Ministry of Social Affairs. Project will examine and work on the following in the administrative function of the Ministry:

- Human Resources Department, including registrar, salaries, wages, personnel etc.
- Registration and Monitoring of Foreign Workers (registration process, authorizations, etc.)
- Management of Rural Development Centers
- Social Services Directorate (NGOs,/CSOs, juveniles, children deprived of parental care, elderly and people living with special needs)

This output will not only address internal work flow and efficiency of specific administrations and directorates but will also conduct studies on activating or maximizing communication and connectivity with Directorates in the fourteen Governorates of Syria through examining the current relationship between the Ministry and its Directorates outside of Damascus. This will be done in order to determine the most appropriate strategy for enhancing the exchange of information and support to both levels (national and local) as well as looking at services offered within the local context to avoid a top-bottom approach in service delivery improvement.

In similar thought, project will also analyze and propose e-solutions for services offered by the Ministry of Social Affairs through designing a citizen service window and relevant interactive website to facilitate citizen-Ministry interaction particularly as it relates to accessing information regarding services, accessing support, and/or registration processes, etc. The exact services/processes will be determined based on preliminary analysis and studies to be conducted by the project. Project will also give attention to support beyond the central Ministry level and will examine services offered and coordinated outside of Damascus and the creation of 'one-window' stop shops to meet the various needs and dynamics present through local Directorates.

In examining services that project will focus on, project will also agree on the scope and function of a archiving and automated saving system within the Ministry to facilitate reference material for Ministry Directorates and staff. This will also compliment the construction and/or expansion of an interactive Ministry website that will serve as a resource for citizens to readily access information on various services offered through the Ministry as well as a library of documentation for reference as well.

In parallel, project will also work on identifying and finalizing the needed infrastructure and equipment to support the application of the new system. This will include an assessment of the current Data Center at the Ministry of Social Affairs and the

infrastructure of the Directorates at the Governorate/local levels to prepare for the design and installation of the IT Automated System.

Output 3: ICT Integration System Designed and Prepared for Installation

Based on the above analysis and the conclusions determined, project will outsource through an expert team the design of the technical base for new automation procedures, databases and relevant archiving system; including focus on the interactive Ministry website. This will also include the LAN networks within the Ministry and in the Governorates (both databases/Data Center and communication) in connection with Governorate Directorates, taking into consideration the security concerns for the Networks.

Project will then design the system as well as secure the necessary equipment and infrastructure needed to build and sustain it. This will include basic computer and office equipment as well as database servers, application and anti-virus servers, storage mechanisms and electrical generators for support. This will be the equipment base to support the next stage of system installation and testing.

Output 4: Applications Installed, Tested and Operated with Exit Strategy in place

The final stage of the project will install the software applications as well as the new designed automation systems and network relevant functions for testing and full operation. This will also include linking the Central level (Ministry) to the local level Directorates as well as finalizing and activating the interactive Ministry website complete with archiving and reference material for access by citizens.

In final stages of project, the departments and services assessments/analysis during implementation of Output 2 (Management Information System for HR, Social Services and Rural Development Centers) will be completely automated and re-structured; as well as the IT Directorate/Team finalized and monitoring the operation and testing of the new system within the Ministry including the Data Center. Project will also finalize a filing or storage system for the Ministry to complete the archiving process.

The exit strategy has been designed as the first step of the project with focus on the establishment of a trained and capable IT Team/Directorate to work alongside project team in the analysis, design, installation and testing of systems. This team will continue to provide maintenance and follow up support to the system within the Ministry.

PART IV: RESULTS AND RESOURCES FRAMEWORK

<i>Project Outcome:</i> Improved efficiency at the Ministry of Social Affairs and Labor enabling it to maximize service delivery and interaction with citizens.			
<i>Intended Outputs</i>	<i>Activities</i>	<i>Indicative Activities</i>	<i>Inputs</i>
Operational and IT Capacities for Ministry of Social Affairs and Labor Developed	1.1 Project Management Team in Place	1.1.1 Recruit project team (NPD, Admin Finance, IT Eng. Programmers, etc.) and secure project location within the Ministry of Social Affairs and Labor 1.1.2 Form Project Board with representation of key stakeholders 1.1.3 Form Project Technical Committee composed of UNDP, IT Engineers and Administrative staff from the Ministry familiar with organizational structure of Ministry to guide the automation process. 1.1.4 Secure necessary equipment, vehicle and furniture for Project Team	150,000 USD
	1.2 Establishing an IT department in Ministry	1.2.1 Formalize IT Department staff (Chief Information Officer, Network engineer, Software engineer, etc.) 1.2.2 Train relevant Directorate IT engineers to enable them to supervise and follow up on the project implementation strategy. This will also enable them to participate in project output management, operation and future technical support at close of project activities. Focus of these courses in the area: <ul style="list-style-type: none"> • Database Design • Information Systems Analysis and Design • Project Management • Network Administration • Database Administration • Maintenance • Web Server Administration • Web-based Programming 1.2.3 Secure necessary equipment (computers, accessories ...) for IT department staff to follow-up project implementation, management, operation and the future technical support 1.2.4 Identify IT department staff (Network engineering, Software engineering ...) and project focal points in the fourteen provinces 1.2.5 Provide necessary training for focal points and IT staff to prepare them for the	150,000 USD

		management, operation and future technical support.	
	1.3 Capacity Development for Directorates and staff at the Ministry of Social Affairs and Labor.	<p>1.3.1 Conduct a rapid assessment of IT skills of MoSAL employees and staff</p> <p>1.3.2 Recruit project expert team to guide the capacity development programme for relevant staff and employees at MoSAL</p> <p>1.3.3 Design and implement staff and employees training in the Ministry and its directorates in the governorates on IT skills</p>	50,000 USD
Comprehensive Situational and Organizational Analysis conducted and Implementation Strategy Elaborated	2.1 Examine scope and function of automation systems within particular Directorates/Administrations at the Ministry of Social Affairs and Labor	<p>2.1.1 Conduct broad and comprehensive analysis of Ministry structure/workflow/function in the following areas:</p> <ul style="list-style-type: none"> • Management Information Systems (HR, Salaries and wages, Document Management Information System) • Workforce Registration and Management Information System This will include Foreign workforce registration, authorization, etc and National labor force and Agricultural Labor force • Rural Development Centers and business incubators Information system • Social Services Department (including Institutions and Non-Governmental Organizations Information System, National Information System for Handicapped and Information system for Social welfare services (juveniles, children deprived of parental care, vagrants, etc. • International and Regional Relations Directorate • Research and Training Directorate <p>2.1.2. Conduct an analysis of current communication/connection of Ministry to Governorate Directorates</p> <p>2.1.3. Strategize activation strategies for linking and enhancing communication between Ministry and Governorate Directorates</p> <p>2.1.4. Identify Ministry services to be simplified and offered through a citizen-service window or through interactive website (portal)</p> <p>2.1.5. Examine potentials for an archiving and</p>	50,000 USD

		<p>electronic document management system for Ministry Directorates; saving and retrieving document files and integrating into the archiving system</p> <p>2.1.6. Examine function/appearance/system for interactive Ministry website</p> <p>2.1.7. Conduct a security study for IT equipment and information systems to ensure business continuity. (Ministry - directorates in the provinces - website).</p> <p>2.1.8. Elaborate strategy for simplification of services at the local level through Governorate Directorates</p>	
	<p>2.2 Conduct a study of Infrastructure and Equipment at the Central Ministry level and in Governorate Directorates</p>	<p>2.2.1 Conduct an assessment of the infrastructure and capacity of the Data Center at the Ministry to identify gaps</p> <p>2.2.2 Identify main infrastructure issues; including the work space, identify the spatial and geographical distance between them</p> <p>2.2.3 Conduct an assessment of infrastructure of the window citizen service sites at the Central Ministerial level as well as at the Governorate level</p>	<p>25,000 USD</p>
<p>IT-Integrated System Designed and Prepared for Installation</p>	<p>3.1 Design and implementation of the Information System for the Ministry of Social Affairs and Labor</p>	<p>3.1.1 Recruit/contract expert team to construct designs based on assessments conducted by the project and consultative meetings with MoSAL the following systems:</p> <ul style="list-style-type: none"> • Management Information Systems (HR, Salaries and wages, Document Management Information System) • Workforce Registration and Management Information System This will include Foreign workforce registration, authorization, etc and National labor force and Agricultural Labor force • Rural Development Centers and business incubators Information system • Social Services Department (including Institutions and Non-Governmental Organizations Information System, National Information System for Handicapped and Information system 	<p>25,000 USD</p>

		<p>for Social welfare services (juveniles, children deprived of parental care, vagrants, etc.</p> <ul style="list-style-type: none"> • International and Regional Relations Directorate • Research and Training Directorate <p>3.1.2. Design and implementation of systems for linking and enhancing the efficiency and impact of the following:</p> <ul style="list-style-type: none"> • Connectivity between the Ministry and its Governorate Directorates • E-services to be offered through citizen service windows or through website 	
	3.2 Expand function and interactivity of Ministry Website (Portal)	<p>3.2.1 Recruit expert team to analyze function and content of Ministry website</p> <p>3.2.2 Identify functions to be used through website</p> <p>3.2.3 Prepare analytical and design study of the interactive website and its E-services.</p> <p>3.2.4 Conduct training for website management staff on function and upkeep of website</p>	100,000 USD
	3.3 Prepare the inter-Ministry Computer Network as well as the system to link Central to local Directorates	<p>3.3.1 Recruit expert team to prepare the design study for local area networks (LAN) in the Ministry and its departments in the Governorates taking into account the security considerations of local networks.</p> <p>3.3.2 Conduct a design study for wide area network (WAN) to link the Ministry's Information Center (Data Center) with the Directorates at the Governorate level, as well as linking to the website taking into accounts the security considerations of wide area networks.</p> <p>3.3.3 Signing an agreement with Ministry of Communications and Information Technology to secure appropriate communication lines to link the sites with Data Center in the Ministry.</p>	50,000 USD
	3.4 Computer and Network Hardware for systems secured	<p>3.4.1 Identify specifications for the LAN, WAN network equipment with required security devices. Routers, Core Switch, Switches, Fire Wall, Modems</p> <p>3.4.2 Identify and secure necessary computer equipment with required security devices (Database Server, Application Server, Domain Controller and Anti-virus Server, Storage, UPS, as well as support equipment</p>	202,380 USD

		(generators) 3.4.3 Secure necessary office equipment to activate the new system (work station, Printers, Scanners, UPS) 3.4.4 Identify and secure the necessary archiving system devices.	
	3.5 Secure Basic Software for new system based on studies and design	3.5.1 Secure/design basic Software for: <ul style="list-style-type: none"> • Operating System • Database Management System • Application Server • Antivirus software • Network Management software 	150,000 USD
Outcome 4: Applications Installed, Tested and Operated with Exit Strategy in Place	4.1 Installation, Operation and Testing	4.1.1 Install/Test software for implementation For: <ul style="list-style-type: none"> • Management Information Systems (HR, Salaries and wages, Document Management Information System) • Workforce Registration and Management Information System This will include Foreign workforce registration, authorization, etc and National labor force and Agricultural Labor force • Rural Development Centers and Business Incubators Information system • Social Services Department (Institutions and Non-Governmental Organizations Information System, Information System for people living with special needs, juveniles, children deprived of parental care, vagrants) • International and Regional Relations Directorate • Research and Training Directorate • Interactive Web Site with E-services 4.1.2. Installation, Operation and Testing For: <ul style="list-style-type: none"> • Ministry Data Center (Achieve the safety requirements according to international standards) • Window citizen services in the Ministry and Directorates in fourteen Governorates • LAN WAN Computer Network in the Ministry and Directorates at the Governorate level • Hardware at the Ministry and the Governorate level 	200,000 USD

		<ul style="list-style-type: none"> • Basic Software, as well as Applied Software at the Ministry • Interactive Web Site with E-services (Host at ISP) • Document Archiving System in the ministry • Filing Store System in the ministry <p>4.1.3. Provide support to IT Directorate/Team to sustain system</p> <p>4.1.4. Design and implement a capacity development programme based on the new system for Directorate staff and employees on the national and local levels</p> <p>4.1.5. Design an on-the job-training resource to sustain new system</p>	
TOTAL Activities			1,152,380 USD
TOTAL F&A (MoSAL)			47,620 USD
Total Project Budget			1,200,000 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.