



**THE GOVERNMENT OF THE SYRIAN ARAB REPUBLIC**

**&**

**THE UNITED NATIONS DEVELOPMENT PROGRAMME**

**“Skills and Support to Iraqi Refugees and Vulnerable Hosting  
Communities in Syria”**

**Project number**

**SYR /11/004**

**Brief Description**

This project aims to support and increase the employability of Iraqis as they return to Iraq as well as vulnerable hosting communities in Syria. The project will design and implement specialized vocational training programmes with a focus on Female-Headed Households among Iraqi communities and vulnerable Syrian hosts. The implemented training programmes will be based on comprehensive labor market and skills assessments of Iraqi refugee communities and other vulnerable groups in Syria in order to match skills with labor market and/or employer needs. Project will take a broad-based and comprehensive approach by coordinating with other mandated UN Agencies in order to access the most vulnerable populations to ensure project success and maximum impact through analysis-based interventions.

SIGNATURE PAGE

Country: Syrian Arab Republic

UNDAF Outcome(s)      **UNDAF Outcome 1:** A socio-economic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups

Expected Outcome(s):      **CPAP A.1:** Strengthening and better targeting social protection  
**CPAP A.3:** Improving employment environment, opportunities and skill-enhancement for the under- and unemployed, especially women and youth

Expected Output(s):      **A.3.2** Skills enhanced and labour productivity upgraded, through entrepreneurial skills, vocational training, and technology transfer, including for SMEs and tourism training centers

Implementing Partner:      Ministry of Social Affairs and Labor  
Responsible Parties:      Planning and International Commission (PICC)  
   Ministry of Social Affairs and Labor

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|-------------------------|---|
| Programme Period:       | 2007 – 2011   |
| Programme Component:    | <b>Democratic Governance</b>  |
| Project Title:          | <b>Skills and Support to Iraqi Refugees and Vulnerable Hosting Communities in Syria</b> |
| Project ID:             | SYR / 11/ 004   |
| Project Duration:       | <b>18 months</b><br><b>(April 2011 – August 2012)</b>                                   |
| LPAC Date:              | 3 February 2011   |
| Management Arrangement: | NEX   |

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| Total resources required: 180,000 USD   |
| Total allocated resources:  |
| • Embassy of Denmark : 180,000 USD  |
| • In kind contributions:  |
|   |
| Unfunded budget: 0  |
| In-kind contribution: Office/Facilities from Ministry of Social Affairs and Labor |

Agreed by **H.E. Dr. Amer Husni Lutfi**, Head of the State 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:**

Syrian figures show that since 2003 1.23 million Iraqis (Iraqis and Palestinians) have obtained residency in Syria<sup>1</sup>. When the Iraqis started coming to Syria, the authorities never envisioned that they would stay as long as they have. While Syria's response to the Iraqi refugee crisis has been relatively generous, allowing access to schools and health care, the protection environment is complicated, as a proper legal framework is lacking and there are strict limits on assistance activities. Most Iraqi refugees reside in major urban centers, making them difficult to identify and they are often the most vulnerable groups. As their stay in Syria lengthens many Iraqi refugees are increasingly vulnerable because their savings are running out and the cost of living is rising while they have few or no opportunities for employment in Syria. The refugees constitute an increasing burden on the Syrian society, and social problems among the refugees and in the vulnerable and poor hosting communities have increased. There is a need to mitigate the negative impacts of the refugee influx before it reaches a crisis point both in terms of addressing the capacity issues, delivering services and including vulnerable groups in service delivery.

There is in sum a concern that lack of livelihood opportunities leads to unsustainable returns to Iraq, emerging social problems in Syria and fatigue among the Syrian hosting communities. There is also concern that youth<sup>2</sup>, female-headed households and disabled persons are the most vulnerable groups. This project proposal addresses these urgent concerns and will simultaneously serve as a pilot project from which projected larger-scale multi-donor projects can learn.

## **Part II. STRATEGY:**

### **UNDP Strategy:**

While it is difficult to predict how and when the situation will be sufficiently conducive for large scale return of refugees to Iraq, and this is dependent on factors well beyond the parameters of a development assistance intervention, four basic assumptions can be made when addressing the problem of the status and economic conditions of Iraqi refugees in Syria: (i) Iraqis intend to return home and rebuild their country; (ii) Even if the refugees situation is in essence transitory, return to Iraq may not be possible in the very near term; (iii) It is necessary to assist with maintaining and developing human capital both in the host country and in preparation for return; and iv) The risk of not assisting the refugees must be considered substantially higher than not assisting them.

Preparatory support of Iraqi refugees potentially returning to Iraq is required to assist economic reintegration and to prepare for a sustainable return in their country of origin. Upon returning to their home country, young Iraqis will in particular be expected to reintegrate into the labor market. According to ILO analysis there is demand for skilled labor in certain sectors in Iraq, including construction, mechanics and business, as well as IT, a field that will be a priority for this project as the project objective of female participation is easier to facilitate. Employment

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<sup>1</sup> Syria also hosts about 10 000 refugees and asylum seekers from Afghanistan, Iran, Somalia and Sudan that are being assisted by UNHCR. UNWRA has a dedicated program to assist all Palestinian refugees who are victims of the 1948 Israeli-Palestinian war

<sup>2</sup> While the vulnerabilities of women and children are evident, males aged 18-30 are also under particular strain.



services are also being reconstituted in Iraq, making it feasible to link refugees with vacancy databases, possibly even before returning to Iraq. For an accurate reflection of Iraqi requirements, access to Iraqi curriculum, teachers and employment services during and after the training in Syria will be necessary.

While imminent application of skills learned and training received may be difficult in terms of repatriation to Iraq, the assumption is that Iraqis can and will seek employment in Syria based on new skills and that this to a large extent will be tolerated without legal employment formalities.

In 2009, the UN Country Team in Syria submitted a Consolidated Appeal Process (CAP) with regards to the situation facing Iraqis in Syria and building on efforts of individual UN agencies and advice of technical working groups. The Livelihoods and Skills Development Component was developed by UNDP in coordination with other involved agencies, in particular ILO. The lack of an official Syrian counterpart for developing livelihood projects has been a delaying factor. MoSAL, however, was recently authorized to engage with international counterparts to address the social and labor issues arising from the refugee situation within its mandate. This provides an opportunity for donors to show leadership in the transition from a purely humanitarian to a more development-oriented approach targeting sustainable poverty reduction and community development. In addition to responding to concrete and tangible needs, this project would further position DANIDA to work on sustainable large-scale return to Iraq of refugees when the situation allows

In addition to the agreed cooperation between UNDP and the ILO as the key implementing partner, the project design phase has demonstrated opportunities for synergies with other UN agencies such as UNRWA and UNICEF. These agencies have training facilities in place that are currently used for projects with somewhat different scopes than this proposal suggests. This inter-agency network will enable the project to deliver within a short time-frame. In addition to the cost and time-saving synergies and lessons learnt derived from inter-agency cooperation, this means that the project will also feed into the One UN and aid effectiveness agenda.

The project seeks to provide financial, institutional and policy leadership addressing the developmental aspects of the Iraqi regional displacement crisis. Danish leadership is likely to enhance the opportunity to mobilize funding from other donors and UNDP is committed to exploring additional funding opportunities as the project is designed with maximum flexibility for scaling up the deliverables. Specifically UNDP commits to apply for funding through the World Bank's State and Peacebuilding Fund in March 2011, including the provisional results ensured by DANIDA funding as an important argument to ensure that this project will eventually be a harmonized multi-donor effort.

Institutionally, sustainability is sought through the parallel objective of the project to strengthen the Syrian TVET system through capacity building and providing an entry point for further reforms to make policies more adaptable to the needs of vulnerable groups. Syria's TVET is hampered by inadequate links with industry and outdated curriculum and delivery strategies. This project can provide a modest contribution to introducing new methodologies and approaches as follow: (i) all materials produced by the project will be available to the Government, (ii) models for replicating the accelerated training at the national level in order to



be better able to target vulnerable populations will be developed, and (iii) Syrian trainers will be trained, certified and provided with instructional materials and learning resources based on competency-based modular training (CBT). Lessons learnt will be shared and models for replicating accelerated CBT will be developed to ensure that the project can serve as a pilot for later, potentially larger-scale, interventions. Furthermore, the assessment of labor market demand and the ensuring of skills accreditation in Iraq are intended to ensure that, first, Iraqi refugees are being trained in relevant skills and, second, that their skills acquisition will be accredited by the Iraqi national system.

To ensure follow-up on the sustainability of the results accomplished by the project, a working group will be established towards the end of the project to strengthen the awareness of the skills of trainees among the national authorities. This working group will consist of representatives from the Project Management Team (the NPD and the Training Coordinator), a representative from the UN Iraqi Livelihoods Working Group and representatives from the two participating Ministries. This working group will formulate a strategy for enhancing the opportunities of the Syrian trainees that have graduated from the training and the entrepreneurship component. The project management team is furthermore expected to engage in a dialogue with relevant Iraqi authorities to ensure the transferability of the graduate certificates of the Iraqi trainees.

Overall, the demonstrational effect of this project - and the dialogue with Syrian authorities - will be important for donor interest in these urgent poverty-reducing activities, and in leveraging similar results in the region where the situational analysis is somewhat similar to that of Syrian.

### **Government Strategy:**

The Syrian government is currently undergoing a large-scale socio-economic reform process shifting from a centrally planned economy to a social market economy. As such, it is of critical importance to support populations to enhance employability and skills development. Reforms such as subsidy removals have drastically changed the political economy in Syria and in easing the transition, families and individuals, Syrian or Iraqi, need to increase income levels and potential for higher paying jobs. Syria's newly adopted 11<sup>th</sup> 5-Year Plan for national development underlines this with a clear focus on increasing human capital and resources in the country while stressing issues such as education, unemployment insurance, support to vulnerable groups – including local empowerment of women – and facilitation of entrepreneurial activities through measures such as micro credit facilitation.

*In line with this strategy, the Syrian Ministry of Social Affairs and Labor (MoSAL) has endorsed the proposed UNDP project as a means to support families in enhancing employability options and reducing the social problems arising from low incomes. MoSAL also recognizes the need for Iraqi displaced to improve their living standard while they are still temporarily residing in Syria and that employability would be at the core of any coping strategy, in the longer term. The Ministry supports the idea to empower and train the refugees in this regard and welcomes such assistance as a way for the refugees to prepare themselves for return. A special request has furthermore been made by MoSAL to include a component targeting Iraqi's with special needs.*



All such assistance must however be based on the understanding that it is provided with a view to facilitate return to Iraq and will not contradict Syrian legislation and policies prohibiting permanent resettlement of Iraqi refugees in Syria. While Iraqis are not formally permitted to take employment in Syria, the Ministry recognizes that Iraqis as well as a large number of Syrians (40%) are employed in the informal sector and that employment restrictions are not being strictly enforced.

### **Project Duration:**

The timeframe for the pilot project is 18 months; one year and a half. 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:**

Due to the situational analysis, the main beneficiaries of this project will be unemployed young men and women and female-headed households. The target beneficiaries require skills training or skills upgrading in order to enable them to join or return to the labour market as well as undertake self employment whether temporarily in Syria or, upon returning, in Iraq. Youth and in particular women in vulnerable hosting communities will also benefit from the same services. The intention for both groups is to provide quick, accelerated training which is not tied to academic qualification and a chance to enter the labour force in order to improve their livelihoods. The positive effects of such skills development will, in turn, lead to overall community development in some of the most socially affected communities in Syria. The target communities are in the Damascus suburbs where an estimated 79% of Iraqi refugees live. To maximize the output of this project proposal, both in terms of specific deliverables and in terms of using the results we deliver as a pilot for similar larger-scale projects, the scope will be geographically targeted on the Damascene suburb of Sayeda Zaynab. Trainees from other communities such as Qudsaya and Berzeh where significant numbers of Iraqis live, can participate. Other direct beneficiaries will be the Ministry of Social Affairs and Labor (MoSAL), the skills development authorities and the training centers administered by the Ministry of Education (MoE). In addition NGO's working on skills development will benefit from improved capacities, introduction of new training modalities, as well as increased resources for the training centers which will be used.

### **Part III: EXPECTED OUTPUTS**

The Project Development Objective is to support labour market skills development for vulnerable Iraqis, in particular female-headed households, while displaced and as a preparation for their return to Iraq, and to support vulnerable Syrians in refugee hosting communities in selected pockets of refugee concentration in Syria. The project will outline clear deliverables but will also serve as a pilot project for larger-scale skills development projects with similar structure and outputs. Two parallel outcomes are expected: (i) improved employability skills and livelihoods prospects for Iraqi refugees and vulnerable hosting communities, and improved access and equity in skills provision with focus on the inclusion of women, in particular female-



headed households, and people with disabilities. This outcome aims to increase the access to labour market opportunities in both Syria and eventually Iraq of at least 450 skills training graduates, including at least 300 Iraqi refugees and at least 150 vulnerable Syrians trained in market relevant skills and entrepreneurship. (ii) strengthened Syrian technical and vocational education and training (TVET) capacity to provide short term demand-driven market responsive skills training. This duality is at the centre of the project strategy and as such demonstrated in the project objectives and outputs.

Through the 18-month long project cycle, the project will initially identify demand-driven skills through conducting a rapid diagnosis of skills needed in both the Iraqi and the Syrian labour markets. The diagnosis will include the identification of skills development needs based on a combination between demand as well as the feasibility and viability for finding jobs or succeeding in self employment.

The project will entail the design and delivery of vocational training programs. A mapping of the current training delivery in Syria in terms of approaches and specializations will be undertaken, followed by the identification of at least three specializations which are in demand. Revisions will be made to make training programs, methodology and content short and intensive with the objective of targeting identified vulnerable groups with limited qualifications. Such short-term intensive programmes can also target people already in the labor market who are in a precarious work situation and want to upgrade, diversify or accredit their skills. The training programs will be closely aligned with the ILO project 'improving relevance and quality of technical and vocational education and training in Iraq' which aims to develop a labor market oriented TVET policy and new curricula, including new approaches to training in Iraq. Through aligning both projects, trainees in Syria will obtain skills relevant to the Iraqi labor market as well as Iraqi certification for the training undertaken in Syria.

The project will involve upgrading of some technological equipment of the selected governmental vocational training center(s) and governmental center(s) for the rehabilitation of the disabled in the pilot area. Supplies for the training courses will also be provided.

The capacity of the training providers at Syrian TVET institutions will be strengthened through improved knowledge and skills of teachers. The first activity is to identify the trainers who will be at least 15, and a third of these women. A program of capacity building will be developed and the trainers will be trained and certified accordingly. This will also include the development of guides and assessment tools, and a list of instructional materials and learning resources to be used by trainers afterwards. Teachers who complete the in-service training programme successfully will be provided with a certificate by the implementing agencies of the project.

In order to facilitate sustainability through replication of good practices, the project will continuously make all results, materials and models for replicating the accelerated training available to the Government of Syria in order to better target vulnerable populations.

To ensure that the project reaches the right target group as far as both Iraqis and Syrians are concerned, it will establish criteria for eligible trainees. This will be followed by trainee selection and registration. Both the establishment of criteria and the actual selection will be carried out by the project team drawing on the

lessons learnt of the UN Iraqi Livelihoods Working Group. The establishment of criteria will be coordinated closely with and approved by the project board (see section 6). The trainee selection will ensure that 50% of those chosen are women and 5 % are disabled. The actual delivery of the training to the total targeted 450 trainees will be undertaken through batches of training organized differently according to specializations in demand, the centers and teachers who will participate and equipment which will be needed. All trainees who finish successfully will have a chance to enroll in ILO's *Know About Business* classes which aim to boost youth entrepreneurship and equip participants with the key skills needed in order to succeed. The target is to deliver *Know About Business* to at least 30% of the targeted trainees.

Lastly, the project is supporting livelihoods through the provision of several forms of post-training support for either self employment, apprenticeship placement or wage employment. In parallel the project will establish linkages, as appropriate, with existing services in support of youth entrepreneurship in Syria. Post-training support for those seeking waged employment include apprenticeship opportunities with employers.

A complete logical framework summing up the project's 3 objectives and 10 outputs is attached as Annex One.

#### Part IV. RESULTS AND RESOURCES FRAMEWORK

| Objective One: Improved labor market relevance and efficiency of skills development delivery in Syria  |   |  |
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| Outputs  | Indicative activities   | Inputs   |
| Output 1.1: Demand driven skills identified  | <ul style="list-style-type: none"> <li>- Conduct comprehensive assessment of skills needs in the Syrian and Iraqi labor markets</li> <li>- Conduct a training needs assessment among beneficiaries</li> </ul>   | Project Team Recruited:<br>National Project Director – 30,000 USD<br>Logistical and Administrative Support Staff (1)– 20,000 USD<br>Equipment - 6,000 USD<br>- Travel and DSA Costs – 3,000 USD<br>- Printing Costs – 1,000 USD<br>- Sundry and Miscellaneous – 1,000 USD<br><b><u>Subtotal – 61,000 USD</u></b> |
| Output 1.2: Syrian TVET system assessed and adapted to target group needs through design and delivery of accelerated training programs using | <ul style="list-style-type: none"> <li>- Map current training delivery in terms of approaches and specializations</li> <li>- Identify at least 3 TVET programs in high demand to be delivered</li> <li>- Revise curricula on identified skills according to competency based</li> </ul> | <ul style="list-style-type: none"> <li>- Printing costs – 2,000 USD</li> <li>- Sundry and Miscellaneous – 1,500 USD</li> <li><b><u>Subtotal - 3,500 USD</u></b></li> </ul>   |



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| competency based standards  | approaches in at least 3 specializations, with the involvement of employers   |  |
| Output 1.3: Target training centers identified and equipped   | <ul style="list-style-type: none"> <li>-Identify at least 1-3 Government training centers to be used (In addition to 1-3 NGOs with vocational training capacity)</li> <li>- Provide training equipment</li> </ul>   | <ul style="list-style-type: none"> <li>- IT Equipment (1-3 Centers) – 10,000 USD</li> <li>- Audio Visual Equipment – 5,000 USD</li> <li>- Support/Supervision staff – 2,000 USD</li> <li>- Sundry and Miscellaneous – 1,500 USD</li> <li><b><u>Subtotal – 18,500 USD</u></b></li> </ul>  |
| Output 1.4: capacity for training delivery improved   | <ul style="list-style-type: none"> <li>- Identify at least 15 trainers whose capacity will be upgraded</li> <li>- Conduct workshop to introduce concepts of competency-based-modular-Training (CBT) courses</li> <li>- Design and deliver an In-service teacher training program and pedagogy developed and delivered to teachers and a certificate is provided</li> <li>- Introduce teacher guides and assessment tools based on CBT and provide a list of instructional materials and learning resources to be used by instructors</li> </ul> | <ul style="list-style-type: none"> <li>- International Consultant – 5,000 USD</li> <li>- Travel and DSA Costs – 3,000 USD</li> <li>- Training Delivery Logistics – 1,500 USD</li> <li>- Equipment – 1,000 USD</li> <li>- Printing Costs – 2,000 USD</li> <li>- Miscellaneous – 1,000 USD</li> <li><b><u>Subtotal – 13,500 USD</u></b></li> </ul> |
| Output 1.5: Lessons learnt and replication possibilities for Syrian Government skills delivery approaches available             | <ul style="list-style-type: none"> <li>- Make studies and material produced by project available on a continuing basis to the Government of Syria</li> <li>- Develop models for replicating the accelerated CBT modular training and possible replication at the national level</li> <li>- Use outputs of the project to Improve targeting and access of underprivileged groups to TVET</li> </ul>  | <ul style="list-style-type: none"> <li>- Training Delivery Logistics – 2,000 USD</li> <li>- Printing Costs – 1,500 USD</li> <li>- Miscellaneous – 1,000 USD</li> <li><b><u>Subtotal – 4,500 USD</u></b></li> </ul>   |
| <b>Objective Two: Enhanced access to relevant skills for Iraqi refugees and vulnerable Syrian population in pilot locations</b> |   |  |
| Output: 2.1: Iraqi refugee and Syrian vulnerable community trainees selected as per the pre-identified target groups            | <ul style="list-style-type: none"> <li>- Establish criteria for eligible trainees developed</li> <li>- Undertake trainee selection and placement in specific specializations in collaboration with the UN Iraqi Livelihoods Working Group.</li> </ul>   | <ul style="list-style-type: none"> <li>- Logistics and external support for selection – 2,500 USD</li> <li>- Miscellaneous – 1,000 USD</li> <li><b><u>Subtotal – 3,500 USD.</u></b></li> </ul>   |
| Output 2.2: Market responsive skills  | -Deliver training to target group in 1-3 training centers and at in at least 3  | Training Coordinator(s) (SSA) – 10,000 USD   |

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| training courses conducted   | specializations.   | <ul style="list-style-type: none"> <li>- Travel and Transportation Costs – 2,000 USD</li> <li>- Training Delivery Logistics – 4,000 USD</li> <li>- Equipment – 2,500 USD</li> <li>- Miscellaneous – 2,000 USD</li> </ul> <b><u>Subtotal – 20,500 USD.</u></b>                   |
| Output 2.3 Introduction of entrepreneurial skills training courses   | <ul style="list-style-type: none"> <li>-Undertake selection and placement</li> <li>-Deliver ILO’s ”Know about business” to at least 30% of the targeted trainees</li> </ul>  | <ul style="list-style-type: none"> <li>- Training Delivery Logistics: 3,000 USD</li> <li>- Travel and Transportation Costs – 5,000 USD</li> <li>- Consultants and Support Staff – 7,000 USD</li> <li>- Miscellaneous – 1,500 USD</li> </ul> <b><u>Subtotal – 16,500 USD</u></b> |
| <b>Objective Three: Supported livelihoods through the provision post training support for target group</b> |  |   |
| Output 3.1 Support for self employment provided  | <ul style="list-style-type: none"> <li>- For graduates of KAB, provide business support to develop business ideas and provide referral to existing services</li> <li>- Assist trainees applications for micro-grants and/or provide business tool kit to those with a successful business plan- For the Syrian host community develop a referral mechanism for graduates to existing microfinance opportunities</li> <li>- Organize award ceremony for KAB graduates and successful micro credit applicants, attracting the attention of the local community and the media.</li> </ul> | <ul style="list-style-type: none"> <li>- Expert Team – 5,000 USD</li> <li>- Logistical Support – 5,000 USD</li> <li>- Miscellaneous – 2,000 USD</li> </ul> <b><u>Subtotal – 12,000 USD</u></b>  |
| Output 3.2 Support for job placement provided for Syrian trainees  | <ul style="list-style-type: none"> <li>- Identify possible apprenticeship opportunities for graduates.</li> <li>- For the Syrian host community develop a referral mechanism for graduates to existing employment services for job placement</li> </ul>  | <ul style="list-style-type: none"> <li>- Expert Team – 9,500 USD</li> <li>- Travel and Transportation – 2,000 USD</li> <li>- Logistical Support – 1,724 USD</li> <li>- Miscellaneous – 1,500 USD</li> </ul> <b><u>Subtotal – 14,724 USD</u></b>                                 |
| <b>TOTAL Estimated Project Budget</b>  |  | <b>168,224 USD</b>  |
| <b>TOTAL F&amp;A ( Danish )</b>  |  | <b>11,776 USD</b>   |
| <b>Total</b>   |  | <b>180,000 USD</b>  |



## 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:

The Minister of Social Affairs and Labor (MoSAL)

The Head of the State Planning Commission (SPC)

A representative from the World Bank

Resident Representative of the United Nations Development Programme (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.