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**Draft country programme document for the Syrian Arab Republic
(2007-2011)**

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Introduction

1. The country programme document for the Syrian Arab Republic (2007-2011), based on extensive consultations with the Government and other development partners, is consistent with the United Nations Development Assistance Framework (UNDAF) for 2007-2011 and the common country assessment (CCA). The country programme received the approval of the Government at the United Nations joint strategy meeting in February 2006.

I. Situation analysis

2. The Syrian Arab Republic is shifting from a centrally planned economy to a people-centred social-market economy. In 2005, the Government began preparing the 10th five-year plan (2006-2010), a landmark that addresses mounting social and economic pressures while focusing on the Syrian people. UNDP provided technical assistance to the preparation of the plan, which is essentially a transformation platform based on the Millennium Development Goals (MDGs) and aimed at enhancing good governance; transparency and accountability; the creation of a participatory democratic society; a socially responsible economy; sustainable economic growth; and improved human development and poverty reduction through employability of the population.

3. Poverty alleviation (MDG 1) is a key priority, given the high proportion of Syrians living below the poverty line. Special attention will be accorded to reducing regional disparities and improving living conditions in rural areas, focusing on vulnerable groups.

4. The Syrian economy needs to accelerate investment and accumulate physical and human capital. Small and medium-sized enterprises (SMEs) and the private sector will play an indispensable role in achieving rapid, sustainable growth in the gross domestic product (GDP), especially considering the depletion of oil reserves and the weakness of the manufacturing sector. Faster economic growth depends on reform of the financial sector, which favours public enterprises and agriculture at the expense of manufacturing, private enterprises and SMEs. Regional integration and trade liberalization may promote growth, but they require a deep adjustment of the production system, traditionally dominated by oil and primary exports, as well as import substitution.

5. To reduce poverty, it is crucial for economic growth to foster job creation and reduce unemployment (11.7 per cent in 2003, not counting underemployment). Women, as well as men, should be recognized as viable economic agents. The potential workforce is growing, and the current shortage of market-oriented human resources and professional vocational programmes – a result of poor coordination between the economic and administrative sectors -- needs to be addressed. The creation of a knowledge-based society, including a national information and communications technology (ICT) strategy, is vital to skills development for employment, and is a cross-cutting theme.

6. Democratic governance is a key factor in the transition to a socially responsible market economy. It will require extensive efforts in changing mindsets, reforming the regulatory and legislative environment, improving the climate for investment in education, redesigning the administrative and public structures, arresting corruption, and allowing Syrian civil society to broaden its bases and genuinely participate in the reform process. Good governance is a pillar of the tenth five-year plan, as is citizen participation in decision-making and ownership of the reform programme. Trust in government is a key factor for the success of economic reforms.

7. With regard to gender disparities, although women's entitlements in the Syrian Arab Republic are equal to men's under most laws, social codes discourage women from entering the

public, economic and political realms, or even having unimpeded access to their rights. Gender gaps are evident in the unequal access to education (MDG 3) and participation in economic activity.¹ Government endorsement of international conventions (such as the Convention on the Elimination of All Forms of Discrimination against Women, and the Beijing Platform for Action) and the focus of the five-year plan on women's development imply a commitment to gender issues. But a culture of gender tolerance requires eradicating the remaining legislative discriminations against women, removing certain reservations on the Convention on discrimination against women, and promoting the participation of women in all social, political, legal and economic activities.

8. As for the environment, the Syrian Arab Republic suffers from widespread, unchecked environmental degradation, including deforestation and desertification, disappearing biodiversity, unsustainable use of water resources, air pollution, informal housing settlements, an unreliable energy supply and mounting, unregulated energy demands. The Government has ratified the most important international environmental conventions and has Environmental Action Plans. Still, the environment has not clearly been linked to other aspects of sustainable development, hindering the implementation and enforcement of policy.

9. Disaster mitigation and preparedness are crucial for the Syrian Arab Republic, as it has a high risk of natural and man-caused disasters – such as chronic droughts, flash floods and earthquakes. The institutional arrangements for disaster management are set in a complex web of intra-governmental bodies. That makes planning and management of disasters a difficult task for the coordinating body. Institutional capacity-building and coordination with countries in the subregion are acute needs. For the environment and disaster mitigation, planning must acknowledge the regional character of the challenges.

II. Past cooperation and lessons learned

10. Under the second country cooperation framework (CCF) (2002-2006), UNDP addressed Syrian development challenges through thematic areas such as democratic governance, poverty alleviation, environmental protection and ICT for development. Several reviews of UNDP work were conducted with the Government, as well as, an independent Assessment of Development Results from the UNDP Evaluation Office in November 2004. While UNDP interventions substantially affected policymaking, including key national strategies, many new interventions are required to enhance human development, pro-poor policies, civil society and gender empowerment – all areas emphasized in the 10th five-year plan.

11. Capacity development of public institutions was a UNDP niche, particularly in its assistance to the Government in creating a link with the Syrian expatriate community, which enabled both parties to communicate on issues of reform. UNDP also supported the Government in revising local election laws to ensure more transparent local elections in 2007. A partnership with religious leaders to improve public awareness of human development issues was another landmark in UNDP-Government cooperation.

12. A major step for poverty reduction was the announcement of nationwide poverty figures for the Syrian Arab Republic following the first macroeconomics and poverty study in 2005. UNDP supported mobilizing investment in tourism, and established the first foreign direct investment database in the country. With the United Nations Volunteers programme, it helped

¹ For example, the average income of female wage-earners in the Syrian Arab Republic is about 29 per cent of the average income of male wage-earners (HDR 2005).

8,000 people in two villages improve their economic situation through microfinance and the establishment of SMEs. UNV participation showcased the role of youth volunteers in Syrian Arab Republic reform. The number of UNV volunteers doubled from 2004.

13. During the same period, while the Government remained a significant cost-sharing partner, UNDP established new partnerships with bilateral donors, including the European Union, Japan and Italy, and formulated the first private sector partnership in the Syrian Arab Republic with Global Compact member TOTAL. UNDP worked with the Government to begin a Global Environmental Facility (GEF) small grant Programme in the Syrian Arab Republic, focusing on direct, unregulated support to non-government organizations (NGOs).

III. Proposed programme

Strategic aims

14. The country programme, 2007-2011, has been prepared on the basis of the UNDAF, 2007-2011, and both respond to the 10th five-year plan (2006-2010) of the Government. The country programme supports the implementation of the plan, which prioritizes achievement of the MDGs. The plan implies new roles for the State, the private sector and civil society, with the ultimate goal of anchoring the Syrian Arab Republic firmly in the world economy, on the basis of democratic transformation and the rule of law. The Government envisages the transformation as gradual and accompanied by safety nets to minimize possible adverse impact on vulnerable people. Equitable development also requires attention to disparities between genders and between and within regions, especially the Northern and Eastern regions, which show the lowest socioeconomic indicators.²

15. In line with the UNDAF outcomes, the country programme comprises five components:

- (a) Poverty reduction and economic growth;
- (b) Enhancing democratic governance, citizen participation and improving institutional, administrative and legal frameworks;
- (c) Strengthening environmental management and protection of the environment;
- (d) Improving disaster prevention and management; and
- (e) Fighting HIV/AIDS.

16. The country programme has mainstreamed gender equality, in addition to specific outcomes and outputs related to that cross-cutting theme. The concept of gender mainstreaming acknowledges that all development interventions will have different effects on women and men, and must be analysed so that women and men benefit equally.

17. UNDP recognizes the crucial importance of the human-rights-based approach to programming, and will apply it to all interventions.

18. The country programme is designed to be complementary to UNDP regional programmes.

<p>Programme component: Economic growth and poverty reduction</p>
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<p>UNDAF outcome 1: A socio-economic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups.</p>
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² According to the 2005 MDG report, the national human development report, the macroeconomic and poverty study and the tenth five-year plan.

19. In support transforming the Syrian Arab Republic into a social-market economy, UNDP will go beyond its formerly ad hoc approach and will comprehensively support the revitalization of growth while improving equity in targeted disadvantaged areas and vulnerable populations. The Government recently announced its national programme for poverty reduction and women's empowerment, and has sought UNDP assistance in its implementation.

20. UNDP will support the Government in refining and improving the pro-poor policy, facilitating a more cost-efficient use of public resources while achieving deeper results in poverty reduction. That will include the enhancement of social safety nets, including insurance systems, pension schemes and mechanisms to access unconditional cash transfers. Access to microcredit will be facilitated to help the individual poor as well as to help them start up businesses and become self-financed. Several analytical studies are planned to review selected national development topics and assess the distributional impact of pro-poor policies, and to build a scientific basis for discussing policy options in the reform process.

21. UNDP intervention will aim to build the capacity of the Government to carry out a scientific assessment of the likely impact of economic reforms, not just on macroeconomic variables, but also on social dimensions. UNDP will continue to support MDG mainstreaming, including conducting a study on MDG costing, and above all capacity-building for MDG monitoring at the local governorates level. In addition, UNDP will develop the 'knowledge society' at the local level, by establishing information centres with Arabic portals in urban, rural areas.

22. In partnership with the private sector, UNDP will strengthen the entrepreneurial spirit and enhance the competencies of entrepreneurs to move them from being job seekers to job creators. At the policy level, UNDP will support the role of SMEs by revising legislation and bureaucracy, improving access to financial resources and improving SME representation in decision-making processes. UNDP intervention in the financial sector will aim to strengthen the role of banks and the establishment of money market systems by acting at the regulatory, institutional and capacity-building levels. At the macroeconomic level, UNDP will support measures to boost economic growth through interventions in foreign direct investment, trade, increased competitiveness, an improved investment climate and the modernization of Syrian ports and the customs directorate.

Programme component: Enhancing democratic governance, citizen participation and improving institutional, administrative and legal framework

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

23. UNDP will contribute to achieving national priorities in democratic governance in support of the development of national strategies for more effective public and economic sectors as well as assisting in building the capacity of local governance, particularly in the areas of local and parliamentary elections. UNDP will also support the Government's reform agenda in modernizing the judicial sector as well as in establishing an independent commission for human rights and electoral systems. Support to building civil society (including enhancing the legal framework governing it) and broadening the national reform process will be an integral part of UNDP support. UNDP will provide technical assistance to the Government in ratifying and signing the United Nations Convention against Corruption and in establishing an independent anti-corruption body. Gender-sensitive analyses and approach will be mainstreamed.

24. UNDP will support the Government in strengthening the efficiency and effectiveness of its citizen services by improving service quality and facilitating citizens' access to services.

25. UNDP will support the Government in its efforts to decentralize by providing in-depth comparative analysis and data on decentralization, and practical mechanisms to implement a comprehensive reform, as well as by supporting it in improving its capacity for planning and resource allocation at the national and local levels.

26. In addition, UNDP will support decision making and transparency by building the capacity of a decision support unit in the office of the Prime Minister, while also assisting the Government in better coordinating and managing external aid between the Government and donors.

Programme component: Strengthening environmental management and environment protection

UNDAF outcome 4: The environment at the national and regional/local levels improved, through the integration of sustainable environmental management in development plans, programmes and budgets

27. The environment is an integrated issue with far-reaching implications. UNDP interventions will contribute to strengthening institutional and human capacities of national authorities, local communities (in collaboration with the small grants programme (SGP) of the Global Environment Facility (GEF) and the private sector at the national, regional, and local levels; and raising public awareness of environmental issues. That will be achieved mainly through: (a) fostering intersectoral coordination among the three environmental conventions on biodiversity, climate change, and desertification; and (b) improving the judicial system enable it to enforce environmental Law 51 and prepare executive orders.

28. The UNDP country office in the Syrian Arab Republic, in collaboration with GEF, will play an essential role in introducing integrated sustainable land management in the Badia and Eastern regions. The strengthening of biodiversity in protected areas programmes will demonstrate practical methods for managing the protected areas while conserving local community interests and needs. UNDP will work with GEF to promote energy efficiency and improve building codes and labelling standards. To increase the resilience of national development sectors to the effects of climate change, UNDP, in cooperation with GEF, will work to introduce pilot projects in the area of adaptation.

29. UNDP will collaborate with local governorate authorities, donors such as the European Union, and the private sector to support the Government in initiatives to introduce clean technologies and environmental management systems into the olive oil industry. UNDP will work with the Government and local communities to introduce improved solid management systems in selected areas. UNDP, in cooperation with GEF/SGP, will support the development of small business to promote conservation practices. Finally, UNDP will support local communities in managing green areas in urban spaces in a way that will serve educational purposes.

Programme component: Improving disaster prevention and management

UNDAF outcome 5: Risk and impact of man-made and natural disasters are reduced

30. The UNDP country office in the Syrian Arab Republic and the Government are willing to contribute resources towards addressing broader issues related to disasters and development. In addition to the natural hazard risk, there are rising social tensions in the northeast among population groups that have settled in the region. UNDP interventions aim at increasing capacities at the national and local levels to reduce risks and preventing natural and man-made disasters. That will be achieved by implementing programmes that advocate possible risks and raise the awareness of the public, the Government and local communities about disaster

prevention measures. Programmes will target strengthening the capacities of public institutions and NGOs to minimize disasters risks, keeping in mind that women will benefit from such programmes.

Programme component: Fighting HIV/AIDS

UNDAF outcome 3: Inter- and intra-regional disparities related to access and quality of health, education and other basic social services reduced, with a focus on the Northern, Eastern and Badia regions of the country and other disadvantaged areas

31. The UNDP niche is in generating role models for new types of leadership that are essential for campaigns to reverse the HIV/AIDS epidemic, as stemming the spread of the epidemic will require strategic government leadership, coalition building and strong civil society participation. UNDP interventions in the HIV/AIDS sector will focus on a multisectoral approach involving policy advice, capacity-building, advocacy and communication. Together with the media, religious leaders, national institutions, HIV/AIDS-service NGOs and other civil society organizations, UNDP will contribute towards building leadership capacity to address the epidemic, taking into consideration the increased vulnerability of different groups and the feminization of the epidemic.

IV. Partnership strategy

32. A range of new and existing partnerships are central to the success of the country programme. While UNDP will continue to work closely with the Government of the Syrian Arab Republic and line ministries, its collaboration with the Parliament, NGOs, the private sector, the donor community and local administrations will be forged through policy dialogue and capacity-building support. UNDP will strengthen its partnership with UNDP-administrated programmes such as UNV, UNIFEM, and GEF/SGP as well as relevant UNDP regional programmes.

33. UNDP will continue to promote effective, efficient donor coordination through its assistance in building national strategy and capacity in aid management, while setting donor coordination forums. With other United Nations organizations, UNDP will seek joint programming opportunities whenever applicable.

V. Programme management, monitoring and evaluation

34. The programme will primarily be nationally executed under the coordination of the Office of the Deputy Prime Minister for Economic Affairs and the State Planning Commission, in coordination with the Ministry of Foreign Affairs. Where appropriate, direct execution, NGO execution modalities, other modalities and joint programming will be considered. The programme will be implemented at the national, sub-national and local levels, as appropriate. Where applicable, a multisectoral area-based approach will be applied. The country office will support the execution modalities through implementation support services.

35. Annual work plans developed in consultation with implementing partners and other stakeholders will describe planned results and will form the basic agreement between UNDP and each implementing partner. Additional implementing partners may be selected on a competitive basis; continued work with those partners will be subject to satisfactory delivery of results.

36. UNDP will strengthen and expand its use of the corporate Atlas system to improve efficiency and financial monitoring. Audits will be an integral part of financial and administrative management and the UNDP accountability framework. Audit observations and findings – along with monitoring, evaluation and other reports – will improve all activities.

37. The country programme will be monitored and evaluated in accordance with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for ensuring continuous monitoring and evaluation of the country programme. Implementing partners will report periodically on project progress, outlining results, challenges and resource utilization. Reports will be quarterly and harmonized with other United Nations organizations to the extent possible. Monitoring and evaluation will be an integral part of each project, and new monitoring mechanisms such as DevInfo and a project to support the Decision Support Unit in the Prime Minister's office will play an important role.

38. The Government and UNDP will conduct joint annual planning and review meetings for all programme components, usually in the last quarter of each year, to review the results and resources framework and prepare for the next year's annual work plans. Other United Nations organizations and representatives of donors and civil society may participate in those meetings. A more comprehensive mid-term programme review will be held jointly by the Government and UNDP in 2008. An end-of-programme cycle review will be held in 2010.

VI. Commitment of UNDP and the Government

39. Regular resources allocation (TRAC 1.1.1 and 1.1.2) for the country programme for the period is \$7.6 million. UNDP will mobilize an additional \$21.7 million (GEF, \$14 million; GEF/SGP, \$2 million; thematic trust fund, \$0.6 million; UNDP regional programmes, \$1.1 million; other donors, \$4 million) in non-core resources, subject to interest on the part of funding partners.

40. The Government is committed to contributing on a cost-sharing basis to facilitate the operationalization and successful implementation of the country programme. The Government will contribute through its two cost-sharing mechanisms, programme cost sharing and project cost sharing. The Government coordinating authority, namely, the State Planning Commission, will make programme cost-sharing contributions for the whole period of the country programme, while the project cost-sharing contributions will be paid directly by the relevant line ministries to the approved projects. The estimated amount of the programme cost-sharing contribution is \$10.75 million, calculated as two tranches, the first one representing 25 per cent of the first \$15 million mobilized by UNDP, and the second, 50 per cent of all resources mobilized by UNDP over and above the first \$15 million during the cycle. The estimated amount of the project cost-sharing contributions from line ministries is \$77.6 million.

Annex. Results and resources framework for the Syrian Arab Republic (2007-2011)

Intended UNDAF outcome 1: A socio-economic environment in place that enables sustainable growth, employment equity and protection of vulnerable groups					
Programme component	Country programme outcomes	Country programme outputs	Output indicators	Partners	Resources (thousands of dollars)
MYFF goal 1	Strengthening and better targeting social protection	1. Safety net programmes targeting the poor and vulnerable groups in place 2. Studies carried out on the impact of economic reforms, including subsidies reform, on vulnerable groups 3. Results of studies translated into improved policy recommendations and protective legal and social measures 4. Preparation of national and local human development reports 5. Studies carried out on achievement of MDGs at national and local levels 6. Economic empowerment of women enhanced through micro-credit schemes	1. Indicator: Amount of funds allocated for safety nets (insurance, pension, direct transfers) 2. Indicators: - Number of NHDR/MDG reports, studies carried out in partnership with the Government - Poverty and social impact analysis for wheat as a strategic food crop conducted 3. Indicators: - Per cent of population (disaggregated by gender /social categories /education) benefiting from credit and microfinance in the Eastern Region - Per cent of population (disaggregated by gender /social categories /education) benefiting from credit and microfinance in the Eastern Region	Government: SPC; local authorities of selected governorates International organizations: UNHCR, UNRWA, World Bank	Regular 1 014 Other 35 037 Total 36 051
	Improving structures and climate for trade, investment and competitiveness	1. Investment law and other associated laws reviewed and Investment Bureau reformed for greater effectiveness and transparency 2. Trade liberalization policies improved and legal framework upgraded, including competitiveness issues 3. Trade facilitation achieved through modernization of Syrian ports and customs directorate 4. Industrial framework developed, including restructuring public enterprises, specific policies for SMEs and dissemination of corporate social responsibility principles 5. Financial services strengthened, including the creation of a money market and reform of Central Bank and other banks	1. Indicators: - New investment promotion authority with new investment laws in place - Number of companies initiated under the new laws - New investment promotion authority functioning well 2. Indicators: - Export promotion agency in place - Competitive indicators identified - New industrial strategy developed - Number of fairer practices towards women by financial institutions and private sector - Number of SME increased (per cent gender/social categories) 3. Indicators: - Number of shops turnaround the Syrian ports - Installation of custom infrastructure and automation of work process (by ASYCUDA) completed	Government: Selected ministries, Agency to Combat Unemployment, Damascus University Civil society: SYEA, private sector: TOTAL, Syrian Computer Society International organizations: UNRWA, UNV programme, Information and Communications Technology Development in the Arab Region (ICTDAR), ILO, European Union	
	Improving employment environment and opportunities for skills-enhancement for the under- and unemployed, especially women and youth	1. National employment strategy developed and implemented 2. Skills enhanced and labour productivity upgraded, through entrepreneurial skills vocational training, and technology transfer, including for SMEs 3. Model of higher education (administration and curriculum) in universities upgraded, with an internationally accepted standard and improved qualifications that fits the demands of the job market 4. National Knowledge Society built through dissemination of community-based IT tools and facilities and stronger professional ICT sector 5. Women's capacity improved to increasingly participate in trade and economy	1. Indicator: National employment strategy developed 2. Indicators: - Business centre/incubator in place as pilot to be replicated and well operated - Number of SME initiated business (baseline-0, target 30) - Number of entrepreneurs take training (baseline-30, target-300) 3. Indicators: - Number of labour-oriented vocational training opportunities (baseline- 0, target- 100)	Government: local authorities of selected governorates, Employment Fund International organizations: IFAD, WFP, ICTDAR, other United Nations organizations Private sector: Syrian Computer Society	

	Enhancing poverty alleviation programme, including income generation; and improving access to extension services in rural and poor areas.	1. Rural area-based integrated interventions to alleviate poverty, including through women's empowerment 2. Assets for the poor for income-generating activities provided through micro credit in rural areas	1. Indicators: - Number of villages out of the total identified number of poorest villages in the North-Eastern region with improved social and economic conditions 2. Indicator: Amount of funds allocated for micro-credit through projects and banks		
Intended 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					
MYFF goal 2	Policy and decision-making supported by quality information and analyses	1. Access to information for decision-making strengthened including capacity-building of public institutions to use ICT 2. Collection and analysis disaggregated data, statistics and local indicators on gender enhanced 3. Capacity of Government to coordinate and manage donor aid enhanced	1. Indicator: Decision support unit (DSU) created and operating 2. Indicator: Regular production and quality of statistics and research with gender measurements available	Government: DSU – Prime Minister's office, Central Bureau of Statistics, universities, institutes Civil society: NGOs; donors; international organizations,	Regular 1 894 Other 36 063 Total 37 957
	Accountability of executive bodies reinforced, towards the general public and in regard to committed United Nations conventions	1. Capacity of legislative bodies and elected representatives to oversee executive bodies strengthened 2. Capacity of civil society and media to monitor performance of public institutions and service delivery strengthened 3. Anti-corruption legislation and institutions in place	1. Indicator: Number of workshops on accountability carried out and number of attendees 2. Indicators: Number of effective mechanisms and tools in place for dialogue, monitoring and reporting	Government: Ministry of Justice and others, local elected councils, Parliament, judiciary, public regulatory bodies; civil society; NGOs, CSOs, CBOs, media Int'l organizations; UNV	
	Democratic electoral processes and civic education enhanced.	1. Local electoral laws revised according to international standards of political participation and election commission/institution established 2. National programmes on civic education as well as free, fair and transparent election systems and practices implemented 3. Women's capacity strengthened to enhance their participation in political life and decision-making	1. Indicator: New local election law approved and implemented and election institution in place 2. Indicators: - Voter turnout - Gender-sensitive media coverage of elections - Revised school curriculum, including civic education	Government: ministries, local councils, judiciary Civil society: media, NGOs International organizations: OHCHR, UNIFEM	
	An empowered civil society involved in the development and implementation of public policies, planning and programmes.	1. The legal framework improved and implemented to allow enhanced participation of CSOs 2. Capacities of civil society and private sector associations enhanced, including in the use of ICT tools, to participate in reform policy formulation 3. National dialogue on human development deficits promoted among stakeholders	1. Indicators: New NGO law approved and implemented and number of new, autonomous NGOs licensed under the new NGO law 2. Indicators: Number of policies and programmes that involved and were affected by civil society	Government: Ministry of Social Affairs, chambers of industry and commerce International organizations: UNFPA, UNHCR, OHCHR, UNV programme, European Union	
	Improving administrative services for citizens and courts' administrations taking into account citizens' rights and the needs of vulnerable groups.	1. Better targeting, access to, and improved quality of some administrative services through reform of legal frameworks, processes (cutting red tape) and automation 2. Strategy for the management and development of human resources within the civil service defined and implemented 3. E-government and e-business introduced 4. Awareness of human rights issues for actors involved in law enforcement and rule of law, education and media improved 5. National Human Rights Commission established 6. Court procedures and capacity of the justice sector improved	1. Indicators: - Number and quality of services improved - Number of courts automated and modernized 2. Indicators: - Comprehensive civil service management strategy integrating gender issues adopted and implemented 3. Indicators: - Number of services available through e-government - Number of e-government access points - Number of studies conducted on ICT infrastructure 4. Indicator: National Human Rights Commission in place and functioning	Government: Prime Minister's office (Directorate for Administrative Development), SPC, selected line ministries Syndicates: of lawyers, of journalists, television	

	Planning and decentralization policies and structures enhanced	1. Capacity of the central and local authorities, including in the Eastern region, in development planning, coordination and monitoring for vulnerable groups strengthened 2. Capacity of local communities, in development planning, coordination and monitoring strengthened 3. Institutional reform supported, including decentralization policies, participation, local governance structure and legislative changes 4. Urban and regional management enhanced for planning and implementation 5. Pro-active policies for MDGs in place at governorate level to support vulnerable groups of all ages	1. Indicator: - Number of persons who completed capacity-building programmes 2. Indicator: Number of women/men in local communities trained	Government: Prime Minister's secretariat, State Planning Commission, ministries, local authorities, including North Eastern, Northern and coastal regions governorates International organizations: UNV programme, European Union, Japan International Cooperation Agency	
	Strengthened institutional mechanisms and policies for improving the legal status of women and increasing gender equality	Awareness of the public, religious leaders, media and decision-makers at central and local levels regarding tackling gender gaps increased	Indicators: - Number of laws and by-laws revised and/or introduced to comply with Convention on the Elimination of All Forms of Discrimination against Women and Convention on the Rights of the Child - Lifting of the reservations on those Conventions that are not inconsistent with the Sharia'a law - Number of Beijing Platform recommendations adopted and implemented.	Government: Parliamentarians Civil society: NGOs, Awqaf, Syrian Commission for Family Affairs, local communities	
Intended UNDAF outcome 4: The environment at the national and regional/local levels improved, through the integration of sustainable environmental management in development plans, programmes and budgets					
MYFF goal 3	National capacity strengthened for meeting obligations towards ratified environmental conventions (biodiversity, climate change, and desertification conventions; and the Stockholm Convention on Persistent Organic Pollutants and national environmental legislation enforced with particular focus on water policies	1. Effective management of protected areas and farmlands strengthened, while increasing productivity through the promotion of native species 1. The degradation of rangelands and forests halted, and local communities fully involved in their sustainable management in the eastern region 3. Integrated water resources management introduced and incorporated into policy 4. Energy efficiency labelling and standards as well as building codes introduced 5. Coordination and enforcement systems and stakeholders' capacity improved to ensure proper implementation of the environmental legislation 6. Resilience of national development sectors to the impacts of climate change improved through adaptation.	1. Indicators: - Number of trained staff for protected area management - Three management plans for protected areas are developed - Per cent increased of men and women in access, control and management of resources 2. Indicator: Amount of unproductive land reclaimed and converted to farmland 3. Indicator: Integrated water resources management (IWRM) incorporated into national policy and integrate gender issues related to IWRM 4. Indicators: - Energy efficiency building codes are adopted - CO2 emissions per capita for the energy sector	Government: Ministries, (Meteorological Department), State Planning Commission, local authorities, General Commission for Standardization, National Energy Research Centre Civil society: engineers syndicates, farmers' union, general women's union, NGOs	Regular 908 Other 33 489 Total 34 397
	Improved environmental situation with the involvement of local communities and the private sector	1. Cleaner technology introduced in the olive oil industry and other small and local enterprises 2. Soaring birds concept introduced to create ecotourism opportunities and improve local environmental conditions 3. Capacities of targeted local authorities strengthened for managing solid waste 4. Access to renewable energy sources, potable water and sanitation improved in selected, disadvantaged areas 5. Ecotourism, sustainable agriculture, and production of wild and agro-forestry products and livestock improved in the Badia and other areas, with the participation of local communities 6. Green areas in urban spaces managed by local communities for educational purposes	1. Indicator: Per cent of olive oil mills using cleaner technology for processing waste 2. Indicator: Number of ecotourism projects 3. Indicator: Improved institutional and technical structure in place for the management of solid waste 4. Indicators: - Number of people who have access to potable water and sanitation improved in selected, disadvantaged areas - Number of people benefited from solar energy - Number of labour- reducing devices and alternative technologies adopted by men and women	Ministries, State Planning Commission, Civil society: organizations, NGOs, local communities Private sector and workers International organizations: UNDP/SGP, WHO, URWA, WFP, FAO, UNIDO, European Union	

Intended UNDAF outcome 5: Risk and impact of man-made and natural disasters are reduced					
MYFF goal 4	Comprehensive, coordinated gender-sensitive disaster management system in place, with national and local capacity enhanced	1. National institutional and legal framework modernized 2. Cooperation mechanisms between the United Nations, the international community and national Government, with clear lines of responsibility for crisis management, established and functioning 3. Updated contingency plans in place 4. Capacity of relevant national and local agencies, including the Government of the Syrian Arab Republic, Higher Committee, agricultural and industrial entities, and NGOs, strengthened to minimize disaster risk and manage disasters 5. Gender-sensitive advocacy and awareness-raising on risks and disaster prevention measures for the public, government and local communities	1. Indicator: New legislation approved and implemented 2. Indicator: Coordinated United Nations disaster management plan adopted 3. Indicator: Disaster preparedness items in place (emergency equipment, United Nations contingency plan, etc.) 4. Indicators: - Per cent of government officials (men/women) trained in and sensitized to needs in emergency settings - Early-warning system functioning in Ministry of Local Administration and Environment 5. Indicators: - Number of awareness campaigns conducted - Effective awareness system at relevant ministries	Government: State Planning Commission, Ministry of Local Administration and Environment (Firefighting Department), Prime Minister's Office, Ministry of Health, Civil Defence International organizations: United Nations Country Team Local communities Civil society: NGOs, the Red Crescent	Regular 197 Other 3 625 Total 3 822
Intended UNDAF outcome 3: Inter- and intra-regional disparities related to access to and quality of health, education and other social services reduced, with a focus on the North and Northern-Eastern regions of the country and other disadvantaged areas					
MYFF goal 5	HIV/AIDS policies and institutional capacity strengthened, and awareness, prevention, increased, with a focus on young people and population at risk	Leadership capacity of government, civil society and the private sector (men/women) to address the epidemic enhanced.	Indicators: -Number of persons (men/women) attending training and workshops - Number\ of gender-sensitive awareness campaigns organized by stakeholders - Number of other initiatives taken by Government, civil society and private sector - Number of gender-sensitive recommendations from Government and decision-makers	Government: Ministry of Health, Ministry of Environment Civil society: Red Crescent, Syrian Commission for Family Affairs, Syrian Family Planning Association, Youth Union, local communities, NGOs International organizations: UNFPA, UNICEF, WHO, UNAIDS, WFP, UNRWA	Regular 118 Other 2 495 Total 2 613

CBO = community-based organization, CSO = civil society organization, FAO = Food and Agriculture Organization, IFAD = International Fund for Agricultural Development, ILO = International Labour Organization, OHCHR = Office of the High Commissioner for Human Rights, SPC = Syrian Petroleum Company, SYEA = Syrian Young Entrepreneurs Association, UNHCR = Office of the United Nations High Commissioner for Refugees, UNIDO = United Nations Industrial Development Organization, UNIFEM = United Nations Development Fund for Women, UNRWA = United Nations Relief and Works Agency for Palestine Refugees in the Near East, UNV= United Nations Volunteers, WFP = World Food Programme, WHO = World Health Organization.