

The 10th Five Year Plan

2006-2010

Chapter One

The Five Year Plan Approach

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The 10th FYP Approach

1.1 Main Features

Preparation and implementation of the 10th Five-Year Plan occur in the context of getting Syrian economy and society prepared to meet the demands and requirements of the 21st Century and an evolving epoch of political and economic international relations. These relations are characterized by sharp international competition, based on knowledge supremacy, high advanced levels of productivity, and an ability to utilize, analyze, and compose complex sciences and super highway information and communication. They also include competitive edge, dependence upon innovative application structures, new work relationships, highly skilled human resources, equipped with versatile knowledge and an ability to handle complex technologies in an unprecedented intellectual capabilities and an organized critical thinking and creativity.

Hence, the present FYP is fully cognizant of the challenges posed by the current historical epoch and the genre of accelerating future economic developments. This plan is also aware of the fact that in order for the Syrian economy and society to get an effective foothold in the 21st Century, and to achieve remarkable economic and social successes, it must be transformation – oriented. It must also derive its objectives from a broader societal vision capable of leading all political, economic and social reforms, and responding to people’s aspirations and ambitions of keeping abreast with the spirit of modern age, conducive to achieving a more prosperous and modern living. The Plan must also mobilize public opinion and promote collective and individual awareness in harmony with the rhythm and nature of the present era. Moreover, this Plan should be also geared to investing available resources in a preemptive manner in order to create a situation of preparedness for the anticipated transformations beforehand.

Transition to social market economy adopted by the state, with the FYP undertaking the task of providing a conducive environment for its successful launch, will certainly require forging a new social contract among the vital forces in the Syrian society. These are comprised of the state, private sector, and civil society organizations bounded through healthy dialogue and interactive participation in formulating and implementing the Plan. Such partnership is the only route to win the societal transformation and meet the associated challenges. In return, this will ultimately place the national economy on solid foundations, ensure its sustainability and achieve prosperity and growth based on efficient allocation and use of resources, equitable distribution, and a rise in standard of living for all Syrian citizens.

The Tenth Five-Year Plan is distinguished from former development plans in various ways, which can be defined as follows:

1.2 Adoption of indicative planning in the context of socio-market economy

What is new in the present FYP is its abandonment of centralized and compulsory planning policy, persistently pursued during the past plans, and adoption of the indicative planning policy instead. This means that the state will orchestrate investment and market activities rather than dominate or control them. Instead, the state will provide certainty and ample space for free enterprise and promote relevant opportunities. Its interference into economic activities will be limited to steering the course of national economy, activating laws and regulations needed for market transactions, regulating competition principles, and providing a conducive environment for local and foreign private investment and business activities. It will also be concerned with combating exploitation and monopoly, and ensuring that business market players are behaving in the context of concerted social responsibilities.

An adoption of the indicative planning paradigm will bring the state closer to the essential players in the market. This is achievable through reliance on supply and demand situation, in respect of production, investments, or any other aspects of the Plan. However, despite full reliance upon market supply and demand mechanisms to determine more efficient distribution of resources and economic activities, the social market policy adopted by the 10th FYP lays much emphasis on government intervention. This ultimately aims at coping with market failures or conducting activities linked to provision of public interest services, or other services which private investments fail to cover. Similarly, the state will withdraw from any competitions wherever market mechanisms are found to be worthy of playing an essential role in sectoral resources investment. Instead, the state will concentrate its investments on other sectors, assuming a complementary role rather than getting overlapped with private sector investments.

On the other hand, indicative planning stresses on drawing alternative policies aimed at more optimal investment of resources, as well as economic restructuring and adjustments. This tendency is due to the fact that the Syrian economy has reached a stage where no high growth rate or sustainable development are possible, unless it is subjected to an overall revision at policy and institutional levels. Legal and regulatory impediments and constraints have also got to be removed, allowing productive forces to grow more and private sector to play a contributive role, that lead to a high economic and social returns.

Achievement of the two pillar objectives of efficiency in resources allocation and equity in distribution is viewed as basic requirements of the 10th FYP. Economic development should be closely associated with social development as to constitute the two important pillars of the social market economy, which places the Syrian citizens and their prosperity as the pivot of development processes. Moreover, Anticipated overall macroeconomic reforms should also be linked to poverty reduction, increase of income rates, and uplift of living standards at both urban and rural areas. Besides, a balanced regional development in all Syrian governorates coupled with improvement of the less developed regions should be taken into consideration.

In other words, despite the Plan's emphasis on the necessity of raising economic growth rates and volume of GDP, it has nonetheless put up the slogan of "Human Development First" as a priority. The choice of its programs and projects, and examination of its performance during the implementation stage, will largely depend on the extent of human development indicators. It will also hinge on millennium development indicators, given that the Plan's success and investment tendency will be based on the increase of national balance in terms of institutional, social and human capitals.

The plan is also cognizant of the fact that a relatively large number of families can hardly meet their basic needs, and are living under the Syrian of poverty line, coupled with a relatively high rate of unemployment. Besides, there is a popular pressure for expanding job opportunities in view of the huge annual influx of new entrants into the labor market, leaving a clear gap in resource distribution. There is also a persistent need for huge development efforts to uplift the conditions of the socially deprived groups. And geographic area. The Plan is also aware that social services are declining and are in need for large investments.

The principle of "Human development first" therefore, means in terms of Plan formulation that achievement of high growth rates at the expense of any social or environmental cost must not be tolerated. Concentration must instead be made on modality of generating GDP elements and formulation of overall policies from a socio-economic perspective. Besides, likely consequences of growth policies affecting living conditions of the various social groups in general and the vulnerable groups in particular will be taken into account .

This balanced and accommodative tendency in the Tenth Five-Year Plan will undoubtedly lead to a rise in the domestic demand, which in turn gives rise to high and sustainable growth rates. The viability of the Plan after all lies in involving the largest possible social strata in the economic cycle and wealth generation processes. This is tantamount to creating more job opportunities, reducing unemployment to lowest possible levels, equitably distributing incomes and assets, and giving priority to medium and small-size enterprises and the unregulated economic sector. It aims also at

recognizing, modernizing, and organizing the informal economic sector, financing its expanding activities, enabling it to have participatory role in achieving prosperity and welfare to larger social groups on the one hand, and increasing added value to this sector in the context of national economy on the other.

The Plan will similarly formulate policies and national programs to provide social protection, safety nets and expand coverage areas through application of social insurance law, that will ultimately bring it closer to the boundaries of the marginally employed. In addition, the Plan will identify and emphasize social welfare projects and programs for the benefits of the under privileged families. It will also focus on the process of reviewing the subsidy and productivity procedures enabling it to outreach the targeted groups, which are in dire need for such supplementary assistance.

Adoption of human-development-first principle also means association of just and equitable distribution of wealth with distribution of power through good governance, for which a separate chapter is earmarked by the Plan. This boils down to promoting transparency and accountability in respect of the political and social relations, as well as allowing Syrian citizens to stand up for their economic, political and social rights. That will also lend support to democratic and popular participation of all effective social forces and other diverse groups from all walks of life. Women participation will be emphasized. Gender issues will accordingly be addressed in the political, economic and social activities. Social injustices and inequality will be redressed, including laws, politics, education, employment, and culture, with the ultimate aim of ensuring women's full participation in society.

1.3 Stakeholders Participation in Formulation of Objectives

Indicative planning allows for diversification and pluralism of development vantage points. This, however, will inevitably require a national consensus with respect to the general objectives and long-term goals. Hence the commitment for a participatory approach at the present Plan, given its transformational goals that call for dialogue and

national unanimity. And, in this context, the early formulation stages of the Plan have gone through elaborate discussions by all popular organizations, and state executive and legislative bodies, over and above representatives of political parties, private sector, and the intellectual community.

This new collective path in formulating the plan emanates from the firm belief that high-level transformation priorities will likely be fulfilled at the present and future plans, if all social groups are involved in their formulation. It has become evident at present time, that planning from above, and reluctance to subject national development policies to an open popular dialogue are likely to generate a huge amount of restrictions on motivation. Such impediments will ultimately obstruct real progress and high productivity. Dialogue and popular involvement on the other hand, will contribute to a large scale awareness of developmental needs and issues, inside government offices, among other players, and, most importantly among the public opinion. This will eventually result in assessing an idea about diverse opinions and viewpoints offered by the various social groups, which can be incorporated into the comprehensive plan. This will allow for forging a substantive societal support.

Through a well-thought consolidation of this new trend, Syrian citizens will be more sensitized to the limits of the ambitions that can be technically achieved, based upon cost-benefit analysis of resources and existing public and private capabilities and potentials. They will furthermore be aware of the types of participatory and collective work, and the forms of resources likely to be generated by the citizens within their local communities in order to jointly shoulder development burdens. This will obviate any unnecessary lists of desires people would otherwise demand the state to achieve. Available limited resources are always much less than what people desire and aspire to have, no matter how rich and affluent a country might be. Therefore, setting the ground for an effective popular participation in decision-making and planning priorities, as well as listening to their opinions regarding resources investment, and alerting them to problems and opportunities are likely to further increase their sense of belonging and citizenship. Such tendencies

will ultimately make them more contributive and responsive to the social and economic development processes, and will increase investment proceeds.

Likewise, the Plan, through a meticulous monitoring and evaluation system throughout the implementation stages, will ensure transparency and accountability, and will give people the right to look at public expenditure items and related details. It will also enable them to get acquainted with the directions and allocations of resources investment.

The Plan's participatory trend implies setting up sectoral committees aimed to set the ground for actual participation by ministries and public sector enterprises in project formulation, and planning of future visions, strategies, policies, and sectoral action plans. This will subsequently hold the involved authorities accountable during the Plan implementation period. In a nutshell, the present FYP has not been a desk-bound duty imposed from above. It is all stakeholders plan..

1.4 Long – Range Perspectives as a Frame of Reference

Needless to say that the nature of present and future challenges facing developing and developed societies alike, and the fast pace of regional and international economic changes, calls for a long-term strategic outlook for confronting and handling these challenges. Medium-term FYPs in this case should give special attention to the various implementation phases and handle required adjustments, revisions, monitoring, follow-up and assessment processes. Hence the conviction among decision makers and planners was that formulation of present and future plans should occur in the context of an overall and comprehensive future outlook vis-à-vis Syria's society and economy during the next two decades. A future vision for 2025 has materialized in the course of formulating the objectives and goals of the 10th FYP. The long-term strategic thinking adopted by the Plan through the rich and

multilateral participation and interaction of a wide spectrum of Syrian society have offered an answer to where will the Syrian society be heading during the next twenty years? And what are the elements and tools needed to reach the hoped-for targets?

Based on the fact that the 10th FYP differs from the past plans in being a transform focused rather than one aimed to appropriate resources for funding the public sector, following features have emerged:

1. It goes beyond the narrow economic outlook, which often fails to achieve long-term social perceptions, and adopts a more comprehensive vision involving the societal, political and technological changes, besides the economic changes, which are regarded as vital societal transformation process.
2. It believes that long-term strategic planning is inevitable and essential, as most of the development problems and planned objectives extend well beyond the five years period set for the plan. This will allow the objectives laid down to succeed and deliver the planned outcomes.
3. It believes that abandoning long-term planning, or failing to exert sufficient efforts in that respect will result in turning the plan into scattered projects void of any correlative elements to ensure a sustainable national economy. That will most likely result in disturbing the overall economic policies and subsequent slowness of the growth and development process, as occurred in past national plans.

Recent experiences indicate that putting the development plans into a clear and ambitious long range perspective, was behind the successes stories achieved in developing countries in general and the Asian countries in particular. A great leap of economic and social successes were achieved in their respective countries.

Persistent and perseverant future – oriented planning and strategic implementation are undoubtedly the only guarantee for translating long-term national visions into realities. The present 10th Five-Year Plan erects the ground for this serious transformational policy.

1.5 Adoption and pursuit of a national priority system in project selection

The normatic approach adopted by the Plan has entailed special national standardization in projects selection. In this context, a set of objective criteria has been worked out through a number of meetings with sectoral teams . This set can be summed up as follows:

- Selected project must contribute to generating outcome and return for wider social groups .
- Must have direct contribution to poverty alleviation.
- Must be based on sectoral priorities with clear interlinkages.
- Must contribute to achieving regional balance among governorates, leading to an equitable regional growth.
- Necessity of inevitable government involvement in project financing has to be ruled in.
- Must have large-scale popular participation and collective cost recovery.
- Must depend upon local implementation in the context of decentralization.
- Must largely contribute to private sector involvement and enhancement of competition.
- On-going projects have to be subjected to performance evaluation before deciding on allocating finance.

Projects according to such system have been divided into three groups priority-wise and on the basis of the points scored by each. And, in case of limited resources for implementation of all projects in all three groups, maximum priority projects in the first group will be selected, and selection and omission process will start with the third group upwards.

6.1 Linkage Between Formulation and implementation stages of the FYP.

The 10th FYP has adopted strategic operation and management concept. This means that

both formulation and implementation phases will have to be viewed as two complementary activities. This is achievable through an alignment of log-frames designed to follow up the policies and programs at the end of each chapter. Besides, the Plan has earmarked a chapter explaining monitors and evaluation modalities, verification, assessment, and measurement of performance and impact. These strategies are regarded as new tools introduced under this Plan, aimed at strengthening the implementation aspect of approved projects and programs, verifying implementation of the goals and objectives laid down, and matching them with their respective time schedules.

The log-frame arrangement includes all sectors. And, projects and programs implemented and pursued under this log-frame will be spread over the five-year period of the set plan. Each sectoral log-frame is divided into two major parts:

1. National level summary
2. Detailed notes on about projects and programs

The first column at the log-frame deals with the overall objectives, policies and main programs, while the other columns explain the detailed policies and programs designed to realize the objectives and goals presented in the first column. There are seven divisions included in each matrix table as follows:

1. Sectoral objectives
2. General policy / implementation policy
3. Performance measurement indicators
4. Sources of both needed for monitoring.
5. Main projects and programs
6. Implementing agency.
7. Constrains and possible risks that hampers Implementation.

It is hoped that introduction of this new mechanism in the current FYP will result in dedicating the process of transparency and clarity in project implementation, and consolidating new monitoring and assessment criteria. At the end of each chapter of the Plan, a comprehensive log-frame will be laid down to explain the summary at the

national level. Other log-frames dealing with project and program details will be included in the supplements

7.1 Use of Macro Modeling in Growth and Investment Rate Analysis

The Plan has resorted to econometric mode lines patterning and projection system to forecast the major indicators i.e. growth rate, investment, employment ...etc. This is implemented through analysis of input/output tables and overall patterns. The sectoral investment and growth and their indicators have also been projected on the basis of these analyses. Three basic scenarios have been designed for this purpose, illustrating the future growth and predictions :

(1) Linear Scenario, built on the assumption of current circumstances and performance levels, away from deliberate intervention for national economy reform and restructure; (2) the other two scenarios are linked to a series of quantitative and qualitative changes, as well as regional stability and security situation, and global fluctuations of oil prices . The optimistic scenario anticipates an annual economic growth level of 7% , while the other less optimistic scenario anticipate a growth level of 5%.

8.1 Clear-cut role distribution among major players for Plan implementation

■ The State versus other effective forces

Social market economy entails that development process responsibilities should not be limited to the central government with the blame put on the state for plan implementation tasks. Responsibility must be multilateral and will have to include the private sector, provincial governments, NOGs and civil society groups. The present Plan, therefore, clearly defines the roles played by all major forces, and attempts to create an appropriate coordinating environment to achieve the set goals.

■ Central government role

The Tenth Five-Year Plan constitutes the basis upon which the government depends for assuming its new responsibilities. Moving to social market economy requires a capable state with strong and efficient institutions, clear and expansive vision and space. It also entails avoidance of unnecessary ramifications of responsibilities, that are likely to weaken performance and impede the role of effective forces and their contribution to financing and implementing the development process. The interference by the state into the economic activities should therefore assume supervisory part. This includes national economy management, market activity, law enforcement, reform of economic and administrative institutions concerned with regulations, amendment of legislations and rules, relaxation of restrictions, and creation of enabling environment needed for facilitating market operations. It should also include achievement of creativity and confidence, creation of adequate investment environment aimed to achieve national strategic goals, and control macroeconomic policies, decide the nature of investment policies, in addition to providing services and social responsibilities.

Based on the above, the 10th FYP defines central government responsibilities as follows:

- Maintain law and security
- Facilitate the procedures of establishing private, local and foreign enterprises, as well as provide facilitated related measures and enact investment and incentive laws
- Provide high quality economic services.
- Formulate policies and programs for human resources development, scientific and technological capabilities.
- Formulate long-term strategies for sectoral development
- Accord attention to formulation and implementation of human rights programs in the economic, social and political fields

- Accord attention to formulation of a national program for poverty reduction and expansion of employment opportunities
- Formulate a national plan for spatial / physical development and creation of growth poll centers as well as achievement of balanced regional development
- Provide avoidance partnership with private sector for Plan implementation, through joint production and services projects, or through authorization and lease arrangements
- Control quality and standards of national products, and encourage improvement and development processes
- Ensure increased efficiency of state-owned public companies, restructure them and liquidate losers in case of failure to adjust their status
- Ensure unavailability of public or private sector monopolies
- Ensure consumers' rights and rights to have access to services and commodities, that conform with specifications and standards, avoid exposing them to blackmail, supervise prices and set up economic police institutions
- Provide larger jurisdictions to governorates to enable them to offer more efficient services to citizens, and contribute to social care efforts, poverty alleviation, and creation of job opportunities
- Encourage civil society organizations' contribution to local development efforts, and provide incentives to the development processes based upon collective efforts, and offer them financial, technical and human resources.
- Preserve the environment and the tourist and archeological sites, and protectorates, and benefit from them
- Implement strategic national projects, and manage coverage sectors
- Coordinate, monitor, and evaluate public works projects at the national level
- Give more attention to uplift the conditions of small-size enterprises, offering them loans and credits for improving their performance

■ Provincial governments role (governorates)

The 10th FYP will contribute to strengthening the economic role played by the governorates, by offering them the following jurisdictions:

- Adopt local participatory policy in formulation and implementation of local development plans at the respective governorates
- Promote the role of civil society organizations in the development projects and local social welfare sectors
- Implement national employment and poverty alleviation programs, as well as other programs related to population planning, women rehabilitation, elimination of illiteracy.... etc
- Implement national strategic projects, and infrastructure and social services projects
- Exert efforts for developing local potentials needed for implementation of the development plans in the respective governorates and beyond, within regional planning framework
- Ensure implementation of programs and projects aimed to redistribute assets and land utilization for achieving justice as far as distribution of resources and development proceeds is concerned
- Participate with the local and foreign private sector in joint projects or local resources development
- Uplift the standard of locally offered social and economic services, and provide appropriate environment for transactions and administrative procedures
- Provide infrastructures and modern communications as well as any other services necessitated by local, national and foreign investments
- Organize local societies, in which governorate body, in addition to representatives from the private sector, bank and financial sectors and civil society participate, aimed at reviving local development in the governorates and among neighboring governorates within the framework of regional plans

- Preserve natural resources, and manage and distribute lands to the enterprises and industrial, commercial, and housing centers for the purpose of establishing modern towns and services centers
- Provide incentives to local investors, and work out programs aimed to preserve existing human resources and prevent their drain, as well as propose projects aimed to encourage reverse emigration

■ Role of private sector

Under the present circumstances, and in the absence of a national policy to workably involve it in the economic plans, as well as create appropriate business environment, and generate real confidence, the private sector's role will continue to be that of a speculator in the majority of cases, and reserved in others. This sector will opt businesses that are likely to generate quick or augmented profits. But, in the context of the current Plan, attempts will be made to guide it towards co-investments in all sectors, including areas not ventured before by the private sector. Therefore, the 10th FYP will strengthen the role played by the private sector as follows:

- Increase investment and private production; relax all restrictions impeding expanded private sector contribution to the various economic activities sectors; and achieve different types of partnerships with the public sector in implementation of investment projects.
- Promote private sector products, and extend needed help to them to reach international levels and standards, as well as find local competitive markets and raise private sector productivity standards. The government will also endeavor to create an incentive system for modernizing and rehabilitating private industrial and services enterprises.
- Increase private sector's contribution to state revenues and its abidance by tax laws and rules, formulating sophisticated tax levying systems and incentives aimed to enhance that trend.
- Create new and equitable relationships between private sector representatives and workers' representative, and work out mechanisms for resolving disputes.

The government will play a positive role to achieve this objective through the commercial justice courts.

- Ensure market transparency to secure the rights of all parties including producers, consumers, brokers, and providers of economic services, within a clear-cut judicial system.
- Involve private sector in social and technical infrastructure investment, through benefiting from the new investment laws and the incentives offered by the government
- Private sector will be partially involved in the social responsibility concerned with local communities development and protection social institutions, as well as contributing to the projects concerned with the development of remote and backward regions.
- Private sector will assist the government institutions in policy formulation and provision of programs aimed to improve the investment climate and economic environment.
- Private sector will assist in setting up training centers, in cooperation with the government institutions aimed to develop human resources and achieve high productivity rates.

■ **Role of non-governmental sectors & civil society organizations**

The 10th NYP accords special attention to promote the development efforts made by these sectors. It will play an effective role in mobilizing a large popular participation and involving them in collective action plans for local community development. It will also suggest programs and projects aimed to implement the goals and objectives of the 10th FYP for poverty alleviation , creation of new job opportunities, women rehabilitation, family planning , and preservation of the environment.

The role played by these sectors has been defined as follows:

- Assist in achieving the overall goals and objectives related to poverty alleviation, and contributing to implementation of those projects which have

- been selected on the basis of sectoral priorities, as determined by the Plan's criteria.
- Assist in implementing social reform programs, training and capacity building programs, as well as in facilitated micro credits, in addition to advocacy and support programs targeting woman and child rights and special groups, and other social programs
 - Implement social mobilization programs aimed to ameliorate the conditions of impoverished regions and uplift their living standards
 - Co-work for implementing good governance programs, institutional reform, accountability of state establishments to ensure transparency , facilitate public spending, and prevent administrative and financial corruption.
 - Implement market monitoring programs to ensure consumers' rights, prevent corruption and exploitation, in addition to monitoring state apparatuses of direct concern to peoples' day to day living, and which offer social services to them.
 - Interfere in areas concerned with providing services to the remote regions, that are deprived of concrete government or private sector contributions, through setting up professional societies assigned to carry out such tasks.
 - Contribute to implementation of the regional development plans, and participate in local planning council meetings for implementing the projects provided for at the 10th FYP, particularly in regard to development of the impoverished regions.
 - Commit to transparency in carrying out their tasks, and subject themselves to enforced laws regarding their dealings and accounts statements.

9.1 National plan versus regional and local plans

Over and above the national development plan, each governorate will have its own economic plan, which does not fully correspond to the national plan in terms of priorities and emphases. A governorate, for example, having no agricultural viability, need not place a development plan for that particular sector. The local plan is basically a plan

designed for resource development at geographic locations of different nature and future potentials from other regions.

The common feature among all local plans at the governorates, however, lies in commitment to the national planning rules, systems, and methods of projects selection, as well as the evaluation and follow-up systems. A pertinent legislation will be enacted to include planning process, and define modality of plan formulation and follow-up as well as evaluation and selection. This will be implemented by the ministries and governorates in coordination with State Planning Commission (SPC). The legislation will act as a procedural law used for preparation of social and economic plans.

In order to finalize planning sequence (national, regional , local) , the 10th FYP will formulate a long-term physical regional/ local, economic, and social chart that divides Syria into regions and growth polls centers. This will be the basis for economic diversity, and creation of job opportunities, and achievement of prosperity and welfare to the poor and deprived groups. The purpose of the integrated regional planning is to strengthen cooperation and coordination among administrative units (governorates) , and to benefit from the economies of scale. This kind of planning is obligatory in nature and far from being indicative or predictive. It reflects state's commitment to implement an expanded and long-term activity in coordination with the national and international private sector, as well as with the neighboring countries in case of frontier provinces.

On the other hand, regional planning and dividing the country into growth poll centers and regions will lead to urban growth , in addition to developing the rural areas and uplifting welfare standard of the remote regions.

1.10 Adopting poverty map for handling social equity issues

This Plan is the first to conduct a poverty mapping survey, and identify the social groups and impoverished regions in need of intensified investment efforts to ameliorate their conditions. The formulation of the 10th FYP in terms of time, form, and content has been synchronized with another formulation of poverty alleviation strategy, based upon the

results of national survey carried out to verify household consumption (2004) and calculation of higher and lower poverty lines.

Accordingly, the Plan has taken into consideration in its efforts to restructure and adjust the economy and the related macroeconomic policies, the objective of poverty reduction and the calculation of any possible social cost that affects the life of the poor in the economic reform process. This is achievable through updated data and a clear perception of the measures required to reduce size of the families living under line of poverty, and subsequent achievement of economic and social prosperity. To ensure an effective implementation of poverty alleviation programs, the Plan will set up a national poverty observatory center supervised by State planning Commission (SPC) with participation of representatives from the private sector, non-government organizations, civil society agencies, and other organizations concerned with poverty control and implementation of social justice.