

Chapter Three

Referential Framework for the 10th FYP Strategy, Objectives and Purposes

Referential Framework

3-1) A Vision for Syria in 2025

There is a substantial deference between preparing and executing an individual isolated 5-year plan, and doing that within the framework of a comprehensive and long term vision that outlines the successive plans and transitory changes: the FYP plan normally focuses on the comparative advantages of using available resources; meanwhile the long-term vision helps in gradually building up the competitive advantages which will efficiently lead to high economic development and obtaining the institutional capital that ensures the sustainable and efficient performance. In addition, the strategic vision makes the development an educational and accumulative process for all social players, which will on the long term lead to behavioural changes and generate social capital in terms of a new system of work values, social responsibility, mutual confidence among social and market players and competition.

The development of the strategic vision for Syria 2025 during the inception stage of the current plan through wide participation of the people will make it, for sure, a collective statement and associated framework for all active social groups aiming at transforming the society during the next two decades.

Nevertheless, the success in achieving the project of economic, social, and political transformation defined in the vision and the successive development plans will highly depend on the level of society awareness toward its individual and collective rights, its responsibilities in contributing to public concerns, and its belief in the need to achieve the high productivity society.

The development plan for the next two decades aims at providing the necessary components for sustainable environment that fosters the socio-economic, political, and technical aspects of society. And on the light of studying the current policies and status, the weaknesses and strengths points, the expected regional and international opportunities, capacities, and trends, in forthcoming era, it is concluded that the visions for Syria will aim at:

- **Complete the establishment of the democratic, mature, up-to-date society, that built on the basis of constitution and law state, political pluralism, and respect of human rights.**
- **Develop its role as an active and effective regional force in the Arabic system and at the regional and international levels; and support its economic, political, and security capacities.**

- **Enhance its international position according to its awareness of international associated interests, and mutual interdependent of countries in the globalization era; and its national and security interests, and its economic and political relations.**
- **Self-dependence and open toward the others.**
- **Enabling the capacity of raising the welfare of inhabitants and meeting their renewed needs.**
- **Achieving the social equity and active participation of all people.**
- **Establishing a national economy with multi resources and high competitive capacities.**
- **Providing high quality of social and economic services, and infrastructures.**
- **Arming the society with viable and active education that depends on the high confidence.**
- **Achieving the kind of development that depends on knowledge and technology.**
- **Benefiting from the high human and intellectual capital that depends on the quality and efficiency culture, the creative and critical mind, and on the Syrian character that able to deal with the increasing requirements of the based on knowledge society.**
- **Building up an active and competent institutional system, and sound sustainable environment, in order to achieve economic growth and sustainable development.**

3-2) Strategic, long-term Challenges

The implementation of the vision adopted by the Syrian people requires using the strategic and long-term thinking. The first step on this direction is to define the differences between the current status and the components of the desired society aimed at by the vision. This definition will help in identifying the gaps to be filled, the challenges and obstacles to be faced, and the priorities to be focused on and put as targets in the successive development plans, starting from the 10th 5-year plan.

Within this course, the analysis conducted by the State Planning Commission (SPC) to measure the development performance in the previous plans and its effect on the human development, the social welfare, the government performance, and the development management; in addition to evaluating the different sectors separately, identifying the weaknesses and strengths and capacities and risks, helped in concluding the necessary elements of the long-term strategic planning that should be addressed in order to realize the vision for Syria and its economy in 2025. It also prepared the frame for concluding the targets of the 10th FYP. Those elements should be considered as the challenges to be faced on the way to achieve the vision for Syria:

- **Efficient system able to manage the public interests and concerns, enhanced by political stability and institutional, active, and fair public service.**

- Radical change in the dominant directions and behaviour in the work of the public institutions, and central and local governmental machineries, and in the practices of the private sector and deformation existed in the uncontrolled or unorganized economic sector practices.
- Provisions of a modern and institutional structure that will enforce a new modern institutional mentality and behaviour, and establishment of the culture of good quality, productivity, and savings and investment
- Preparing the legal and procedural structure for building economic and financial institutions that have responsibilities and active role in the market economy, and that able to provide sustainable environment for viable economy that encourages the local and foreign investments.
- Establishing the ground for participation and cooperation between public and private bodies, NGOs, Civil Society and Inhabitants in bearing the responsibilities of social development. That, in turn, will lead to establish the culture of confidence and social responsibility, law and institution state, democracy and pluralism, respect of human rights, advocating the country rights and interests.
- Implementing a balanced and socially fair regional development policy that takes into consideration the needs and expectations of the less developed regions and improves the livelihood of the poorest social segments.
- Radical and real change in the educating and research institutions and allocating enough investment to do so.
- Planning and programming the systematic transformation toward the based on knowledge economy. This requires providing the Syrian people by a new mentality based on independency, free express of opinions, ability to deal with information and prioritize the problems and solutions, high competitive skills, new characteristics and features, and positive attitude toward work and society.
- Set-up the private work education as a part of social and educating upraising in order to establish a new set of values toward economic modernizers, savings and investment, and confidence in the market.
- Developing the human resources in the productive and service enterprises (in the public and private sectors). To do this, it is necessary to design a system to upgrade their operations, train them to work according to international quality measurements in producing the goods prepared for the local and foreign markets.
- Facing the regional and international challenges and making efforts to achieve an active and interactive position in the International and Arabic economic systems, and to provide the capacity needed to benefit from the new situation, and applying a foreign economic policy that copes with the national interests and maximizes the benefits and enhances the relations with Arabic and European countries and the other countries in general, clearly taking into consideration the current and future limitations and restrictions and Syria's regional position and the available and possible opportunities through Syria political and economic relations with other countries and main blocs and positively benefiting from that in achieving an active position in the globalization economy and its organizations with. It is necessary also to study the possible risks and how to control the openness of the country.

3-3) Strategic and long-term Targets and Purposes

The main goal for strategic planning aims at overcoming the challenges mentioned above is to raise and evolve the human development of the Syrian people on the socio-economic, political, and educational fields. This will help building up new national character that exceeds the national limits and can deal with the increasing requirements of the society and establish a modern and competent society coping with spirit of the era and based on active institutions, high productivity and competitiveness.

This will lead to put Syria, during the next two decades, in a good position among the countries located in the upper part of the medium performance measure in achieving the goals of human development and progress.

The starting point for doing that could be through establishing a society free of poverty and illiteracy that allows the people to live in a good livelihood and welfare and to have the education and good understanding, and to practice the civil rights and freedom, and to increase their respect to work, and to have open minds and contribute in innovations and achieving high productivity.

Among the quantitative targets to be achieved on two successive plans, until 2015, it is scheduled to reduce the current volume of families living under the poverty line (which is **11.4%**) to half, and to eradicate the illiteracy, which amounts to (**19%**) of the people now.

Targets like those should be associated with increasing the income rates, especially among the lower social segments, diversifying the national production resources, improving the level of employment, and reducing the unemployment rate from the current level (**12.3%**) to (**8%**) in 2010.

In order to achieve those targets, the sustainable and annual economic growth should be 5% during the period **2005-2020** and **7%** during the period **2011-2015**, associated with annual population increase less than **2.16%**.

The start up operation on this direction practically requires to reach an annual increase per capita income rate by (**2.7%**) from the GDP during the first years of the plan.

But, achieving those economic growth rates will require increasing the local and foreign private investments simultaneously, raising the contribution of non-oil sectors through best usage and benefits of the available resources and competitive capacities, adopting suitable development options and priorities, and efficient management of resources, especially regarding that the problem in Syria is not in the scarcity of resources but in managing them. This means that the economic development should be accompanied by managerial development in order to achieve the said goals.

As the national economy cannot stay dependent on oil and its high contribution in the public resources and GDP, efforts should be made to best manage the available resources and enhance the performance and productivity of promising sectors in order to have a national economy based on multi resources.

On the other side, the future economy should be based on the intellectual development, innovations and applications of science and technology. Therefore it is necessary to restructure the related infrastructures in order to play their roles efficiently in the fields of research and development, integrating the national economy in the international economy, providing the fundamental elements for systematic transformation toward based on knowledge economy, generating high quality services, improving the productivity of productive enterprises, and supporting the emergence of "educated Syrian enterprises". On the light of that, it is planned to increase the number of scientists working in science research institutions by 50% up to the end of the 12th FYP, and to increase the spending on scientific research to 12% of GDP.

Owing to the fact that the intellectual development and innovation highly depend on the political development, practicing free expression of opinion, and independent and critical thinking; the long term strategy will work to develop the socio-political mechanisms aims at dedicating the human rights, respecting opinions of each other, considering political pluralism as the pillars of good governance. Furthermore, the emerging democracy will be turned into a mature and stable one based on empowering the people and allowing them to establish their own social and political organizations. Consequently, it is necessity to achieve the said pillars and insert them in the texture of the socio-political and economic structure during the next two decades, allowing side-by-side development of political and economic aspects.

The long-term targets and purposes will, for sure, give enough importance to equity, social justice, and achieving the kind of development that stands against social or geographical exclusion or genders inequality. It is planned, on this side, to formulate a national strategy for empowering women and mainstreaming gender perspectives in development plans.

In addition, the long-term targets and purposes will work to integrate wide segments of the people into the national economy through mobilization and best allocation of available assets and resources, and assuring the equal benefiting from the returns and from the emerging opportunities under the social market system. Utmost importance will be given also to develop and upgrade individual, small, and medium sized enterprises.

On the services level, the equipments for drinkable water will be extended to new remote and rural areas to cover **(92%)** of them by 2015.

The mortality rate of mothers when giving birth will also be reduced from the current rate (**58** mothers per 100,000) to **(26.7) by 2015**. And the mortality of breast-feed infants will be reduced from **17.1** per 1000 to **11.5 by 2015**.

It is planned also to expand the availability of resources and access to services and raise the income levels and job opportunities to cover all regions of Syria. So that, the balanced regional development plan will be a part of the next two FYPs through decentralization and giving priorities to the less developed regions. The governorates, towns, villages and rural areas will be connected through a wide road net. The comprehensive construction development will modernize the Syrian cities and connect them with communication net and high quality services in order to achieve an urban development coping with the requirements of information and communication era, and with the expanded local and foreign investments.

The rural areas, the level of livelihood, and the income rate will be improved in the agricultural and remote deserts areas within the regional plans.

The environment conservation and the population planning are very important also, and they will be essential measures for deciding the feasibility of projects and programmes in order to ensure the sustainability of resources. The national policy will seek to build up the capacity needed to secure the conservation and development of natural resources, biodiversity, and pollution reduction.

The table below **(3.1)** clarifies the main long-term quantitative goals to be executed in the 12th FYP up to 2015. Those goals aim to develop the quality of life, the livelihood level, and the fundamental environment of Syrian economy. They reflect, at the same time, the Syrian commitment to achieve the Millennium Development Goals.

To assure achieving the desired goals and purposes, a consistent system for follow-up and evaluation had been prepared. It will put into action starting from the current 10th FYP.

Table (3-1) Socio-economic Goals of the Long-term Strategy

Goals	targeted in 2015
Macroeconomic goals	
Growth rate (market prices)%	5% for the period 6-10 and 7% for the period 11-12
Agriculture growth	5%
Transmutation industries growth	13%
National savings rate/ national product%	24%
Investment rate/ national product%	%32
The main goals for the physical infrastructure	
Electric services for population %	%100
Houses linked to drainage system %	81% until 2010
Houses linked to drinkable water system	97.5% of urban areas, 98.6% of rural areas
The main social goals	
Mortality rate among breast-feed infants (per1000 living newborn)	11.5% per 1000 living newborn
Mortality rate among mothers giving birth (per 100,000 living birth)	26.75 per 100 000 living birth
Mothers Giving Birth under trained medical control %	1005
Obligatory education %	100%
People under poverty line	7.13%

3-4) The 10th 5-year plan

The Middle Term Goals and Purposes

Within the framework of long-term goals, the 10th FYP will reduce the number of families under poverty line from **11.4% to 7.5%**, and the illiteracy rates from 19% to (). The number of mortality among breast-feed infants will be reduced to **13.7** per 1000. The average life period to be increased to **75 years**. The services of drinkable water system will cover **91.8%** of rural and urban areas successively. The electricity services will cover **100%** of the population. The number of telephone lines will be increased to **200** lines per 1000 inhabitants.

Concerning economic indicators, it is planned to raise the share per capita from GDP by **2.7%** annually, and to create 1,250, 000 new job opportunities, and to reduce the unemployment rate from **12.3% to 8%**.

To achieve those indicators, the rate of economic growth should amount to 5%, with population increase rate that cope with development resources

(2.3%), if the regional and international situations are stable. Otherwise, the expected average growth rate will be about **2%**.

As shown in the tables (2.3), (3.3), and (3.4), the socio-economic and infrastructure goals are built up on two different expected levels of economic growth.

Table (3.2)- The Macroeconomic Goals

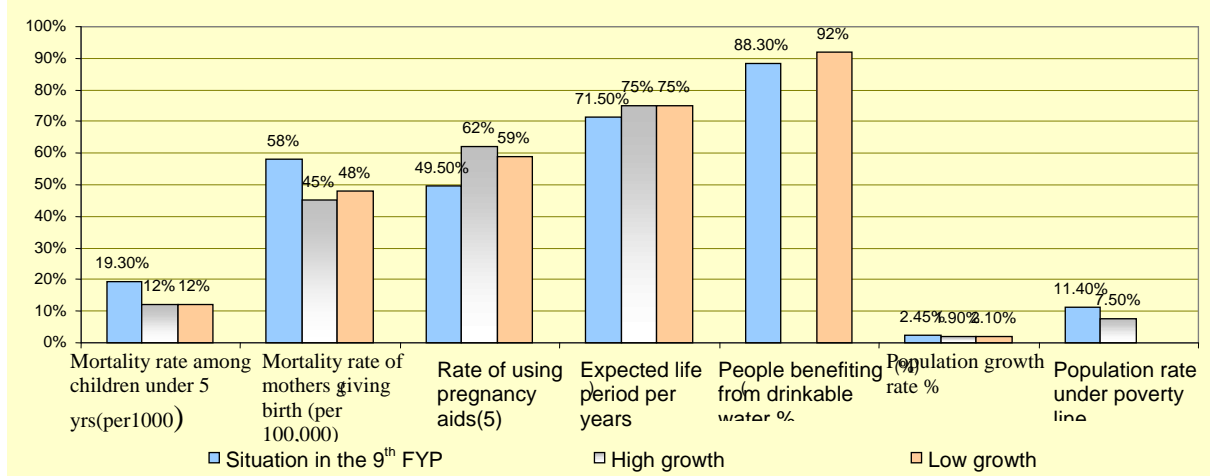
The Goal	9th FYP status	The Goals of the 10 th FYP	
		High growth in the 10 th FYP	Low growth in the 9 th FYP
The Economic Growth Rate	%2.04	%7	%5
The National Savings Rate/ GDP (%)	%20	%24	%22
Total Investments/ GDP (%)	%23	%32	%28

Table (3.3)- The Main Social Goals

The Goal	9th FYP status	The Goals of The 10 th FYP	
		High growth	Low growth
Mortality rate among children under 5 years (per 1000)	19.3	12	12
Total Fertility Rate (%)	3.58		
Mortality rate among mothers giving birth (per 100,000)	58	45	48
Pregnancy Aids Usage Rate	49.5	62	59
Giving birth under trained people control (%)	79.7		
Expected life period (per year) (%)	71.5	75	75
Joining Essential education rate (over 6 years old)	97.9		
Illiteracy rate (over 6 years old)	19		

Table (3.4) The Main Infrastructure Goals

People benefiting from drinkable water (%)	88.3		92
Population Growth Rate (%)	2.45	1.9	2.1
Population rate under poverty line (%)	11.4	7.5	



Total Length of Land Roads: 4867 Km

1. Asphalted: 36412
2. Paved: 9711
3. Leveled: 2644

- Total Length of Railways: 2833 Km

1. Normal: 2495
2. Narrow: 338

- Total area: 18518 (thousand squire Km)
- Total number of cities and villages provided with electricity: 12326 in 2004, and 2952 in 2005.
- Individual share of electricity:
 1. 1772 kilowatt/ hour in 2004
 2. 1853 kilowatt/ hour in 2005
 - Total number of participants in electricity: 3902,000 in 2004 and 4103,000 in 2005

3-5) Strategic Pillars of the 10th FYP

- Good governance and competent management of development.
- Economic growth and sustainable development and restructuring the national economy in order to raise its productivity, put it on the right basis, and providing the sustainable environment for market activities.

- Raising the level of the social, servicing, and technical infrastructures.
- The viable and active economic education.
- Upgrading the public and private enterprises depending on the applications of science and technology.
- Respecting the fair distribution of income, wealth, and power.
- Good governance of the environment and the conservation of the natural resources.
- Raising the less developed areas and distributing the resources among the governorates in a fair way.

3-6) Sectoral and Cross- Sectoral Priorities of the 10th FYP

Within the framework mentioned above, and pursuant to the study of the current status and the problems in performance, the 10th FYP adopted the following policies as national priorities:

3-6-1) Good Governance and Competent Management of Development

- Restructuring and developing the performance of the public administration, and minimizing the costs, and reconsidering the civil services system, and reevaluating the low productivity and incomplete operating of the working force in the public sector, and redistribute it to improve its performance. This process requires revising the related laws and legislations and issuing new regulations for distribution, qualification, and performance evaluation.
- Formulate plans aiming to develop the managerial performance, eradicate the routine, and execute the paper works and relation with inhabitants on a new vision of the government work.
- Activate the principle of separating the three authorities, and set up regulations that prevent interference and intervention among them, and ensure not politicizing the government and public sector performance.
- Make reforms, establish the state of institutions and law, and respect the people and the country rights.
- Introduce educating materials about human rights on the obligatory education stage.
- Introduce Transparency and Accountability to the public administration and activate the regulations that eliminate the financial and managerial corruption, and implement transparent accounting systems that are subject to impartial and periodical audit, and informing the people about the items of public spending and balance sheet.
- Make available the economic, legislative, and procedural environment adequate to organize the market activities and private sector and abolish the Sectoral restrictions.
- Establish an objective and adequate system for selecting the senior managerial leaders who have good knowledge and competence to conduct the transformation process toward social market economy.
- Develop the capacities of policy analysis and coordinate cross-sector activities on the decision makers, technicians, and planners' levels.
- Adopt decentralization approach that encourages the relative independence of the governorates in employing their resources, spending

their allocations, preparing their own economic plans for developing the revenues and resources, and developing their local economies through active participations of the private- national and international- investments.

3-6-2) Set up the national economy on correct foundations

- Restructure the productive and servicing enterprises, and develop the transmutation industries of the public sector in order to increase productivity and to work according to the market and reasonable profitability measures, and to dissolve the enterprises that make losses.
- Formulate a plan for upgrading the private sector manufacturing and servicing enterprises to increase their competitive capacities and reach the international measures in the quality of the Syrian products prepared to the local or export markets.
- Establish the stability and diversity in the economic basis, and develop the performance of different sectors of national economy.
- Increase the investments in human resources development and raise the national capacities in order to achieve a comprehensive economic development and sustainable improvements in production and productivity. This process requires linking the education policy to the real needs of the labour market, national policy planning to rehabilitate the labour force, and raising the performance and competitive capacities of the private and public sectors enterprises.
- Concentrate, in cooperation with the private sector, on developing the promising sectors that can play a good role in generating the national income and employment opportunities like: Tourism, Agriculture, Agro-food Industries, Construction, and Transportation.
- Revise and adapt the macroeconomic policies
 - Develop the monetary sector, and secure the independence of the central bank decisions without governmental intervention.
 - Develop the banking sector and monetary policies and start up the money market.
 - Set up a new system for public budget and spending coping with the macro policies of the plan.
 - Formulate a plan for systematic liberation of trade and abolishment of quantitative restrictions.
 - Increase the government revenues, set up a new taxation policy, and strengthen the collection activities.
 - Adopt new policies for employment based on loss and profit basis.
- Connect the Macro and Sectoral policies with creating new job opportunities and alleviating poverty.
- Recognize, develop and organize the unorganized small professions sector in order to improve the income of poor segments, generate new job opportunities, and raise its contribution to the Gross Domestic Product.
- Complete the new plan for developing SMEs in the organized economic sector, and introducing new incentives and regulations that aim at expanding and improving their quality, marketing, and competitive capacities.

- Develop the local economic plans for governorates, establish regional development counsels, and formulate a balanced regional development plan.
- Develop the agricultural sector because it is the main source for income and employment of the majority of the countrymen; and so it can play a good role in eradicating poverty. This process will also develop the Agro-industries and increase the availability of food and food security. On the other side, the rural infrastructure will be developed in order to improve the economic livelihood there, promoting its products, and increasing its production capacities.
- Develop livestock resources, especially in the Syrian Badiyah [steppes].
- Formulate a plan for economic development of Badiyah, organize the pasturing, maintain the plant coverage, organize drilling the wells, maintain the water resources, and use modern irrigating methods.
- Formulate a national plan for managing the water resources, and make efforts to develop methods and areas of reclaimed land and protecting it from saltiness.
- Develop a new national policy for managing and using the agricultural lands.
- Set up plans that aim at increasing the volume of Non-agricultural activities that generate income in the rural areas.
- Set up a new policy for agricultural lending to keep the farmers away from informal and exploitive lending.
- Formulate programmes to help the farmers in storing and marketing issues in order to minimize the wastage in agricultural products.
- Give special attention to the socio-economic plan for developing the Eastern Region Governorates.
- Set up a systematic plan for regional and international economic integration, and enhancing the position of the Syrian economy under the Arabic and International Conventions, the globalization, the Syrian European partnership, and the access to WTO.

3-6-3) Economic Culture

- Promote the culture of social market; identify the new roles and responsibilities to be played in the market by the government, private sector, and other active stakeholders; spread awareness about the rules, rights, and duties requested for securing the free competition and responsibility toward society and national economy.
- Formulate programs to support the economic modernizers and develop new scientific activities through forums, workshops, training courses, and informing, in order to promote the culture of private jobs and businesses, and educate the people how to plan, execute, and evaluate such businesses.
- Involve the people in developing and executing the local projects in governorates; and promoting the culture of participation and collective work, and make the people participate in bearing direct, or indirect, responsibility for providing high quality social services, maintaining them, and contributing, collectively and individually, in covering their costs.

- Establish the culture of social solidarity and participation of the government, private sector, (NGO), in bearing social responsibility in the field of social activities, social protection, and social security.
- Promote the private initiatives culture, raise the work of NGOs in advocating the socio-economic rights of the different social segments, following up the implementation of national and local development plans within the framework of government and private sector transparency, accountability, and checking the market activities and compliance to social responsibility.
- Promote and raise the culture of research and development which is very important for achieving the competitive advantages of the Syrian products, and encourage the private sector (through different incentives and exemptions from paying taxes) to enter this field, and to build a new relation with universities, research centers, and government.
- Introduce new educating materials and programmes to schools aiming at: planting the values of social market, private work, and positive attitude toward work, high performance and productivity, and mutual confidence; developing the understanding and creative skills of the students, and teaching them about the vocational options they have; developing the character of the private investors and providing them with negotiation, managerial, and solving problems skills, in addition to drawing their attention to the social responsibility of the private businesses.
- Establish services centers for the youth in governorates provided with informing programmes about launching new projects, lending money, feasibility studies, and possible areas for setting up individual, small, or medium sized projects.
- Expand the authorities of the General Institute for encouraging Investments and provide it with database and periodical elucidating manuals in order to clarify the encouraging laws and legislations, and the opportunities of investment and participations between local and foreign investors.
- Establish an economic unit in each governorate to strengthen the relationship, participation, and continuous consultancy with the private sector and its vocational organizations.

3-6-4) Raising the Social and Servicing Sectors

- Formulate a Programme to reform the education system, improve the quality and returns of the education process; and connect it with the other sources of knowledge, the renewed requirements of labour market, and with the new relationship between school and society. The success in doing that depends on revising and developing the different aspects of education process (the student, the teacher, the system, the education methods, the exams, the supporting technical materials, the school administration, the school buildings, etc...). On the other side, the reform Programme insists on the fair distribution of education opportunities among the social segments and different governorates, the reduction of absence, flunk, and illiteracy; and empowering the women education and mainstreaming gender perspectives.

- Make available the sustainable environment in order to achieve the best outcomes of education, new systems for incentives, and material and technical capacities required for establishing creative environment.
- Set up a Programme for developing the health care system and the services provided in all governorates, issue new regulations to organize the work of the private sector in the medical field, implement the health care insurance, and study the possibility of participation between public and private sectors to provide the medical services in high quality.
- Formulate a plan for developing an active economic services system that helps expanding the local and foreign investments and improving the quality performance and squeeze the time of finishing the paper procedures.
- Prepare a national policy for constructional, urban, and rural development within the framework of balanced regional development plan, expanding the availability of services related to drinkable water, electricity, and drainage system.
- Formulate a national policy plan for organizing population and family concerns and improving their level of reproduction and livelihood, and matching the economic growth with population increase rate.
- Develop a system for social insurance that includes the marginal and low-income professions in the unorganized economic sector.
- Set up a plan for social insurance connected with developing the social protection programmes and providing direct subsidiaries to the families in need.
- Formulate programmes for developing the poor areas and quarters and improving their socio-economic and medical conditions, infrastructure, and services, within the frame of the target programmes of the 10th FYP, and especially in the eastern region governorates.
- Set up a national strategy for improving the women conditions and empowering their equity with the men.
- Establish cooperating systems for marketing, storing, and transportations that help the small farmers to sell their products and improve their livelihood and encourage them to increase their production.
- Establish a plan for improving the socio-economic, cultural, and political conditions of the young generation.
- Formulate a plan for improving the conditions of childhood.
- Establish programmes for integrating the handicapped in the society, and secure their full rights as good inhabitants.