**Project Document**

**Syria**

Project Title: EMPOWERING VULNERABLE WOMEN AND MEN FOR THE FUTURE OF SYRIA: Urgent support to enhance the resilience of Syrian people and communities

Project Number:

Implementing Partner: UNDP

Start Date: March 2019 End Date: March 2020 PAC Meeting date:

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| **Brief Description** |
| The proposed project aims to build resilience of vulnerable Syrian women and men with a multi-dimensional assistance with a focus on the southern governorates. Building the resilience of affected population is a contribution to avoiding going back to violence, reducing the driving factors for displacement, promoting sustainable returns of the displaced and preventing radicalization. Based on a comprehensive conflict-sensitive community recovery plan developed through a participatory community assessment, the project will support affected Syrian women and men by enhancing a functional local community service delivery to respond to priority needs of the population; recovering and building local economic resilience; understanding gender dimensions; and empowering local structure for resilience building, social cohesion, civil society participation and community security; and empowering conflict-affected women and girls. The project falls under the overall framework of the Syria Humanitarian Response Plan 2018. In particular, it contributes to the Objective III Increase resilience and access to services. Increase resilience and livelihood opportunities and affected people’s access to basic service, especially among the most vulnerable households and communities. |

**Contributing Outcome (UNSF/CPD):**

**Humanitarian Response Plan Syria 2018 Objective 3**

Increase resilience and access to services Increase resilience and livelihood opportunities and affected people’s access to basic service, especially among the most vulnerable households and communities.

**Country Programme Document Outcomes**

Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion

Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience

**Indicative Output(s):**

Output 1.1Disrupted livelihoods including markets/businesses restored and revived

Output 1.2 Youth-led initiatives promoting tolerance and acceptance undertaken

Output 1.3 Livelihood opportunities generated for female-headed households

Output 1.4 Rehabilitation and livelihood opportunities provided to persons with disabilities

Output 2.1: Basic social services and other infrastructure repaired and/or restored in affected areas

Output 2.2: Solid waste management system in identified communities built/restored and functioning

Output 2.3: Debris management system undertaken in identified areas

Output 2.4: Technical capacities at the national and local level to plan develop and deliver basic services strengthened

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| Total resources required: | 3,258,928 | |
|  | Donor: Japan | 3,258,928 |
| Unfunded: | 0 | |

Agreed by (signatures):

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| UNDP |
| Print Name: |
| Date: |

# Development Challenge

With the crisis well in its eighth year, Syria is still witnessing massive destruction of infrastructure and damage to every aspect of life. Despite an increasing level of de-escalation in terms of daily violence in the most densely populated regions of the country with the several formally-besieged areas now becoming accessible including Eastern Ghouta, Deir Ezzor, Raqqa, and Daraa, Syrians are increasingly deprived of access to basic services due to the level of physical and infrastructural destruction left behind by the hostilities or competition on scarce resources, also as a result of massive internal displacement. Inside Syria, over 13.1 million Syrians are in urgent need of humanitarian assistance. Four out of five people live in poverty. Without security, jobs, basic services and infrastructure, the living conditions of Syrians and their livelihoods prospects have significantly eroded, severely increasing their vulnerability and undermining their ability to cope with the consequences of the crisis.

The after-effects will continue for many years especially true for women and girls due to the entrenched complexity of the issues they continue to face every day. Women and girls have faced distinct threats and challenges during the conflict due to the entrenched complexity of the issues they experience every day. During the protracted conflict in a society with ingrained patriarchal attitudes, women and girls adopted worrying extensions of negative coping mechanisms such as movement restrictions, domestic violence, and child marriage. Moreover, it has been reported that parties to the conflict resorted to sexual and gender-based violence as a tool to humiliate and instill fear. These conditions necessitate urgent interventions. Given the length of the war, the different forms of Gender Based Violence have often become interlinked. A girl forced into a child marriage five years ago may now be a widow or divorcee (sometimes more than once) with children to protect and feed.

Across the country, spontaneous returns of IDPs as well as refugees are recorded in the last months, and the return of a large number of refugees from neighbouring countries is expected to come on the horizon in the near future. The return and sustainable reintegration of the displaced will necessitate an enhanced to basic and social infrastructure and services and viable livelihood opportunities. In addition, the communities will need to be supported with rapid interventions to ensure social cohesion and reduce the risk of youth recurring to violent extremism. In order to avoid going back to violence in the highly volatile context, providing an immediate and tangible dividend through improving access to essential services and reactivation of livelihoods and local economy is necessary.

The country’s southern Governorates, namely Daraa, Quneitra, and Sweida have been under the control of different parties to the conflict. In July 2018 the Government took control of large areas of non-state armed groups-controlled territories in the south. While initial smaller-scale return movements of IDPs to their areas of origin in Quneitra and Western Daraa governorates are reported, as of 1 August, up to 184,000 individuals were estimated to remain displaced. The IDPs who returned to their places of origin still require basic assistance and protection. Moreover, the hostilities have led to price increases for some essential commodities, including food, fuel, and gas. Additionally, the lack/loss of personal documentation is commonly reported and urgently needs to be addressed, as do many cases of family separation, with family members left behind, some in areas of active hostilities.

In Syria, under the Humanitarian Response Plans, the UN agencies and partners have been providing vital humanitarian assistance to address the immediate humanitarian needs. The developments on the ground including in the south described above requires UNDP to rapidly deploy assistance to address priority early recovery needs and strengthen the resilience of affected Syrians. This will help contribute to providing an immediate and visible dividend in the highly volatile context so as to avoid going back to violence. Also, in recent developments in the Syria crisis indicate a need for preparedness for if/when IDP and refugee returns take place at some scale. Developments related to Southern Syria will make it critical to prepare for reintegration of IDPs and refugees.

# Strategy

Over the past years, UNDP has prioritized a resilience building programme focusing on area-based interventions to create emergency jobs, provide livelihoods support, restore critical community infrastructure and basic services and foster social cohesion. This has contributed to the improvement of the living conditions of the affected population, both IDPs and host communities, and to the creation of an enabling environment for humanitarian assistance, reducing the demand for humanitarian relief, and thus enhancing the resilience of affected communities. In addition, this approach is consistently conducive for preparing the ground and foster local capacities for the reintegration of returnees - both IDPs and Refugees.

This project aims to build resilience of vulnerable Syrian women and men with a multi-dimensional assistance with a focus on the southern governorates. Building the resilience of affected population is a contribution to avoiding going back to violence, reducing the driving factors for displacement, promoting sustainable returns of the displaced and preventing radicalization. Based on a comprehensive conflict-sensitive community recovery plan developed through a participatory community assessment, the project will support affected Syrian women and men by enhancing a functional local community service delivery to respond to priority needs of the population; recovering and building local economic resilience; understanding gender dimensions; and empowering local structure for resilience building, social cohesion, civil society participation and community security; and empowering conflict-affected women and girls.

UNDP’s engagement in resilience building derives from its roles as the UN’s global development network, the importance of jobs and livelihoods to human development, the objectives set forth in UNDP’s Strategic Plan 2018-2021 and beyond, and its proven comparative advantages and strengths. The Strategic Plan embraces an intended Outcome with direct relevance to strengthening resilience in crisis and post-crisis situations, Strategic Plan Outcome 3: Strengthen resilience to shocks and crises: Output 3.1.1 Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displace and return to sustainable development path within the framework of national policies and frameworks. Toward this Outcome, UNDP supports restoring basic and essential social services and infrastructure and generating jobs and other environmentally sustainable livelihoods opportunities for crisis-affected men and women, including those in fragile situations.

UNDP Syria will adopt an integrated approach, which integrates the three dimensions of 1) across sectors and issues (horizontal); 2) from the macro-level coordination and recovery planning to projects on the ground (vertical); and 3) across interventions focused on the short, medium, and long-term (temporal):

1. Integration across sectors and issues (horizontal): To achieve greater impact, projects and activities are designed and implemented in a complementary manner. For instance, the restoration of basic services and public infrastructure, and clearing and recycling of debris are at the same time creating employment opportunities. By bringing people together to work for the community cause, UNDP promotes social dialogues and cohesion. Women, youth, and PWDs are given special attention in all the interventions. Interventions are also implemented in partnership with local partners starting from planning, delivering and following up to ensure capacity development and sustainability.
2. Macro-micro integration (vertical): UNDP coordinates as the sector lead on Early Recovery and Livelihoods. UNDP, through the Early Recovery and Livelihoods sector, commissions various key livelihoods assessments including: livelihoods impact assessment; economic and employment opportunity assessment and value chain analysis. It also leads in strategic discussions that link humanitarian response to sustainable recovery.
3. Short- Medium, and – long-term integration (temporal): UNDP has globally adapted the three-track (Track A, B and C) approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) for its livelihoods and economic recovery programming in crisis situations. Track A responds to the urgent needs of crisis-affected groups with interventions to help stabilize livelihoods. Track B focuses on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration. Track C focuses on long-term employment creation and inclusive economic growth. These three tracks are represented through all phases of recovery, however their intensity peaks at different times in the post-crisis period. UNDP has gradually shifted its weight towards Track B, where conditions allow.

The Humanitarian Response Plan (HRP) sets out the framework within which the humanitarian community responds to large-scale humanitarian and protection needs in Syria. The HRP’s objectives are i) save lives and alleviate the suffering of the most vulnerable people; ii) enhance the prevention, mitigation and response to protection needs; and iii) increase resilience, livelihoods and access to basic services. UNDP Syria’s Country Programme is linked to the HRP, in particular the strategic objective III - increase resilience, livelihoods and access to basic services, which reflects the need to invest in actions to prevent a further deterioration of living conditions, and growing aid dependency. Thus, UNDP’s Country Programme is founded on a resilience-based approach which is integral to and complements the ongoing humanitarian response while expanding its scope to effectively bridge humanitarian and early recovery interventions. It is composed of the following interlined two Outcomes:

* Outcome 1: Households and communities benefit from sustainable livelihoods opportunities, including economic recovery and social cohesion
* Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience.

The proposed project aims to support resilience of vulnerable Syrian women and men with a multi-dimensional assistance and with focus on selected regions. Supporting resilience of affected population would contribute to reducing the use of arms and engage communities into recovery and rehabilitation, and will support the return of IDPs and refugees. The project will support affected Syrian women and men by enhancing a functional local community service delivery to respond to priority needs; recovering and building local economic resilience; and empowering local structure for resilience building, social cohesion and community security through an area-based recovery approach. The specific Objectives are:

* Local service delivery enhanced to respond to priority needs of the population
* Local social and economic recovery and socio-economic support to vulnerable population enhanced
* Conflict affected women are holistically supported by reducing gender inequality and promoting women’s empowerment to live dignified life

The project will also contribute to the following SDGs:

Goal 1: End poverty in all its forms everywhere

Goal 3: Good Health and Well-Being for People

Goal 4: Quality Education

Goal 5: Achieve gender equality and empower all women and girls

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Industry, Innovation, and Infrastructure

Goal 11: Sustainable cities and communities

Goal 16: Promote just, peaceful and inclusive societies

# Results and Activities

Building resilience in crisis affected areas requires a comprehensive understanding of the targeted areas and therefore a community assessment and a conflict analysis are the principal first step. UNDP will conduct community-based assessments and context analysis to better understand the underlying causes and dynamics of conflict, the stakeholders and their influence, as well as the conflict’s historical, political and socio-economic profile. This will help developing a common understanding among stakeholders around the issues an increased focus on the root causes rather than the symptoms.

Through participatory approach, UNDP will develop local level recovery plans. The programme will facilitate the participation of communities including women’s groups in developing local level recovery plans. These plans will be carried out with the participation of the civil society and other organisations in the area, and set out the prioritised recovery needs of the communities. Based on the assessment and context analysis on target areas, the proposed objective will be achieved by the following outputs through the activities and actions below. The project will benefit 7,140 people directly and 167,600 people indirectly.

### OUTPUT 1: LOCAL SERVICE DELIVERY ENHANCED TO RESPOND TO PRIORITY NEEDS OF THE POPULATION

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| Activity 1.1: Socio-economic assessments to support more informed return and reintegration inside Syria  Activity 1.2: Solid waste and debris management through a labour-intensive scheme  Activity 1.3: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme  Activity 1.4: Support communities and people’s access to services  Activity 1.5: Enhance local mechanisms to improve community security and dispute resolution |

#### Activity 1.1: Socio-economic assessments to support more informed return and reintegration inside Syria

Recent developments in the Syria crisis indicate a need for preparedness for if/when IDP and refugee returns take place at some scale, and the parameters of those returns (voluntary, safe, dignified). Of particular significance are developments related to Southern Syria and the re-opening of the Jordanian-Syrian border. In addition to protection needs, it is critical to assess the socio-economic viability of reintegration of IDPs and refugees, and to ensure that they can be accommodated in current programming.

UNDP Syria, coordinating with the Sub-Regional Response Facility in Amman and with UNDP Country Offices in Syria’s neighboring countries, will undertake a series of socio-economic assessments, based on the Country Office’s Information Management platform, to prepare the ground following different scenarios. Information will be made available to neighboring countries to enable Country Offices to support more informed return and reintegration, including scaling up response planning inside Syria. The studies will focus on the socio-economic environment of return in Daraa, Qalamoun, and Sweida, focusing on risks, conflict sensitive programming, relations between returnees and hosts (those who have remained), capacities of civil society, services institutions, private sector, damage assessments, among others.

#### Activity 1.2: Solid waste and debris management through a labour-intensive scheme

Among the consequences of the crisis is the massive destruction of infrastructure. Rubble is spread in the majority of the severely affected neighborhoods, piles of garbage are left on the streets and basic local services are difficult to maintain or restore. Based on a rapid assessment in target areas and as part of wider early recovery programming, UNDP, in cooperation with local partners, will design and implements solid waste and debris management interventions with the aim to improve the affected people’s living conditions, bolster the livelihoods of the most vulnerable, and accelerate the return of the displaced.

The debris and solid waste management work is expected to help the communities quickly get back on its feet and facilitate the following early recovery interventions. Undertaking local procurement (where possible) of safety and security outfits, tools and equipment and relying on local service providers and businesses will contribute to stimulating the local economy and reviving local markets. Adopting a labor-intensive approach for local youth and IDPs will help creating income generation opportunities and ensuring local communities’ engagement, particularly youth. UNDP will ensure the participation of women in the project activities.

#### Activity 1.3: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme

The crisis has resulted in the massive destruction of infrastructure and social services facilities. Access to basic and social services is significantly deteriorated. Based on the recovery plan, UNDP, in cooperation with local partners, identifies and implements community initiatives in the field of basic and social services rehabilitation with the aim to improve the affected population’s access to essential services by rehabilitating services facilities such as hospitals, health centers and schools, and thus to improve their living conditions.

The project will also prioritize the rehabilitation of basic infrastructure such as water, sewage, and electricity networks, adopting a labor-intensive scheme, targeting the most vulnerable groups including youth, IDPs, female-heading households, and people with disability to help create emergency income generation opportunities. This will provide the chance for local communities to help restore their livelihoods while improving their surroundings and services.

For the design and implementation of the rehabilitation work, UNDP will expand its partnership with relevant UN agencies such as WHO and UNICEF to establish programmatic linkages in order to secure effective inclusion and targeting of affected population and complementarity in actions leading to better results.

#### Activity 1.4: Support communities and people’s access to services

UNDP in consultation and coordination with local administrations, will address the barriers and bottlenecks to access services. The programme will first identify a list of priority services and documentation -- such as a national ID, birth, marriage and death certificates – that are a prerequisite for accessing recovery assistance and other basic services such as health, education and financial services. Responses may include setting up citizen help desk to improve the quality and effectiveness of the services provided to communities and persons including municipal services, available recovery and livelihood projects and how to apply and benefit; and counselling and referral desks on civil documentation, housing, land, property and other issues. The programme will ensure that women headed households, and other marginalized groups have easy access to this facility.

#### Activity 1.5: Enhance local mechanisms to improve community security and dispute resolution

Based on the local action plans, the project will support affected communities and local administrations in setting up a mechanism for redressing grievances settling complaints and disputes. This will be done through developing the capacity of community leaders, paralegals, civil society and local administrations; establishing community-based legal assistance services with a special focus on documentation, housing, land and property issues, family matters, gender-based violence; creating inclusive dialogue platforms to discuss community security matters and solutions. The activities will increase the capacities of dispute resolution mechanisms, provide space for different segments of the communities including vulnerable groups such as young people and women to discuss their concerns have better access to service providers through increased interface. The existence of an improved community security service provision for communities, in particular for the vulnerable will contribute to maintaining stability and enhance social cohesion.

### OUTPUT 2: LOCAL SOCIAL AND ECONOMIC RECOVERY AND SOCIO-ECONOMIC SUPPORT TO VULNERABLE POPULATION ENHANCED

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| Activity 2.1: Sustainable livelihoods and economic recovery  Activity 2.2: Support community-led interventions to promote social cohesion and civic engagement  Activity 2.3: Enhance PWDs functionality, independence and economic inclusion |

Output 2 aims at practically contextualizing in the use of the UN’s three-track approach, (Track A (short term)– Rapid livelihood support; Track B (medium term)- Local economic recovery and reintegration; and Track C (long term) – Sustainable employment and inclusive growth) which coordinates support for policy and programming interventions with short-, medium-, and long-term horizons, undertaken simultaneously. They are complemented with interventions that lay the foundation for sustainability and resilience. Given the context in East Ghouta and the objective of the overall project, Track A and B will be the focus of this Output.

Gender disparities in access to quality jobs and sustainable livelihoods are prevalent in Syria. Women have higher unemployment rates, lower labour force participation rates, and much greater representation in vulnerable, unpaid, and informal work. Unpaid work in the home is indispensable to the functioning of households, society and human well-being, but when it falls primarily to women, it limits their opportunities for education, paid work, and economic independence. This Output’s approaches are designed in gender-sensitive manner for women’s economic empowerment.

#### Activity 2.1: Sustainable livelihoods and economic recovery

*2.1.1: Rapid livelihood support for crisis-affected households (Track A)*

With the aim to provide rapid livelihood support to affected households, UNDP will provide targeted self-employment support including livelihood start-up grants or packages. Start-up grants provide seed money or capital to reestablish or jumpstart income-generating including agricultural activities, entrepreneurial endeavors, including micro-enterprises. Start-up packages can include tools, small-scale equipment, inputs (such as seeds), and quick training and technical assistance. UNDP links start-up grants and packages to longer-term opportunities (Track B)—such as microfinance operations, training programmes, and business development services—including opportunities to participate in and advance the green economy.

*2.1.2: Enhance sustainable livelihoods and local economic recovery (Track B)*

UNDP aims to realise sustainable livelihoods and local economic recovery and development in various forms both in the targeted rural and urban areas. First, market-driven vocational and skills training and placement services is included as they have the potential to prevent the deterioration and obsolescence of human capital, to expand quality job opportunities, to increase competition, and to raise enterprise productivity. UNDP recognizes the needs to shift towards a more structural and systematic approach especially in the areas rapid economic recovery has been witnessed such as the coastal areas, and therefore this activity will invest in the upgrading and/or establishment of vocational and skills training, and employment service center(s)/hub(s) that provides various services of training and employment services (job placement, career counselling etc.), bridging demand and supply of labour market. The design of vocational and skills training will be conducted based on the identification of key sectors and types of skills based on market assessments in the targeted areas.

Second, start-up and acceleration support will be provided. Since labour demand in formal markets is often weak in Syria, building entrepreneurial skills that facilitate self-employment is often appropriate, even if this takes place in the informal sector. UNDP will pilot innovative approaches to entrepreneurship in emerging sectors such as the green economy (including clean energy), information and communication technology, and the social economy. It will directly engage young population and women through running an entrepreneurship development programme such as “Innovation Challenge”, at the same time it will pilot in upgrading and/or establishing the center(s)/hub(s) that provides mentoring support, workspace and maker’s space. Where feasible, it will be combined with the employment center(s). This activity will encourage group and social micro-enterprises related to key commodities/sectors such as agricultural products especially in the targeted rural areas. The incorporation of soft skills in training curricula and complementary attention to the psychosocial needs of people who have experienced trauma will be also conducted.

As for recovery and acceleration for MSMEs, the underpinnings for MSMEs activity—including a business-friendly policy environment, access to finance and markets, value chain linkages, and infrastructure—are damaged, destroyed, or in an early stage of development in most of the places in Syria. UNDP will support interventions on inclusive and sustainable private sector recovery and development aimed at both strengthening local market systems and improving the position of crisis-affected people and communities within them. Through the hub(s) described above where possible as well as directly engaging with private sector, support composed of training, business and legal advisory services, mentoring and coaching, and financial support will be provided. The activity will promote financial inclusion by helping to steer affordable credit including revolving funds and savings towards underserved areas, disadvantaged populations, and MSMEs, including those that are gender-sensitive or women-led. Social enterprises will be promoted with the tailored technical support.

#### Activity 2.2: Support community-led interventions to promote social cohesion and civic engagement

The conflict has caused deep rift among different social groups, and has dramatically impacted the sense of safety and wellbeing of residents. Addressing the social, rights and personal security needs of population will be a key priority once the life-saving food and medical supplies are provided. Enhancing social cohesion is about striving for greater inclusiveness, more civic participation and creating opportunities for upward mobility. It is the glue that holds society together which is a key element of social and economic recovery.

UNDP will work on two key pillars of social cohesion. The first, linked to social inclusion or 'social justice', encompasses those structural issues which affect whether individuals and groups are able to participate in society equally, such as through equal access to services, political or economic inequalities or institutional discrimination. The second pillar, linked to social capital, reflects the attitudes, the degree of participation and the level of contact between different groups in society.

Rebuilding the social infrastructure also pursues the longer-term objective to maximise opportunities for reconciliation and sustainable peace. In that context, UNDP will identify and support social cohesion actors at community level, including youth groups, local leaders, faith-based leaders and tribal leaders; strengthen the actors and train them in 1) self-awareness, communication skills and values; 2) planning and designing the initiatives, and skills to help develop critical thinking; and 3) a responsible citizen, which incorporates civic engagement, awareness on all aspects of social cohesion, community participation and environment.

Moreover, UNDP will provide social cohesion actors with opportunities to connect and support each other through shared experience; rehabilitate and expand physical and social spaces for inter-communal engagement with a view to reducing social tension and providing safe spaces for the most vulnerable; support communal activities, including art/sport/food for peace events, as an entry point to fostering interaction across divisions, dialogue and reconciliation; and facilitate local dialogues and mediation.

#### Activity 2.3:  Enhance PWDs functionality, independence and economic inclusion

UNDP has already developed a model to support physical rehabilitation interventions through provision of a comprehensive package including medical consultation, pre-and post-physical therapy, and psycho-social support (PSS). UNDP has adopted the approach to strengthen Community-Based Organisations (CBO) capacities in providing prosthetic services to ensure impartiality, diversity and local ownership. The current project aims to scale up prosthetic services in order to cover more remote locations and/or newly accessible areas with focus on the most vulnerable from children and women trying also to link and couple with other interventions and projects to support the benefitted households from other livelihood intervention when possible and applicable.

Mobility aids and assistive devices such as prosthetics and / or wheelchairs (manual and electric) and crutches will be provided by UNDP especially in the newly accessible areas. While demand-driven and emergency support has been provided by several agencies during the past, more technical inputs will be embedded to provide higher quality of mobility aids to enhance the functional level of PWDs, and the service will be provided in a comprehensive package including PSS and rehabilitation.

### OUTPUT 3: CONFLICT AFFECTED WOMEN ARE HOLISTICALLY SUPPORTED BY REDUCING GENDER INEQUALITY AND PROMOTING WOMEN’S EMPOWERMENT TO LIVE DIGNIFIED LIFE

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| Activity 3.1: Holistic support to conflict affected women  Activity 3.2: A comprehensive study on the impact of the Syrian crisis on the gender dynamics |

While all Syrians have been impacted by the crisis, women and girls have faced distinct threats and challenges during the conflict due to the entrenched complexity of the issues they experience every day. During the protracted conflict in a society with ingrained patriarchal attitudes, women and girls adopted worrying extensions of negative coping mechanisms such as movement restrictions, domestic violence, and child marriage. In addition, with men absent, injured, missing, killed, or unable to find employment, the burden of responsibility often fell heavier on the shoulders of women and girls to maintain households. Invariably, it led to an increase in workload but it may not have necessarily led to greater empowerment or freedom for women. Sometimes women faced additional abuse by men who resisted a perceived threat to their dominance. Also, it has been reported that parties to the conflict resorted to sexual and gender-based violence as a tool to humiliate and instill fear. These experiences of women and girls led to further vulnerability.

#### Activity 3.1: Holistic support to conflict affected women

#### *3.1.1: Foster a mechanism to raise women’s voices in decision making through supporting women’s organic networks*

Activity 3.1 will foster a mechanism to enhance inclusion of women’s voices in decision making both at the community and local levels through supporting women’s organic networks. These networks may be informal and loose but have the potential to reach different segments of women in the society. This will be piloted in three geographic locations in Syria where UNDP provide support in access to services, livelihood and social cohesion through an area-based approach.

These organic networks, consisting of motivated women from differing backgrounds in terms of economic status, religion, geography, and age, will be empowered through trainings on leadership and community skills as well as a deeper knowledge of their rights. The empowered women will be able to raise their voices as well as to effectively reach out to the most vulnerable women whose voices are rarely heard. The women’s networks, as the agents of change, may thus be able to play a role in collectively conveying the various concerns and needs of women and eventually influencing local and community level decisions including on the recovery plans.

Such a network-based mechanism will make decision-making processes more inclusive and their decisions more responsive to the needs and priorities of women. Moreover, the women’s networks in different geographic locations will be linked to each other and will therefore provide an opportunity for exchange and mutual learning. With utmost sensitivity to the societal context, the women’s networks will also be able to extend support to the most vulnerable women, who are often isolated in their homes, through peer-to-peer support at the grassroots level in a manner that would make the women feel more sympathy and affection with each other in the community.

#### *3.1.2: Empower vulnerable women with multi-dimensional assistance package*

With the aim to empower affected women, Activity 3.2 will provide a support package to vulnerable women including literary training, sexual and reproductive health education, life skills training such as interpersonal negotiation, basic financial literacy, legal awareness, and leadership skills. The assistance package will be linked to the project’s livelihoods and access to services interventions. Depending on their needs, women may benefit from targeted self-employment support and longer-term livelihood opportunities, and the counseling and advise on their access to legal, health, educational and other services.

While it is essential to work with girls and women to empower them and to build their assets, it is not sufficient if community members – parents, men and boys, local leaders – are not also engaged. Therefore, the support targeting women will take place alongside efforts to create safer communities and transformative environment by engaging with men and boys and community members.

#### *Activity 3.1.3: Support to safe spaces for destitute and vulnerable women and girls*

UNDP will target the most destitute women and girls such as the survivors of SGBV, young widows without skills or education, and wives of former fighters, who are not accepted by their parents/relatives and have nowhere to ask for help, and therefore they are most difficult to reach and be supported. These women and girls are most vulnerable in the society and are more likely to resort to negative coping mechanisms. Thus, they are exposed to the risk of abuses, exploitation and violence, and require immediate assistance.

In partnership with local stakeholders, UNDP will support women’s safe spaces through the rehabilitation of facilities and provision of necessary equipment as well as assistance on the provision of services including trauma treatment, psychosocial care, legal advice, literacy training, sexual and reproductive health education, and life skills training.

UNDP’s intervention seeks to create a safe environment where most destitute women and girls can take refuge safely and recover from trauma so that they will eventually be able to stand on their feet and live a dignified life again as an integral part of the society.

Destitute and vulnerable women in Syria are often suffering in isolation due to the social stigma surrounding them. Therefore, they may be difficult to be identified and even if they are identified, they may face a challenge in accessing the available services. Therefore, women’s grassroots networks (activity 3.1) are expected to play a role in identifying them, providing them with an initial assistance, and referring them to the safe spaces in a most context-sensitive manner.

#### Activity 3.2: Study on the impact of the Syrian crisis on the gender dynamics

The seven years of conflict, and the associated violence and displacement, have resulted in an apparent shift in gender dynamics at the household and societal levels. With men absent, injured, missing, killed, or unable to find employment, many Syrian women, both inside Syria and in diaspora, now became the sole breadwinner of the family, creating extra burden of responsibilities on women. While this has altered the society’s expectation of role for women, it may also have had a disempowering impact on men as their masculinity rests partially on their ability to earn and feed the family.

In addition, the increasing militarization of the society, where many men have spent years in the male-dominant and violent environments, has also affected the gender dynamics of the society. Major developments such as demobilization - both anticipated and already taken place in the form of ‘local reconciliations’- as well as the return of refugees are further expected to have a major impact on the gender dynamics in the society.

While these thematic issues are of significant relevance to the current programming and policy as well planning for recovery and development in the future, they are yet under-studied. UNDP will conduct a comprehensive analysis on the impact of the crisis on the gender dynamics to produce a report with evidence-based policy and programming recommendations, which is expected to inform programming by UN agencies and partners. UNDP will ensure the visibility of the donor by marking Japan’s support to the study in the report.

# Partnership and Visibility of the Donor

The Government of Japan has been one of the key supporters of building resilience of Syrian people inside the country. In accordance with the policies of the participating agencies, the utmost effort will be made to publicize the partnership with Japan for this project, taking into consideration the sensitive political situation in Syria. The participating agencies will undertake measures to ensure Japan’s visibility, which include:

* Ensuring posting Japan’s logo on the reports, publications and other publicity materials, such as signboards
* Issuing press releases which highlight the Japanese contribution and produce Public Information materials and brochures on Japan’s contribution.
* Producing and posting web-articles on web-page on the activities supported by Japan’s contribution
* Producing and obtaining photos or videos of the activities funded by Japan’s contribution, showing Japan’s logo or signs
* Utilizing the social media including Facebook and Twitter, disseminating information on the activities supported by Japan.  The participating agencies will ensure to mention, for the direct beneficiaries in particular, that the activities are funded by Japan.
* Conducting publicity events with the Japanese Government, benchmarking the key accomplishment of activities, such as agreement signing ceremonies, launch/completion ceremonies of the particular activities, and major conferences related to the project activities. The participating agencies will inform the Japanese Government of these occasions in advance and facilitate their participation in the event.
* Making sure to mention Japan’s contribution when the participating agencies deliver speeches in in the ceremonial/public events
* Making arrangements to maximize media coverage on the events related to Japan’s assistance
* Partnership with Japanese institutions including the private sector and NGOs.
* UNDP will involve Japanese nationals in project implementation within their rules and regulations.

# Project Management

The project will be implemented in several Governorates including the south, namely Daraa, Sweida, and Quneitra. The project will be managed by UNDP Country Office in Damascus with its Field Offices. The project will complement other ongoing interventions in the same target area as well as in the thematic areas using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects. Operations support will be shared with other projects.

# Result Framework

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework**  ***Humanitarian Response Plan Syria 2018 Objective 3***  Increase resilience and access to services Increase resilience and livelihood opportunities and affected people’s access to basic service, especially among the most vulnerable households and communities.  ***Country Programme Document Outcomes***  Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion  Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience | | | | | | |
| **Applicable Output(s) from the UNDP Strategic Plan**  Strategic Plan Outcome 3: STRENGTHEN RESILIENCE TO SHOCKS AND CRISES | | | | | | |
| **Project title and ID (ATLAS Award ID):** EMPOWERING VULNERABLE WOMEN AND MEN FOR THE FUTURE OF SYRIA: Urgent support to enhance the resilience of Syrian people and communities | | | | | | |
| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS | DATA COLLECTION METHODS & RISKS |
| **Value** | **Year** | **Year 1** |
| OUTPUT 1: Local service delivery enhanced to respond to priority needs of the population | # of socio-economic assessments conducted | Project monitoring | 0 | 2019 | 1 |  |
| # of jobs created; | Project monitoring | 0 | 2019 | 300 |  |
| Tons of SW and debris removed | Project monitoring | 0 | 2019 | 12,000 m3 |  |
| # of cleaned neighborhoods; | Project monitoring | 0 | 2019 | 5 |  |
| # of schools rehabilitated; | Project monitoring | 0 | 2019 | 5 |  |
| # of hospital and health centres rehabilitated | Project monitoring | 0 | 2019 | 5 |  |
| # of km of basic infrastructure repaired | Project monitoring | 0 | 2019 | 7 |  |
| # of municipal services provided to communities and people | Project monitoring | 0 | 2019 | 3 |  |
| # of people benefited from improved access to services (a.1.4) | Project monitoring | 0 | 2019 | 2000 |  |
| # of local disputes resolved | Project monitoring | 0 | 2019 | 25 |  |
| # of community security initiatives implemented | Project monitoring | 0 | 2019 | 3 |  |
| OUTPUT 2: Local social and economic recovery and socio-economic support to vulnerable population enhanced | # of productive assets replaced/distributed | Project monitoring | 0 | 2019 | 100 |  |
| # of people (businesses) provided with business development services | Project monitoring | 0 | 2019 | 100 |  |
| # of people receiving vocational and skills training, or employment services | Project monitoring | 0 | 2019 | 150 |  |
| # of social cohesion initiatives implemented | Project monitoring | 0 | 2019 | 10 |  |
| # of participants in social cohesion activities | Project monitoring | 0 | 2019 | 2500 |  |
| # of PWDs receiving disability aids, mobility aids, prosthetics etc. | Project monitoring | 0 | 2019 | 70 |  |
| OUTPUT 3: Conflict affected women are holistically supported by reducing gender inequality and promoting women’s empowerment to live dignified life | # of networks supported | Project monitoring | 0 | 2019 | 1 |  |
| # of decisions reflected women’s needs and priorities | Project monitoring | 0 | 2019 | 10 |  |
| # of women benefited from support package | Project monitoring | 0 | 2019 | 50 |  |
| # of women and girls supported in the safe spaces | Project monitoring | 0 | 2019 | 20 |  |
| # of studies conducted | Project monitoring | 0 | 2019 | 1 |  |

# Monitoring And Evaluation

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring plan:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Monitoring Activity | Purpose | Frequency | Expected Action | Partners  (if joint) | Cost  (if any) |
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. |  |  |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. |  |  |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. |  |  |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. |  |  |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. |  |  |
| Project Report | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the project (final report) |  |  |  |
| Project Review (Project Board) | The project’s governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Specify frequency (i.e., at least annually) | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. |  |  |

# Work Plan

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Project Budget | RESPONSIBLE PARTY | PLANNED BUDGET | | |
| Funding Source | Budget Description | Amount |
| OUTPUT 1: Local service delivery enhanced to respond to priority needs of the population | 1.1: Socio-economic assessments to support more informed return and reintegration inside Syria | 60,000 | UNDP | Japan | Contractual services | 60,000 |
| 1.2: Solid waste and debris management through a labour-intensive scheme | 200,000 | UNDP | Japan | Contractual services (cash for work) | 75,000 |
| Contractual Services (removal) | 90,000 |
| Equipment | 35,000 |
| 1.3: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme | 700,000 | UNDP | Japan | Contractual services (cash for work) | 80,000 |
| Contractual Services (rehabilitation – 2 schools and 2 HCs) | 300,000 |
| Contractual Services (rehabilitation – basic infrastructure | 280,000 |
| Equipment (rehabilitation) | 40,000 |
| 1.4: Support communities and people’s access to services | 150,000 | UNDP | Japan | Contractual Services-Companies | 37,500 |
| Materials and Goods | 75,000 |
| Information Technology Equipment | 37,500 |
| 1.5: Enhance local mechanisms to improve community security and dispute resolution | 100,000 | UNDP | Japan | Training, Workshops | $20,000 |
| Contractual Services | $20,000 |
| Grants | $60,000 |
| Direct project cost | | | | | 121,000 |
| Subtotal Output 1 | | | | | 1,331,000 |
| OUTPUT 2: Local social and economic recovery and socio-economic support to vulnerable population enhanced | 2.1 Sustainable livelihoods and economic recovery | 900,000 | UNDP | Japan | Equipment (distribution of productive assets) | 300,000 |
| Grant/contractual services (financial and non-financial business development services ) | 300,000 |
| Grant/contractual services (vocational and skills training and employment services) | 300,000 |
| 2.2: Support community-led interventions to promote social cohesion and civic engagement | 150,000 | UNDP | Japan | Local consultant | 25,000 |
| Training, Workshops | 15,000 |
| Grants | 110,000 |
| 2.3 Enhance PWDs functionality, independence and economic inclusion | 163,575 | UNDP | Japan | Grant/contractual services (prosthetics support) | 150,000 |
| Contractual service | 13,575 |
| Direct project cost | | | | | 121,358 |
| Subtotal Output 2 | | | | | 1,334,933 |
| OUTPUT 3: Conflict affected women are holistically supported by reducing gender inequality and promoting women’s empowerment to live dignified life | 3.1: Holistic support to conflict affected women | 230,000 | UNDP | Japan | Grants | 180,000 |
| Contractual Services - rehabilitation | 50,000 |
| 3.2: A study on the impact of the Syrian crisis on the gender dynamics | 60,004 | UNDP | Japan | Consultant | 40,000 |
| Workshops and consultation | 20,004 |
| Direct project cost | | | | | 29,000 |
| Subtotal Output 3 | | | | | 319,004 |
| Outputs sub total | | | | | | 2,984,937 |
| Partnership | | | | | | 32,589 |
| General Management Support | | | | | | 241,402 |
| TOTAL | | | | | | 3,258,928 |

# Governance and Management Arrangements

This project will be implemented by UNDP.

* According to the note to file dated 10 Sept 2017 signed by the Regional Director for Arab States, UNDP Syria may operate without a **Project Board** due to the prevailing situation in the country which makes it difficult for UNDP Syria to bring together all relevant stakeholders. In this regard, this project will not establish a Project Board but instead the senior management of the Country Office will be responsible for making management decisions for the project when guidance is required by the Project Manager including recommendation for approval of project revisions. UNDP Syria will consult with the Embassy of Japan when making programme decisions as required.
* **Project Management:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the senior management of the CO. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is appointed by UNDP.
* **Financial Management:** The Bureau for External Relations and Advocacy (BERA) in UNDP New York will oversee overall fund management of Japan’s Supplementary Budget contribution to this project in line with the Japan-UNDP Partnership Fund. For any fund balances at the end of the project, the Country Office shall consult with the Japanese Embassy in Syria on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on “Agreement for the Interest Income derived from Japan-UNDP Partnership Fund.” UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget Outputs is required, if more than 20% increase or decrease is expected.
* UNDP Syria will use the direct Implementation modality for the implementation of the project. Implementation partners will be selected in consultation with the Embassy of Japan in Syria.
* Reporting: UNDP as the coordinator of the project will solicit inputs from the participating agencies and produce a consolidated chapeau for mid project and final reports, which will be supplemented by agency specific reporting on their outputs and activities for their submissions to the Japanese Embassy in Syria. UNDP will submit narrative mid-term and final reports as well as a final financial report to the Japanese Embassy in accordance with the timeframe agreed with the donor.

UNDP SYRIA

SENIOR MANAGEMENT

EMBASSY OF JAPAN IN SYRIA

PROJECT MANAGER

PROJECT SUPPORT

PROJECT ASSURANCE

INFRASTRUCTURE AND ESSENTIAL SERVICES TEAM

LIVELIHOOD AND ECONOMIC RECOVERY TEAM

SOCIAL COHESION TEAM

# Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Syria and UNDP, signed on 12 March 1981.   All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.” This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

# Risk management

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][[1]](#footnote-1) [UNDP funds received pursuant to the Project Document][[2]](#footnote-2) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [hthttp://www.un.org/sc/committees/1267/aq\_sanctions\_list.shtml](http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP Syria has a comprehensive risk management strategy to manage risks at various levels as outlines in the Annex I.

# ANNEXES

# Annex 1: Risk Analysis

| # | Description | Date Identified | Type | Impact &  Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | The escalation of violence and armed conflict in Damascus (UNDP CO) and/or other governorates (UNDP field presence) | Project initiation | Political (security) | Impede access and operations in specific locations/governorates or in the country (depending on intensity/scale/geographical areas)  P = 5  I = 4  (depending on available contingency measures and partnerships agreements) | * + Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision   + Ensure adequate support to UNDP field teams to facilitate remote management   + Develop and manage partnerships with CBOs and private sector at the local level   + Identify qualified partner NGOs/CBOs for the implementation, monitoring and supervision of the project activities   + Set up a back-up office in Damascus or field locations to support the operation from within Syria   + Maintain an in-depth follow up and analysis of incidents and security situation in the country. |  |  |  |  |
| 2 | Inaccessibility to target areas due security situation |  | Operational | Impede operations and implementation of relevant project activities (cash transfer and distribution of tools, if procurement is not made locally or if tools are not yet distributed)  P = 5  I = 4  (Agreements with implementing partners should be in place, which will lessen the impact) | * + Strengthen field teams and operations   + Rely on implementing partners at the local level (CBOs/NGOs/Private sector/local authorities)   + Third party monitoring   + Rely on available financial transfer mechanisms   + Develop strong partnerships for all of the above mentioned measures |  |  |  | Highly variable in time and geographically |
| 3 | Absorption capacity of national and local stakeholders and implementing partners |  | Operational  Organizational | Slow implementation of the planned activities due to limited capacities of national and local partners  P = 4  I = 4 | * + Quick on-the-job training for target implementing partners to better implement/perform   + Develop Standard Operating Procedures (SOPs) to work with each target partner (depending on the nature/type of partnerships)   + Develop a detailed operational plan (including procurement and recruitment plans to support the implementation of activities) |  |  |  |  |
| 4 | Depletion of local markets and long procurement processes and approvals |  | Operational | Given the situation in Syria, prices and availability of good quality materials might be affected. International bids can be problematic given the sanctions imposed on the country.  P = 4  I = 5 | * + Application of fast-track procedures for procurement   + Inform the concerned government entities of any potential international procurement to facilitate import (taking into consideration the imposed sanctions)   + Inform RACP and ACP of potential cases based on a detailed procurement plan   + Support the procurement team with an international expert. |  |  |  |  |
| 5 | Delay in partnerships agreement with UN agencies and NGOs/CBOs |  |  | Partnerships with NGOs/CBOs require long procedures with the government which will delay the implementation pace.  P=4  I=5 | * + UNDP senior management and partners to advocate with MoFA   + Maintain UNDP current partnership agreements approved by MoFA   + Launch clearance process well in advance of planned activities where possible. |  |  |  |  |
| 6 | Equal access to all affected populations |  | Political  Strategic | Negatively affect the fair and equal targeting of all affected populations  P = 4  I = 4 | * + Diversification of national and local partners and target beneficiaries   + Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders   + Continuous consultation with concerned national and local concerned stakeholders |  |  |  |  |
| 7 | Recruitment of highly qualified staff  National (brain drain/ migration)  International (security) |  | Operational  Strategic | This will affect the delivery of results.  P = 3  I = 4 | * + Application of fast-track procedures.   + Pre-identifying and encouraging potentially suitable candidates to apply for vacancies.   + Look into project pools of consultants who are available and interested. |  |  |  |  |
| 8 | Fluctuation of exchange rates |  | Operational | Change in exchange rate affects the amount of payment in USD if the contract is made in a currency other than USD  P=4  I=3 | * + Contract in USD for any major procurement cases |  |  |  |  |

1. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)