**Syria Country Office**

**Annual Work Plan 2019**

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| --- | --- | --- | --- |
| **Thematic area:** | **Private Sector Recovery and Development - AWARD** | | |
| **Expected CP Outcome(s):** | **Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion** | | |
| **Expected Output(s):** | 1.1 - Disrupted livelihoods including markets/businesses restored and revived  1.3 - Livelihood opportunities generated for female-headed households  1.4 - Rehabilitation and livelihood opportunities provided to persons with disabilities | | |
| **SDGs:** | 1, 8,9 & 17 | | |
| **Implementing Partner:** | UNDP | | |
| **Responsible Party(ies):** | UNDP in Cooperation with Local authorities | | |
| **Gender Marker** | 1 | | |
|  |  | | |
| **Brief Description**  The worsening economic situation has exacerbated the vulnerability of the people in Syria with large-scale damage in infrastructure & businesses & public services. Consequently, and in addition to the volatile security situation, private sector including micro, small and medium enterprises (MSMEs) are facing major challenges such as low institutional capacity, lack of MSME enabling environment & regulatory framework, troubled with shortages in electricity, lack of effective financial and non- financial business support & services, market accessibility, devaluation of currency & lack of availability of skilled Labor ..etc..  UNDP Syria Country Office formulated an integrated programme supporting Micro, small and medium enterprise development and private sector engagement and growth for sustainable livelihoods and economic recovery in Syria consisting of three main following outputs:   1. Sustainable and equitable economic opportunities and social innovation enhanced through provision of financial and non-financial business development services to targeted population 2. Private -private sector platform established and private- public- trust built for inclusive economic recovery through bridging and linking networks inside and outside Syria . 3. Technical support & capacity development to relevant institutions (SMEs commission, MOSAL etc.) provided for sustainable and inclusive private sector recovery and development, promoting socioeconomic impact | | | |
|  | | | |
| Programme Period: 2016-2019  Key Result Area (Strategic Plan):  Atlas Award ID:  Start date: 01-01-2019  End Date: 31-12-2019  PAC Meeting Date: 6 March 2019  Management Arrangements: DIM | |  | AWP budget: 5,230,133  Total resources required: 5,230,133  Total allocated resources: 3,420,825   * Regular 0 * Other:   KFW5: 1,754,692  Japan Harasta: 421,601  Japan South: 356,400  Japan T4All: 487,080  SDC: 401,052  Unfunded budget: 1,809,308  In-kind Contributions: 0 |

Agreed by UNDP:

UNDP Country Director

**Annual Work Plan: Syria Project Name: Sustainable, inclusive and equitable private sector recovery and development, promoting women and youth’s economic empowerment and social innovation Year: 2019**

| **Expected Outputs** | **Planned Activities** | **Timeframe 2019** | | | | **RP** | **Donor** | **Source of Funds** | **Govern-orate** | **Planned Budget** | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *(Indicate Atlas Output IDs)* | **Q1** | **Q2** | **Q3** | **Q4** | **Account & Budget Description** | **Amount (USD)** | **Unfunded** |
| **Output 1:** Sustainable and equitable economic opportunities and social innovation enhanced through provision of financial and non-financial business development services to targeted population, especially for women and youth (rural areas, vulnerable groups, female headed households, damaged businesses, PWDs, returnees, new grads, new businesses / entrepreneurs)  KFW5 00114792 Japan Harasta 00113595 Japan III 00115009 SDC 00108616 Japan South 00115016  Number of individuals accessing BDSs: disaggregated by gender, age group, status and geographic location. **Target: 400 individuals accessing BDS services** (SDC: 60, Japan Harasta: 30, Japan South: 60, KFW5 250) **Baselines: 0**  Number of individuals accessing financial services: disaggregated by gender, age group, status and geographic location. **Target:400 individuals accessing financial BDS services** ( 48, Japan Harasta: 15, Japan South: 48, KFW5 200) **Baselines: 0**  Number of individuals provided with access to market **Target: 30 individuals provided with access to market** (SDC: 5, Japan Harasta: 15, Japan South: 5, KFW5 5) **Baselines: 0**  Number of existing businesses revitalized: disaggregated by gender, age group, status, sector and geographic location (including Aleppo old city, SDC funding). **Target:223 damages businesses revitalized (**SDC: 19, Japan Harasta: 30, Japan South: 34, KFW5: 140) **Baselines: 0**  **Gender Marker: 2** | **Activity 1.1:** Provide quality business development services (BDS) and promote social innovation to entrepreneurs, emerging and reviving damaged businesses through establishing meso-level hubs/labs.  **Actions:** • Map potential stakeholders at both national and meso-levels; • Map and identify service providers for various services including the following: • Business feasibility studies, business plan development & budgeting; • Business legal consulting including registration, licensing & tax planning • Market study and access to markets / fair trade; • Human resource and job matching; • Training (soft skills, budgeting, accounting. etc) / vocational training; Accounting services; • Workspace • Makers space and fabrication lab • Incubation and acceleration • Coaching and mentoring; Consult with local administrations and key actors to link existing services and physical infrastructure to be hubs /labs at the meso-level · Design “hubs/labs” at the meso level to connect different service providers (mentoring and coaching support, access to finance, fab-lab, etc. ), introducing social innovation/green-jobs · Select BDS providers through RFP/RFQ to support the establishment of hubs/labs. · Establish hubs/labs (pilot 2 cases- Damascus, Aleppo, Homs)  · Operationalize hubs/labs, including running/linking to social innovation challenge (e.g. “Innovation for Rural Development” under Agricultural Livelihoods) · Revive private sector/damaged business through the provision / replacement of assets. · Support social enterprises development / graduation | **X** | **X** | **X** | **X** | UNDP | KFW5 | 30000 | Damascus Rural, Damascus, Aleppo, Homs, Hama, Latakia, Raqqa | 72100-Wages | 11,362 | 8,638 |
| 72100-Contra. Ser | 0 | 0 |
| 72300-Materials | 170,425 | 129,575 |
| 72600-Grants | 56,808 | 43,192 |
| 71400-Contractual Ser. Indv | 17,042 | 12,958 |
| 71300-Consultant | 0 |  |
| GMS @ 8% KFW5 | 20,451 | 15,549 |
| **Subtotal** | **276,088** | **209,912** |
| UNDP | SDC | 30000 | Aleppo old city | 72300-Materials | 111,344 |  |
| 72600-Grants | 0 |  |
| GMS @ 8% SDC | 8,908 | 0 |
| **Subtotal** | **120,252** | **0** |
| UNDP | Japan Harasta | 32045 | Rural Damascus | 72600-Grants | 150,000 |  |
| GMS @ 8% Japan Harasta | 12,000 | 0 |
| **Subtotal** | **162,000** | **0** |
| UNDP |  |  | Der Ezzor Aleppo Lattakia Tartous | 72100-Contra. Ser |  | 150,000 |
| 72600-Grants |  | 250,000 |
| **GMS @ 8% XXX** | **0** | **32,000** |
| **Subtotal** | **0** | **432,000** |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 1.1** | **558,339** | **641,912** |
| **Activity 1.2:** Enhance inclusive financing models for MSMEs, with a focus on women and youth (hybrid: grant/loan)    **Actions:**  - Conduct financial inclusion sector assessment (UNCDF) including mapping of existing financial service providers  - Provide support to review and revise the existing MFIs strategy and/or Inclusive Finance strategy/policy  - Design service lines coupling with capacity development of financial service providers based on the recommendations from the assessment    - Select financial BDS providers through CFP/RFP/RFQ /on-granting modal to be linked to hubs/labs (Activity 1.1)  - Set BDS targeting and eligibility criteria, SOP and monitoring plan  - Pilot innovation in inclusive financing within service lines of distribution, saving, insurance, and loan (e.g. e-wallet etc.)    - Pilot alternative financing model (impact investment, SMEs guarantee investment etc.) linked to private sector engagement (Output 2) | **X** | **X** | **X** | **X** | UNDP | KFW 5 | 30000 | Damascus Rural, Damascus, Aleppo, Homs, Hama, Latakia, Raqqa | 72600-Grants | 1,136,164 | 863,836 |
| GMS @ 8% KFW5 | 90,893 | 69,107 |
| **Subtotal** | **1,227,058** | **932,942** |
| UNDP | Japan T4A III | 32045 | National | 71300-Consultant | 40,000 |  |
| GMS @ 8% Japan T4AIII | 3,200 |  |
| **Subtotal** | **43,200** | **0** |
| UNDP | Japan Harasta | 32045 | Rural Damascus | 72600-Grants | 150,000 |  |
| GMS @ 8% Japan Harasta | 12,000 |  |
| **Subtotal** | **162,000** | **0** |
| UNDP | SDC | 30000 | Aleppo old city | 72300-Materials | 110,000 |  |
| 72600-Grants | 150,000 |  |
| GMS @ 8% SDC | 20,800 |  |
| **Subtotal** | **280,800** | **0** |
| UNDP | Japan South | 32045 | Darra, Qonaitra, Swieda | 72600-Grants | 300,000 |  |
| GMS @ 8% Japan South | 24,000 |  |
| **Subtotal** | **324,000** | **0** |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 1.2** | **2,037,058** | **932,942** |
| **Activity 1.3:** Promote entrepreneurship development and inclusive financing through communication for development (C4D), highlighting women and youth’s economic empowerment    **Actions:** -Develop TOR C4D activities especially for women’s economic empowerment and women’s roles in economic recovery in Syria -Identify and select an organization and run C4D activities (TOR/RFQ), -Open application processes and select beneficiaries for Activity 1.1 and 1.2. | **X** | **X** | **X** | **X** | UNDP | KFW5 | 30000 | Damascus Rural, Damascus, Aleppo, Homs, Hama, Latakia, Raqqa | 72100-Contra. Ser | 85,212 | 64,788 |
| GMS @ 8% KFW5 | 6,817 | 5,183 |
| **Subtotal** | **92,029** | **69,971** |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 1.3** | **92,029** | **69,971** |
| **Total for Output 1** |  |  |  |  |  |  |  |  |  | **2,687,426** | **1,644,825** |
| **Output 2:** **Private -private sector platform established and private- public- trust built for inclusive economic recovery through bridging and linking networks inside and outside Syria**  Japan T4A III 00115009  Number of PS networks MoU/ bylaws amendment (PS networks have unified vision with clear channels of communications) **Target: 1 MOU signed by PS networks**  **Baselines: 0**  Number of policy recommendation paper (Private sector and government participating in policy dialogue and discussion  **Target: 1 policy recommendation paper developed Baselines: 0**  **Gender Marker: 1** | **Activity 2.1:** Facilitate private-private dialogues amongst different private sector networks inside and outside Syria for promoting the enabling business environment  **Actions:**  - Facilitate multiple consultation meetings inside and outside the country between private sector networks including business men & women representing different sectors and geography.  - Establish a private-private platform/network to unite private sector inside and outside the country    - Come up with key advocacy points to be raised in private public dialogues (Activity 2.2) | **X** | **X** | **X** | **X** | UNDP | Japan T4A III | 32045 | National | 72100-Contra. Ser | 90,000 |  |
| **GMS @ 8% Japan T4A III** | **7,200** |  |
| **Subtotal** | **97,200** |  |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 2.1** | **97,200** | **0** |
| **Activity 2.2**  Facilitate private-public dialogues for promoting the enabling business environment and inclusive private sector recovery and development.    **Actions**  - Select key advocacy points from Activity 2.1 and hold consultation meetings between PS networks and public sector.   - Develop a policy paper as an outcome of consultation meetings | **X** | **X** | **X** | **X** | UNDP | Japan T4A III | 32045 | National | 72100-Contra. Ser | 90,000 |  |
| **GMS @ 8% Japan T4A III** | **7,200** |  |
| **Subtotal** | **97,200** | **0** |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 2.2** | **97,200** | **0** |
| **Activity 2.3:** Facilitate private sector engagement in corporate social responsibilities for inclusive economic opportunities, especially for women, PWDs and youth    **Actions**  - Conduct thematic workshops for  advocacy, partnership and networking activities  - Promote private sector engagement in providing demand-based business development services   - Provide technical support to private sector for their CSR activities for SDGs, employment creation targeting PWDs and Women | **X** | **X** | **X** | **X** | UNDP | Japan T4A III | 32045 | National | 72100-Contra. Ser | 50,000 |  |
| **GMS @ 8% Japan T4A III** | 4,000 |  |
| **Subtotal** | **54,000** | **0** |
|  |  |  |  |  |  |  |  |  |  | **Subtotal Activity 2.3** | **54,000** | **0** |
|  | **Total for Output 2:** |  |  |  |  |  |  |  |  |  | **248,400** | **0** |
| **Output 3:** Technical support & capacity development to relevant institutions (SMEs commission, MOSAL etc.) provided for sustainable and inclusive private sector recovery and development, promoting socioeconomic impact  T4A iii 00115009  Japan Harasta 00113595  **Indicators:**  Number of technical support provided    **Target: 2 specialized technical support (Strategy, draft regulatory framework document)**  **Baselines: 0**  Number of trainings provided  **Target: 3 trainings provided**  **Baselines: 0**  Number of personnel trained  **Target: 30 MSMEs local institution staff received specialized training**  **Baselines: 0**  **Gender Marker: 2** | **Activity 3.1****:** Provide technical support to MSMEs institutions.    **Actions**  - Facilitate and coordinate multiple MSME advocacy conferences and workshops;  - Provide technical support to finalise a MSMEs strategy;  - Provide technical expertise on drafting a MSMEs regulatory framework.  - Identify key sector(s) with a focus on industrial sector for inclusive growth and socio-economic impacts and develop policy recommendations to reflect on the MSMEs regulatory framework  - Support the promotion of women’s economic empowerment reflecting in the regulatory framework    - Support the promotion of social enterprise and green-economy through study/ies and workshop(s) and development of a regulatory framework | **X** | **X** | **X** | **X** | UNDP | Japan T4A III | 32045 | National | 72100-Contra. Ser | 50,000 |  |
| 71300-Consultant | 20,000 |  |
| GMS @ 8% Japan T4A III | 5,600 |  |
| **Subtotal** | **75,600** | **0** |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 3.1** | **75,600** | **0** |
| **Activity 3.2:** Support MSME capacity development including start-up and acceleration through building & enhancing the soft and hard capacity of the existing national business service centers networks, human resources and tools.  **Actions**  - Review existing study/ies and analysis to identify the capacity gaps of existing BDS (Training need assessment TNA if required)  - Conduct capacity development programmes and training workshops for key MSME national institutions including national Business development service providers, with a focus on soft capacity of the following:  - Training of Trainers  - Mentors & coachers (linking to private sector engagement, online mentoring platform etc.)   - Training methods and tools promoting green-economy, women’s economic empowerment and social enterprises in | **X** | **X** | **X** | **X** | UNDP | Japan T4A III | 32045 | National | 72100-Contra. Ser | **70,000** |  |
| **GMS @ 8% Japan T4A III** | **5,600** |  |
| **Subtotal** | **75,600** | **0** |
|  |  |  |  |  |  |  |  |  | **Subtotal Activity 3.2** | **75,600** | **0** |
| **Activity 3.3**  ER Salaries | **X** | **X** | **X** | **X** | UNDP | Japan Harasta | 32045 | National | 71400-Salaries | 54,883 |  |
| GMS @ 8% Japan Harsta | 4,391 |  |
| **Subtotal** | **59,274** | **0** |
| **Subtotal Activity 3.3** | **59,274** |  |
| **Total for Output 3** |  |  |  |  |  |  |  |  |  | **210,474** | **0** |
| **Total Project:** |  |  |  |  |  |  |  |  |  |  | **3,146,300** | **1,644,825** |
| **Technical Assistance/Project Management Costs** | Direct Project Costing (DPC) @ 10% |  |  |  |  |  | KFW5 | 30000 |  | 64300 - DPC- 70%-staff-related Costs | 103,391 | 78609.3 |
| 74500 - DPC- 30% General Operating Expenses (GOE) | 44,310 | 33689.7 |
| GMS @ 8% | 11,816 | 8983.92 |
| Japan Harasta | 32045 |  | 64300 - DPC- 70%-staff-related Costs | 24,838 |  |
| 74500 - DPC- 30% General Operating Expenses (GOE) | 10,645 |  |
| GMS @ 8% | 2,839 |  |
| Japan South | 32045 |  | 64300 - DPC- 70%-staff-related Costs | 21,000 |  |
| 74500 - DPC- 30% General Operating Expenses (GOE) | 9,000 |  |
| GMS @ 8% | 2,400 |  |
| Japan T4All III | 32045 |  | 64300 - DPC- 70%-staff-related Costs | 28,700 |  |
| 74500 - DPC- 30% General Operating Expenses (GOE) | 12,300 |  |
| GMS @ 8% | 3,280 |  |
| TBM |  |  | 64300 - DPC- 70%-staff-related Costs |  | 28,000 |
| 74500 - DPC- 30% General Operating Expenses (GOE) |  | 12,000 |
| GMS @ 8% |  | 3,200 |
| **Total** |  |  |  |  |  |  |  |  |  |  | **274,525** | **164,483** |
| **Total Project:** | | | | | | | | | | | **3,420,825** | **1,809,308** |

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| --- | --- | --- | --- |
| **Summary of Donor Funding** | | |  |
| **Donor - Output** | **Funded 2019** | **Unfunded** | **Total** |
| Total of KFW5 - 00114792 | 1,754,692 | 1,334,108 | 3,088,800 |
| Total of Japan Harasta - 00113595 | 421,601 |  | 421,601 |
| Total of Japan South -00115016 | 356,400 |  | 356,400 |
| Total of Japan T4AIII -00115009 | 487,080 |  | 487,080 |
| Total of SDC -00108616 | 401,052 |  | 401,052 |
| Total TBM | 0 | 475,200 | 475,200 |
| **Total** | **3,420,825** | **1,809,308** | **5,230,133** |