

### Budget Revision

Award ID: 00106353

Award Title: Japan Response  
in Er Raqqa

Start Year: 2017

End Year: 2018

Implementing Partner:  
UNDP  
Responsible Party:  
UNDP

Revision Type: Substantive  
Revision 1


Budget (US\$) as of 22 Jan 2018		
	Description	Amount in US\$
Distribution by Donor	00141 Government of Japan	4,000,000
Distribution by Output	00107125-Debris & Solid Waste Management	1,512,000
	00107126- Rehab of basic infrastructure	1,080,000
	00108748 - Rapid Stabilisation of Livelihoods	766,480
	00108749-Project Management	641,520
Total Budget (Onward)		4,000,000
Total Expenditure as of 18 Dec 2017		0.00
Award Total		4,000,000
Unprogrammed/Unfunded		0.00

Revision Justification:

Initiation Budget

Approved By:



 David Akopyan  
UNDP Country Director

Date:

23. Jan 2017



## Annual Work Plan

Syrian Arab Republic- Damascus

Project: 00106353

Project Title: Japan Response in Er Raqqa

Year: 2018

Report Date: 22/1/2018

Output	Key Activities	Timeframe		Responsible Party	Fund	Donor	Planned Budget		Amount US\$
		Start	End				Budget Descr		
00107125 Debris & Solid Waste Management	Debris & Solid Waste Manag	2/10/2017	5/12/2018	UNDP	32045	JPN	75100	Facilities & Administration	112,000.00
					32045	JPN	72300	Materials & Goods	102,000.00
					32045	JPN	72100	Contractual Services-Company	500,000.00
					32045	JPN	71400	Contractual Services - Individ	798,000.00
<b>TOTAL</b>									<b>1,512,000.00</b>
00107126 Rehab of basic infrastructure	Reh of basic & social service	2/10/2017	5/12/2018	UNDP	32045	JPN	71400	Contractual Services - Individ	180,000.00
					32045	JPN	72100	Contractual Services-Company	800,000.00
					32045	JPN	75100	Facilities & Administration	80,000.00
					32045	JPN	72300	Materials & Goods	20,000.00
<b>TOTAL</b>									<b>1,080,000.00</b>
00108748 Rapid Stabilisation	a rapid market assessment	22/1/2018	31/12/2019	UNDP	32045	JPN	71400	Contractual Services - Individ	19,704.00
					32045	JPN	75100	Facilities & Administration	56,776.00
					32045	JPN	72300	Materials & Goods	225,000.00
					32045	JPN	71400	Contractual Services - Individ	240,000.00
<b>TOTAL</b>									<b>766,480.00</b>
00108749 Project Management	Project Management	22/1/2018	31/12/2019	UNDP	32045	JPN	77300	Salary and related costs-TA/JP	100,000.00
					32045	JPN	71400	Contractual Services - Individ	494,000.00
					32045	JPN	75100	Facilities & Administration	47,520.00
					<b>TOTAL</b>				
<b>GRAND TOTAL</b>									<b>4,000,000.00</b>

## United Nations Development Programme

**Country: Syria**

### Project Document

Project Title	Urgent Support to the People of Raqqa: Rehabilitation of Basic and Social Services and Infrastructure and Rapid Stabilisation of Livelihoods
UNDAF Outcome(s):	<b>Humanitarian Response Plan Syria 2017</b> 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
Expected CP Outcome(s):	<b>UNDP Syria Country Programme</b> 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
Expected project Output(s):	Output 1: Removal and management of debris and accumulated solid waste through a labour intensive scheme Output 2: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme Output 3: Rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods
Implementing Agencies:	UNDP
Target location:	The Governorate of Raqqa, Syria
Partnership:	UN agencies, NGOs, CBOs

**Brief Description:** This project aims to provide emergency support to the affected population in the Governorate of Raqqa through the collection and management of debris and accumulated solid waste; rapid rehabilitation of essential basic and social services and infrastructure; and rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods. The solid waste and debris management and social services and infrastructure rehabilitation activities will be implemented through a cash for work scheme, providing emergency employment opportunities to the affected and vulnerable populations. The project falls under the framework of the Syria Humanitarian Response Plan 2017, in particular 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. The project is expected to directly benefit 11,165 people and indirectly 120,000 people.

Programme Period: 9 months Key Result Area (Strategic Plan) Outcome 6 Atlas Award ID: _____ Start date: TBD End Date: TBD PAC Meeting Date Management Arrangements	Total resources required \$4,000,000 Total allocated resources: Japan \$4,000,000
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Agreed by (signatures):

David Akopyan  
UNDP Country Director



Jan 22, 2018

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## I. SITUATION ANALYSIS

Well into the seventh year of crisis, Syria is still witnessing massive destruction of infrastructure and damage to every aspect of life. Despite a certain level of de-escalation in terms of daily violence in the most densely populated regions of the country, 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.

In Syria, at least 13.5 million Syrians are in dire need of humanitarian assistance. An estimated 6.5 million are internally displaced. More than 86% of the population is now living in poverty due to the crisis, with an increased rate of 57% currently unemployed. Total economic losses are estimated at more than 202 billion dollars. The country lost nearly four decades of human development.

Security challenges disproportionately affected the already vulnerable groups such as children, girls, women and people with disability. The crisis has affected many thousands of Syrian women and adolescent girls in tragic ways, through displacement, gender-based violence, and loss of household income. During the past years, pervasive gender inequality has increased in Syria. Syria ranked 103 in 2007, and now 142 out of 144 in the World Economic Forum's 2016 Gender Gap Report.

Raqqa Governorate is currently controlled by three different forces – the Government of Syria, Kurdish forces, and ISIS. Anti-ISIS military operations are still ongoing. The Syrian Democratic Forces have reportedly captured 65 per cent of the city. Heavy clashes, shelling and airstrikes have resulted in significant civilian casualties and injuries.

Ongoing clashes across northeast Syria continue to displace large parts of the population. The total number of displaced people from Raqqa since June 2017 has reached 63,899 individuals. Many of them displaced multiple times. To date, the total number of IDPs within and from Raqqa Governorate since the onset of the Raqqa offensive in November 2016 is 271,620.

Today, 550,000 people live in the Governorate, a drop from 944,000 prior to the crisis. The UN has been extending immediate support to the displaced population to fulfil their basic needs, including access to food, water, shelter and protection.

The humanitarian situation inside Raqqa city continues to be dire<sup>1</sup>. According to the fourth situation overview prepared by REACH<sup>2</sup>, up to 25,000 people are estimated to remain inside Raqqa city. Food shortages continue to be reported. Electricity supply remains erratic, there is limited access to clean water, and medicine supplies are running critically low.

Across many parts of the city of Raqqa, electricity is not accessible. In the central areas where residents remain, generators provide electricity for some hours per day though the supply is limited by the high cost and limited availability of fuel.

The majority of the residents cannot access water from the Euphrates River and instead rely on recently drilled boreholes which produce limited amounts of water due to insufficient electricity to run boring machines and water pumps. Civilians are reportedly forced to resort to drinking water from unsafe sources which exposes them to the risk of contracting water-borne diseases.

Provision of health services is extremely limited. Only one section of the national hospital operates. Informal care points still exist, but they are not always staffed by fully trained medical professionals and have only the most basic medical supplies available.

In early July 2017, the UNDP field team carried out a mission to assess the current situation of the Raqqa Governorate (accessible areas of the Governorate). The mission identified 1) the provision of basic services such as water and electricity, and 2) the provision of income generation opportunities as the most urgent early recovery needs of the population. As of September 2017, several locations in the Governorate of Raqqa including the city of Raqqa remain inaccessible.

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<sup>1</sup> <http://reliefweb.int/report/syrian-arab-republic/syria-crisis-north-east-syria-situation-report-no-14-1-15-august-2017>

<sup>2</sup> <http://reliefweb.int/report/syrian-arab-republic/ar-raqqa-city-syria-situation-overview-iv-17-august-2017>

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## II. STRATEGY

### A. Frameworks

The 2017 Humanitarian Response Plan (HRP) sets out the framework within which the humanitarian community will respond to large-scale humanitarian and protection needs in Syria throughout 2017 on the basis of the prioritization undertaken across and within sectors. The strategic objectives for 2017 build upon the humanitarian community's efforts in 2016 and reflect the complexity of the humanitarian situation in Syria today in three areas: 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.

The third objective aims to increase resilience and livelihood opportunities as well as improve affected people's sustained access to basic social services. It reflects the need to invest in actions to prevent a further deterioration of living conditions, and growing aid dependency. Focused efforts will aim to bolster household and community-level resilience to shocks. The humanitarian community recognizes the need for resilience and development actors to increase investment in sustainable activities in relatively stable areas and will identify these areas to relevant partners where possible. UNDP, through its lead role in the Early Recovery and Livelihoods Cluster, strives to contribute to achieve this strategic objective.

UNDP prioritises emergency livelihoods stabilisation and early recovery to build resilience of the most vulnerable communities through supporting positive coping mechanisms and prevent further destitution, while laying the ground work for mid- to longer-term sustainable, resilience-oriented activities. In order to establish the basis for a sustainable recovery, The UNDP 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.

Given this context, the strategic goal of the UNDP country programme for 2016-2017 (now being extended until the end of 2018) is "enhancing the resilience and socio-economic stabilization of individuals and communities" by a) restoring the disrupted livelihoods of the affected communities; and b) restoring, rehabilitating and maintaining sustainable basic services and infrastructure in damaged areas and host communities. It is composed of the below 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 UNDP country programme is also linked to the UN Strategic Framework for Syria 2016-2017.

### B. Focus on resilience and livelihood

The concept of livelihoods is broader, comprising all the ways that people bring together their assets, capabilities, and activities to support themselves and their families or communities. In addition to the generation of income, livelihoods encompass any reliable ways that people access food, shelter, health care, education, safe water and sanitation, electricity, security, and protection. They include as following:

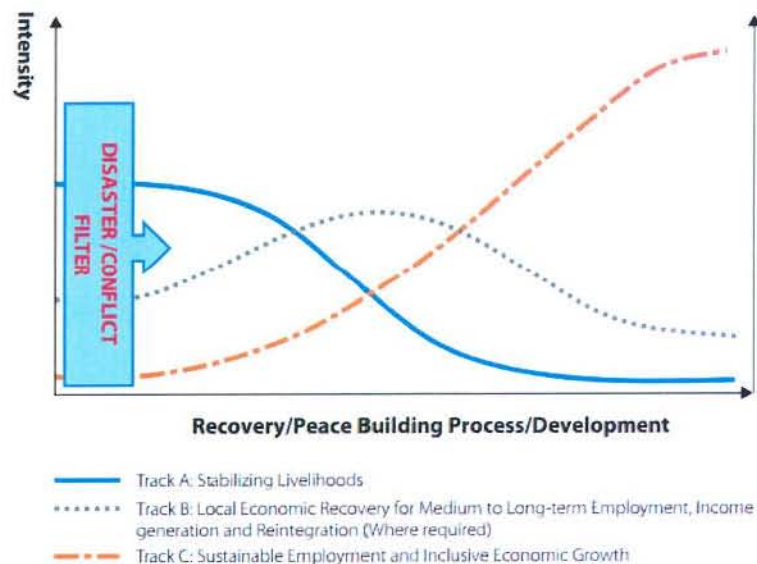
1. Human Assets: Skill levels and educational attainment; The extent to which local skills match the needs of existing or emerging local businesses; Knowledge base and local use of science and technology; Livelihood aspirations; and Access to food, education, and health care
2. Natural capital assets: Environmental conditions in which people live and work; and Natural resource management issues affecting livelihoods (e.g., land tenure, disputed natural resources)
3. Physical capital assets: Access to adequate housing; Access to safe water and sanitation; and Access to and use of infrastructure (roads, bridges, schools, hospitals, electricity, agriculture systems, etc.)



4. Financial capital assets: Access to finance, including microcredit; and coping and adaptive strategies for responding to financial shocks (e.g., drawing down savings, borrowing from friends, relatives, or money-lenders, and selling or trading assets)
5. Social capital assets: Participation in social groups and networks that provide support (financial or psychosocial), e.g., community-based organizations, NGOs, faith-based organizations, women's organizations, and extended family networks; and Perceived levels of safety and security
6. Political/governance capital assets: Access to and participation in government decision-making processes; Gender relations and power structures influencing control over decision making within households, communities, and the wider society; and Access to judicial systems and security sector institutions.

In Syria, these important capital assets have been tremendously lost, destroyed, or stolen, as described in the situation analysis. The prolonged crisis has been posing threats to the stocks of assets that people use to maintain their livelihoods. People have been responding to shocks and stresses with coping and adaptive strategies. Some shocks- such as those adversely affecting health, interrupting education and training, destroying property, severing social ties, and damaging ecosystems- can reduce assets in ways that have long-term impacts on livelihoods and human development.

UNDP follows the UN's three-track approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) to ensure livelihoods and resilience programme integration across the short, medium, and long term, in a contiguuum and not continuum or phased approach. The temporal dimension of integration receives particular attention because of the importance, in crisis and post-crisis settings, of short-term interventions, combined with the importance of ensuring that those interventions support inclusive growth and sustainable development over the long term. Track A programming focuses on livelihoods stabilization; Track B focuses on medium- to long-term local economic recovery and integration/reintegration; and Track C addresses jobs and livelihoods with a long-term view to inclusive economic growth. All three tracks are represented through all phases of recovery, but their intensity peaks at different times in the post-crisis period.



Given the urgency of responding to the affected people's immediate needs in the Governorate of Raqqa, this project will focus on track A with interventions to help stabilize livelihoods through creating short-term emergency employment opportunities

### **C. Objective**

This project aims to provide emergency recovery and resilience assistance that bridges humanitarian relief with an early recovery approach in the Governorate of Raqqa. Providing emergency employment opportunities to affected and vulnerable populations, including the reintegration of IDPs returning, is a contribution to stabilizing communities, preventing radicalization, avoiding going back to violence, and reducing the driving factors for displacement, and promoting sustainable returns of the affected displaced persons. As such, this programme is part of a broader initiative of support to longer-term stabilization

The project will thus provide quick delivery of support for the urgent rehabilitation of basic and social services and infrastructure and the rapid creation of short-term livelihood opportunities by implementing three main types of assistance:

- Output 1: Removal and management of debris and accumulated solid waste through a labour intensive scheme
- Output 2: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme
- Output 3: Rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods

The project will benefit approximately 11,165 people directly, and 120,000 people indirectly. The project will be implemented directly by UNDP, working closely with partners where there is feasibility and effectiveness and in coordination with local authorities.

### **D. UNDP's approach**

**Area based approach:** Adapting to the highly diverse situations in affected communities, UNDP has since the onset of the crisis resorted to an area-based response approach with different implementation modalities and with different types of local and international partners. Leveraging on the solid achievements attained, UNDP will implement the actions under this project through an area-based approach, conducive to the inclusion of all concerned actors in the targeted areas, from the inception and planning phases, throughout implementation and monitoring.

A comprehensive livelihoods damage assessment methodology developed by UNDP in 2014 is used to identify priorities and needs in affected communities taking into consideration severity, magnitude and extent of damage in each targeted location. The stakeholders mapping and analysis, which is an integral part, is crucial to better understand the socio-economic dynamics in the target governorate and ensure the inclusiveness of all concerned in the local response plan. The response plans are then translated into area-based interventions by field teams in participation with local stakeholders including NGOs, faith-based organizations and local technical directorates.

This approach ensures that interventions are demand driven and locally owned as they are defined by local communities in affected areas. This also helps to cater for the highly diverse situations in targeted communities to identify and respond to the specific needs emerging in each location. This approach also supports local markets and economy, advocates for local production and local employment schemes and engages with local actors and stakeholders in communities for planning, implementation and monitoring. Progress is monitored against pre-agreed targets and indicators and recorded in an Information Management System (IMS).

**Geographic targeting:** UNDP plans to target the affected populations in their geographical locations in the Governorate of Raqqa as per the following criteria:

- Impact of the armed conflict (high number of IDPs, deteriorated basic social services, and high poverty and unemployment, etc.)
- Areas with potential for labour absorption/creation especially in production centres (quick assessment of economic actors may prove essential)
- Presence of NGOs and other partners to support implementation
- Areas which are relatively stable and accessible.



**Beneficiary targeting:** UNDP equally target all directly and indirectly affected populations. However, the project will particularly strive to target people with the most acute needs for support. To this end, the below prioritized criteria will be used to identify beneficiaries:

- Internally displaced people and their hosting communities
- People with disrupted livelihoods (housing, source of income, assets, etc.)
- Women-headed households (families who lost their primary income earner)
- People with special needs, including persons with disabilities
- Young people

**Conflict analysis and do no harm:** Programme-oriented conflict analysis will inform and strengthen the conflict sensitivity of the project, carefully avoiding creating and/or reinforcing causes of conflict and ensuring continuous monitoring of the impact of the project. The project ensures the application of the do-no-harm principles.

**Promoting gender equality and women's empowerment:** Reflecting the pivotal significance of gender equality and women's empowerment, and taking into account the impact of the crisis on gender dynamics, this project ensures the mainstreaming of gender equality and women's empowerment. It promotes women's participation in the activities.

**Operational safety:** Explosive hazard demarcation and removal is identified as the key condition for the humanitarian response to take place. In consultation with the civil-military coordination structures, particular attention will be paid to possible threats posed by mines and unexploded ordnance to ensure the safety of implementation of project activities including for the local community participants.

## **E. Outputs**

### **Output 1: Removal and management of debris and accumulated solid waste 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 implement 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.

Adopting a labour-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. Field engineers will provide technical assistance, follow up and daily monitoring of work.

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.

Through the activities, 65,000 tons of solid waste and debris will be removed. 1,330 job opportunities will be created. Furthermore, tools and materials will be provided to undertake the work.

### **Output 2: 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. Access to basic and social services is significantly deteriorated. Electricity supply remains erratic. Access to clean water is limited. Medical facilities are out of reach for many affected people in Raqqa.



Through this project, UNDP will rehabilitate vital social services such as hospitals and health centers, and provide them with renewable energy equipment. Solar systems will enable surgical rooms and critical equipment of hospitals and health centers such as vaccine refrigerator and radiology equipment to operate and provide critical services to the affected Syrians. The project will also prioritise the rehabilitation of basic infrastructure such as water, sewage, and electricity networks.

The project will adopt a labour-intensive scheme targeting the most vulnerable groups including youth, IDPs, female-heading households, and people with disability to help create emergency income generation opportunities.

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

### **Output 3: Rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods**

The pre-crisis livelihoods strategy of people in Raqqa was characterised as non-industrial, people were relying more on Aleppo in purchasing their basic merchandise, and the main existing businesses in Raqqa governorate which are mainly located in Raqqa city, are more related to activities like small workshop, restaurants, trade and groceries, etc. In rural areas, there were two types of livelihoods: i) Irrigated area by Euphrates and Al-Asad Lake and the three irrigation channels, where the major economic activities in these areas are related to agriculture and agricultural production, with main focus on crops like cotton, wheat, barley, yellow maize and sugar beet. In addition to partial activities related to raising livestock; and ii) Dried areas and steppe, which are not suitable for rain-fed cropping, and livestock production, principally sheep and goats, is the dominant enterprise, and people derive their major income from selling dairy products, meat and wool.

During the intensive conflict, it is widely said that many people in Raqqa governorate who lost their jobs have been making a living by refining crude oil to extract fuel for sale. By 2014, it is estimated that the agricultural production has decreased by 40% comparing to the same period in 2012. Farmers are suffering from a difficulty in marketing their products. Access to irrigation is another problem for farmers who depend on pumped water from the Euphrates River, of which equipment have been damaged, and without or decreased access to fuel and electricity. The other challenging issue is to meet the cost of seed and fertilizer, which was under government subsidies and have been cut off.

The livestock sector played a significant role in Raqqa economy, and most livestock husbandry is carried out on smallholdings and is the activity most preferred by small-scale producers, landless farmers and rural women. Sheep are the most important animal species in the governorate (1.8 million) followed by goat (21,8609) then cattle with (20,519 cows) in 2010. During the crises, the number has decreased sharply--many farmers have left their home lands because of insecurity and intense fighting; lost their flocks and livestock, and absence of veterinary services etc.

In this context, this output aims at rapidly stabilising livelihoods of people through rehabilitation and/or establishment of construction workshops to kick-start reconstruction of buildings and houses; restoration of agricultural livelihoods in rural areas through provision of key assets including rudimentary tools, seeds etc. as well as livestock-based livelihoods through provision of sheep/goats and equipment for producing bi-products.

#### **F. Visibility and outreach**

In accordance with the "UNDP Partnership Fund: Policies and Procedures", UNDP Regional Bureau for Arab States' Japan Visibility Action Plan, the utmost effort will be made to publicize the partnership with Japan for this project, taking into consideration the sensitive political situation in Syria. UNDP 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 and work wear that the beneficiaries wear during activity implementation.

- 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 such as Facebook and Twitter, disseminating information on the activities supported by Japan. UNDP will ensure to mention 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.
- Making sure to mention on Japan's contribution when UNDP deliver speeches in the ceremonial/public events
- Making arrangements to maximize media coverage on the events related to Japan's assistance

UNDP Syria currently has three Japanese-national staff members (Akiko Suzaki, Deputy Country Director; Minako Manome, Livelihood and Economic Recovery Specialist; and Risa Fujimura, Programme Specialist). They will be involved in the management and implementation of the project.

### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:**

**Humanitarian Response Plan Syria 2017**

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

**UNDP Syria Country Programme Document**

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 6.** Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

**Project title and Atlas Project Number:**

Urgent Support to the People of Raqqa: Rehabilitation of Basic and Social Services and Infrastructure and Rapid Stabilisation of Livelihoods

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Removal and management of debris and accumulated solid waste through a labour intensive scheme</b></p> <p><u>Indicators:</u> # of jobs created The amount of SW removed The amount of debris removed</p> <p><u>Targets:</u> 1,330 jobs created for 4 months 25,000 m<sup>3</sup> of SW removed 40,000 m<sup>3</sup> of Debris removed</p>	<p>Activity 1.1 Removal and management of debris and solid waste</p>	<p>UNDP</p>	<p>USD 1, 670,644</p> <ul style="list-style-type: none"> <li>Contractual services (cash for work - \$150 x 4 months x appx. 1,330 workers for collecting debris and SW and cleaning): \$798,000</li> <li>Contractual services (removal of debris and solid waste) \$500,000</li> <li>Equipment (collection of debris and solid waste): \$102,000</li> <li>Operations and logistics (including security, staffing) \$270,644</li> </ul>



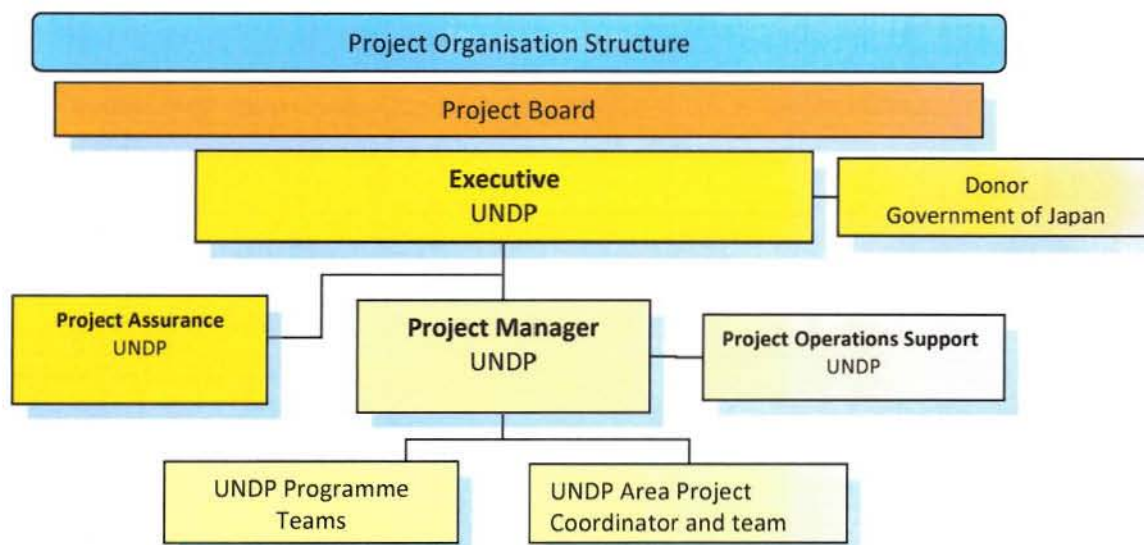
<p><b>Output 2: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme</b></p> <p><u>Indicators:</u>  # of jobs created  # of social services buildings rehabilitated  # of solar units installed  Length of basic infrastructure repaired</p> <p><u>Targets:</u>  300 jobs created for 4 months  2 social services buildings rehabilitated  200 solar units installed  18 km of basic infrastructure repaired</p>	<p>Activity 2.1 Rehabilitation of essential basic and social services and infrastructure and provision of renewable energy equipment</p>	<p>UNDP</p>	<p>USD 1,193,318</p> <ul style="list-style-type: none"> <li>• Contractual services (cash for work - \$150 x 4 months x appx. 300 workers): \$180,000</li> <li>• Contractual services (rehabilitation, provision of supplies, and provision and installation of renewable energy equipment): \$800,000</li> <li>• Equipment: \$20,000</li> <li>• Operations and logistics (including security, staffing) \$193,318</li> </ul>
<p><b>Output 3: Rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods</b></p> <p><u>Indicators:</u>  # of market assessment  # of construction workshop  # of farmers supported by agricultural productive asset provision  # of livestock herders supported by productive asset provision  # of farmers and livestock herders supported by sustainable management of livestock and water</p> <p><u>Targets:</u>  1 market assessment  2 construction workshops  400 farmers supported by agricultural productive asset provision  200 livestock herders supported by productive asset provision  600 farmers and livestock herders supported by sustainable management of livestock and water</p>	<p>Activity 3.1 Conduct a rapid market assessment</p> <p>Activity 3.2 Establish or rehabilitate construction workshops in optimal locations to support reconstruction of buildings, and start production of construction materials</p> <p>Activity 3.3 Provide agricultural productive assets including rudimentary tools, irrigation equipment, seeds etc to identified 400 vulnerable farmers</p> <p>Activity 3.4: Provide livestock related assets including sheep/goats and assets for producing dairy products to 200 vulnerable livestock herders</p> <p>Activity 3.5: Support livestock and water management</p>	<p>UNDP</p>	<p>USD 839,742</p> <ul style="list-style-type: none"> <li>• Contractual services (assessment): \$13,704</li> <li>• Contractual services (construction workshop): \$240,000</li> <li>• Grants/contractual services (agricultural assets provision and management): \$225,000</li> <li>• Contractual services (livestock asset provision and management): \$225,000</li> <li>• Operations and logistics (including security, staffing) \$136,038</li> </ul>

#### IV. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding Source	Amount (USD)
Output 1: Removal and management of debris and accumulated solid waste through a labour intensive scheme	1.1 Removal and management of debris and solid waste	UNDP	Japan	1,670,644
Output 2: Urgent rehabilitation of essential basic and social services and infrastructure through a labour intensive scheme	2.1 Rehabilitation of essential basic and social services and infrastructure and provision of renewable energy equipment	UNDP	Japan	1,193,318
Output 3: Rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods Rapid stabilisation of livelihoods through restoration of construction workshop, agricultural and livestock-based livelihoods	3.1 Conduct a rapid market assessment	UNDP	Japan	839,742
	3.2 Establish or rehabilitate construction workshops in optimal locations to support reconstruction of buildings, and start production of construction materials			
	3.3 Provide agricultural productive assets including rudimentary tools, irrigation equipment, seeds etc to identified 400 vulnerable farmers			
	3.4 Provide livestock related assets including sheep/goats and assets for producing dairy products to 200 vulnerable livestock herders			
	3.5 Support livestock and water management			
General management Support (8%)				296,296
TOTAL				4,000,000

## V. MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP. Management arrangements are illustrated below and consist of the following key components:



- **Project board** chaired by UNDP with membership of the local authorities, a representative of NGOs/ think tank, and selected UN agency(ies) as applicable. The Project Board is the group responsible for making on consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.
- **The project assurance** is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer typically holds the Project Assurance role for the UNDP Board. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.
- **Project Management:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. 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.
- UNDP Syria currently has 105 staff (9 international) and is supported by the service of 18 third party contract holders. Our field teams in Trartous, Lattakia, Hassakeh, Hama, Homs, Deir Ezzor, Aleppo, Rural Damascus, and Damascus, comprised of 31 personnel. The project implementation will be organized by UNDP Damascus and the field office in Qamishli. A sub-area coordination and project implementation function may be established in Ras al-Ein (Hassakeh Governorate) which is close proximity to Raqqa City.
- All procurement of goods and services and recruitment of project personnel shall be carried out in accordance with UNDP rules and regulations.



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## VI. MONITORING FRAMEWORK AND EVALUATION

A monitoring plan will be developed at the onset of the project. Monitoring of the various project activities and interventions shall be carried out through various monitoring mechanisms. The project will encourage participatory monitoring and evaluation, to ensure the highest transparency and accountability possible.

**Quarterly progress reporting:** A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

**Issue Log:** An issue log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

**Risk Log:** Based on the risks log (identified at the initial stage of project), the risk log shall be activated in UNDPs project management system and will be regularly updated by reviewing the external environment and internal factors that may affect the project implementation.

**Field visits and quarterly reports:** The Project Manager will prepare regular progress reports for the Project Management Board (PMB), accompanied by financial reports. The progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the PMB for making decisions and introducing corrective actions.

**Review Meetings:** The Project Manager will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. The manager will prepare a brief action-oriented report on the review meeting, in coordination with the programme officer, and send it to participants in the meetings for their approval or comments.

**Annual Work-Plan and Budget:** The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The project manager is tasked with the responsibility of implementing the project in accordance with these documents.

**Monitoring visits by UNDP:** The project will be subject to monitoring visits undertaken by UNDP staff and/or an external monitoring agent who will be sub- contracted.

**Lessons Learnt:** A project lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, as well as to facilitate the preparation of the lessons-learned Report at the end of the project.

**Review:** Project performance will be reviewed upon completion of the project. The findings will be incorporated in the APR.

**Evaluation and Audit:** The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

**Final report:** The Final Report will be produced upon completion of the project to provide final analysis, findings, lessons learned and recommendations. UNDP will submit the report to the Japanese Embassy in Syria within 3 months after the end of the fund period. The final report will summarize the results achieved by the project. A final Financial Report will be submitted within 12 months after the project end date to the Embassy of Japan in Syria.

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## VII. 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 Syrian Arab Republic and UNDP, signed on 12 March 1981.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VIII. ANNEXES

### RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Unstable and/or unpredictable security situation within the target areas which prevents or limits the access of project staff to planned project sites, target communities and other project related locations.		Security Operational	P = 3 I = 4	<ul style="list-style-type: none"> <li>▪ Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision</li> <li>▪ Ensure adequate support to UNDP field teams to facilitate remote management</li> <li>▪ Continuous monitoring of the security situation and revision of work plan at regular stages.</li> <li>▪ In the case of serious worsening of the local context, activities will be contained to safer areas / issues.</li> <li>▪ Monitoring communicated to the donor for preparedness</li> <li>▪ Adjust the programme to focus on means that are more likely to diffuse tensions</li> <li>▪ Focus on short-term aspects of the programme, depending on the situation</li> <li>▪ Expand rapid responses and conflict mitigation mechanisms</li> <li>▪ Scale down of project activities</li> </ul>	UNDP			
2	Limited capacities of local implementing institutions		Operational Organizational	P = 4 I = 3	<ul style="list-style-type: none"> <li>▪ Provide NGOs/CBOs capacity development to ensure appropriate project and financial management, transparent implementation, monitoring and reporting</li> <li>▪ Depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector.</li> <li>▪ Web based information management and reporting system to monitor the progress online</li> </ul>	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
3	Lack of clarity on division of responsibilities as well as different agenda amongst stakeholders.		Operational Organizational Political	P = 4 I = 3	<ul style="list-style-type: none"> <li>Follow a participatory consultative approach to assist NGOs/CBOs in reaching a consensus and agreement on division of labour</li> <li>Engage a wide range of local project partners and stakeholders to facilitate and enable the implementation and ensure the ownership by the communities/target groups</li> </ul>	UNDP			
4	Approval process taking longer, causing delay by local authorities in the implementation		Operational	P = 4 I = 4	<ul style="list-style-type: none"> <li>Consult with local authorities early on to expertize the approval process</li> <li>Consultations with local authorities and preparation of the implementation in parallel to minimize the delay.</li> </ul>	UNDP			
5	Biased, non-participatory selection criteria of beneficiaries and interventions		Strategic	P = 4 I = 4	<ul style="list-style-type: none"> <li>Develop and facilitate consensus on the project selection criteria for equitable and inclusive resource distribution</li> <li>Adopt participatory consultation mechanisms for the identification and design of projects targeting women and youth</li> <li>Continuous context monitoring to ensure no harm approach and implementation of results</li> </ul>	UNDP			
6	Delay in partnerships agreement with UN agencies and NGOs/CBOs		Operational	P = 4 I = 5	<ul style="list-style-type: none"> <li>UNDP senior management and partners to advocate with MoFA</li> <li>Maintain UNDP current partnership agreements approved by MoFA</li> <li>Launch clearance process well in advance of planned activities where possible.</li> </ul>	UNDP			
7	Equal access to all affected populations		Political Strategic	P = 4 I = 4	<ul style="list-style-type: none"> <li>Diversification of national and local partners and target beneficiaries</li> <li>Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders</li> <li>Continuous consultation with concerned national and local concerned stakeholders</li> </ul>	UNDP			



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
8	Recruitment of highly qualified staff National (brain drain/migration) International (security)		Operational Strategic	P = 3 I = 4	<ul style="list-style-type: none"> <li>Application of fast-track procedures.</li> <li>Pre-identifying and encouraging potentially suitable candidates to apply for vacancies.</li> <li>Look into project pools of consultants who are available and interested.</li> </ul>	UNDP			
9	Fluctuation of exchange rates (Change in exchange rate affects the amount of payment in USD if the contract is made in a currency other than USD)		Operational	P=4 I=3	<ul style="list-style-type: none"> <li>Contract in USD for any major procurement cases</li> </ul>	UNDP			
10	Downturn and worsening of economic conditions, and inflation rates.		Financial	P = 4 I = 3	<ul style="list-style-type: none"> <li>Proper planning and execution, transparent budget monitoring mechanism, analysis of spending trends and early adjustment</li> <li>Downscale activities in case of serious shortfall of financial resources</li> </ul>	UNDP			
11	Decisions on intervention types and locations do not take into consideration environmental issues		Environmental	P = 3 I = 3	<ul style="list-style-type: none"> <li>Include environmental selection criteria</li> <li>Establish standard operating procedures</li> <li>Mainstream awareness raising on environment as part of interventions</li> <li>Constant monitoring</li> </ul>	UNDP			
12	Difficulty in integrating community projects into wider sector planning for future maintenance and development		Organizational Managerial	P = 3 I = 3	<ul style="list-style-type: none"> <li>Involve concerned local community members as early as possible to foster ownership and synergies</li> </ul>	UNDP			
13	Negative perception of segments of the public regarding project due to limited information of the programme activities and un-managed expectation		Organizational	P = 2 I = 2	<ul style="list-style-type: none"> <li>Stronger focus on communicating results and working with communities</li> <li>In critical locations UNDP focuses on rapid delivery of highly visible support to communities</li> <li>Communication strategy (Ensuring information on the action objective and eligibility clear to all stakeholders from the onset in orientation meetings and media campaigns.)</li> </ul>	UNDP			