

**EUROPEAN UNION
DELEGATION AGREEMENT**

ENI/2014/351-068
(the "Agreement")

The European Union, represented by the EU Delegation to the Syrian Arab Republic, (the 'Contracting Authority') of the one part, and

United Nations Development Programme (UNDP)
International Organisation
with its Head office at One UN Plaza, New York, NY 10017, USA;
Legal Entity Number: 6000055554

hereinafter the 'Organisation

of the other part, (individually a "party" and collectively the "Parties") have agreed as follows:

SPECIAL CONDITIONS

Article 1 - Purpose

- 1.1 This Agreement defines the activities entrusted to the Organisation for the implementation of the Action "**Scaling-up of emergency restoration and stabilization of livelihoods of affected Syrian populations**" as described in Annex I (the "Action") consisting in Budget Implementation Tasks and may also include other tasks clearly identified. This Agreement lays down the rules for implementation, for the payment of the EU contribution, and defines the relations between the Organisation and the Contracting Authority.
- 1.2 This Agreement consists of these special conditions (the "Special Conditions") and their annexes.
- 1.3
 - a) In the performance of the activities, the Organisation applies its own internal control and accounting systems as well as the rules and procedures for an independent external audit which have been positively assessed in the ex-ante pillars assessment. In case the pillar assessment raised some reservations the Organisation shall comply with the ad hoc measures stated in Article 7.
 - b) The Organisation shall apply its own rules for grant award procedure, as assessed in the ex-ante pillars assessment and its own procurement procedures, as assessed in the ex-ante pillars assessment.
 - c) The Organisation shall perform the activities to be implemented under the Agreement in accordance with the principles of Sound Financial Management, transparency and non-discrimination, applying its positively assessed Regulations and Rules.
 - d) The Organisation is free to use any Regulations and Rules which have not been subject to the ex-ante pillar assessment to the extent that these Regulations and Rules are not in conflict with the provisions of this Agreement.
- 1.4 The Action is a Multi-Donor Action.
- 1.5 This Agreement is subject to the provisions of the Financial and Administrative Framework agreement (FAFA).
- 1.6 The Action is an EU External Action.
- 1.7 Under this Agreement the Organisation may not delegate activities. The General Conditions on Sub-delegation shall not apply.

Article 2 - Entry into Force, Execution Period, Implementation Period and Contracting Deadline

Entry Into Force

- 2.1 The Agreement shall enter into force on the date when the last of the two Parties signs.

Execution Period

- 2.2 The Execution Period of this Agreement shall start at the entry into force of this Agreement as provided for in Article 2.1. The end of the execution period shall be the End Date referred to in Article 13.5 of Annex II.

Implementation Period

- 2.3 The Implementation Period of the Agreement (the "Implementation Period") shall commence on **1st January 2016**.
- 2.4 The Implementation Period of the Agreement as laid down in Annex I is **18 months**. Upon adequate justification either Party may request the extension of the Implementation Period in accordance with Article 11 of Annex II.

Contracting Deadline

- 2.5. Individual Procurement and Grant contracts implementing this Agreement shall be signed by the Organisation (or the Sub-delegatees) no later than 18 months from the date of entry into force of this Agreement.

Article 3 - Financing the Action

- 3.1 The total cost of the Action is estimated at **EUR 4,248,800.10**. The Contracting Authority undertakes to provide EU contribution up to a maximum of **EUR 4,050,000.00**. The final amount will be established in accordance with Articles 15 to 18 of Annex II.

3.2 Remuneration

The remuneration of the Organisation (or the Sub-delegatees) by the Contracting Authority for the implementation of the activities entrusted under this Agreement shall be **6.65%** of the final amount of accepted expenditure of the Action.

- 3.3 Interest generated on pre-financing shall not be due.

Article 4 - Narrative and Financial Reporting and Payment Arrangement

- 4.1 Payments shall be made in accordance with Article 19 of Annex II. The following amounts are applicable, all subject to the provisions of Annex II:

First pre-financing instalment:	EUR 2,332,948.28
Second pre-financing instalment:	EUR 1,490,288.79
Forecast balance:	EUR 226,762.93

Article 5 – Communication language and contacts

- 5.1 All communications to the Contracting Authority in connection with the Agreement, including reports referred to in Article 3 of Annex II, shall be in English. If requested by the Contracting Authority they shall be accompanied by a translation or a summary in English or French where the language of the Agreement is not English or French.
- 5.2 Any communication relating to the Agreement shall be in writing, shall state the number and/or title of the Action, and shall use the following addresses below.
- 5.3 Any communication relating to the Agreement, including payment requests and attached reports, and requests for changes to bank account arrangements shall be sent to:

For the Contracting Authority

For the attention of **Mr Arnaud Borchard**
Head of the Development Section
EU Delegation to the Syrian Arab Republic
European Commission
Rue de la Loi 200
J-54 05/263
1049 Brussels
Belgium

For the attention of **Ms Kairi Kasman**
Head of the Finance and Contract Section

EU Delegation to the Syrian Arab Republic
European Commission
Rue de la Loi 200
J-54 05/256
1049 Brussels
Belgium

For the Organisation:

Ms. Barbara Pesce-Monteiro
Director, UNDP Brussels Office
UNDP Brussels Office
114 Rue Montoyer
1000 Brussels, Belgium

- 5.4 Ordinary mail shall be deemed to have been received on the date on which it is officially registered at the address referred to above.
- 5.5 The contact point within the Organisation which shall have the appropriate powers to cooperate directly with the European Anti-Fraud Office (OLAF) in order to facilitate the latter's operational activities shall be: Office of Audit and Investigations, Head of Investigations Section, United Nations Development Programme, One United Nations Plaza, 4th floor New York New York, NY 10017 USA.
- 5.6 All communications to the Contracting Authority concerning the Central Exclusion Database shall be submitted by the Organisation to:

To the Contracting Authority at the address stated in Article 5.3.

Article 6 - Annexes

- 6.1 The following documents are annexed to these Special Conditions and form an integral part of the Agreement:

Annex I: Description of the Action (including the Logical Framework of the Project)

Annex II: General Conditions applicable to Delegation Agreements or PA Grant Agreements (Part III on PA Grant Agreements does not apply)

Annex III: Budget for the Action

Annex IV: Financial Identification Form

Annex V: Standard Request for Payment

Annex VI: Communication and Visibility Plan

Annex VII: Management Declaration template

- 6.2. In the event of a conflict between the present Special Conditions and any Annex thereto, the provisions of the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II (General Conditions) and those of the other Annexes, the provisions of Annex II shall take precedence.

Article 7 – Additional specific conditions applying to the Action:

- 7.1. The following shall supplement the General Conditions:

Costs of local infrastructure in the partner country (field office)

- 7.1. Where the implementation of the Action requires the setting up or the use of local infrastructure in the partner country (field office), the Organisation may declare as acceptable expenditure the capitalised and operating costs of local infrastructure if all the following conditions are fulfilled:

- a) They comply with the acceptability criteria referred to in Article 18.1 of the General Conditions;
- b) They fall within one of the following categories:

- i) costs of staff, including administrative and support staff, directly assigned to the operations of local infrastructure;
 - ii) travel and subsistence costs for staff and other persons directly assigned to the operations of local infrastructure;
 - iii) depreciation costs, rental costs or lease of equipment and assets composing local infrastructure;
 - iv) costs of maintenance and repair contracts specifically awarded for the operations of local infrastructure;
 - v) costs of consumables and supplies specifically purchased for the operations of local infrastructure;
 - vi) costs of IT and telecommunication services specifically purchased for the operations of local infrastructure;
 - vii) costs of energy and water specifically supplied for the operations of local infrastructure;
 - viii) costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of local infrastructure;
- c) The Organisation declares as acceptable expenditure only the portion of the capitalised and operating costs of local infrastructure which corresponds to the duration of the Action and
- i) the rate of actual use of local infrastructure for the purposes of the Action; or
 - ii) the rate of use of local infrastructure for the purposes of the Action, determined by the Organisation on the basis of a simplified allocation method, provided that the allocation method is:
 - compliant with the Organisation's usual accounting and management practices and applied in a consistent manner regardless of the source of funding, and
 - based on an objective, fair and reliable allocation key.

Done in Brussels in two originals in the English language, one for the Contracting Authority and one for the Organisation.

For the Organisation

PO **Ms. Barbara PESCE-MONTEIRO**
Director



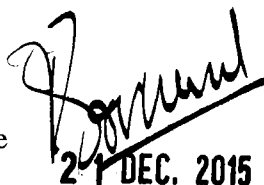
Deputy Director / Director A.S

Signature

Date 24. 12. 2015

For the Contracting Authority

Mr. Arnaud BORCHARD
Head of Development section - Delegation to the Arab Republic of Syria



Signature

Date

21 DEC. 2015

ANNEX I – DESCRIPTION OF THE ACTION

ENI/2014/351-068

Scaling-up of emergency restoration and stabilisation of livelihoods of affected Syrian populations

1. Background

After nearly five years of escalating hostilities and violence in Syria with no solution at sight, the protracted crisis has resulted in further deterioration of the socio-economic situation, massive damage to infrastructure, disruption of basic and social services and significant loss of livelihoods. In March 2015, UNDP, UNRWA and the Syrian Centre for Policy Research have produced the “Violence and Alienation: Impact of the Syria Crisis Report for 2014”, which highlighted dire conditions in almost all governorates. The report, an evidence based source of data, states that by the end of 2014 four (4) of every five (5) Syrians are living in poverty due to the crisis; almost two thirds of the population (64.7 per cent) live in extreme poverty unable to secure their basic food and non-food needs necessary for the survival of the household. 30 per cent of the population has fallen into abject poverty where they were unable to meet the basic food needs of their households with many facing hunger, malnutrition and even starvation in extreme cases. Total economic loss since the start of the conflict until the end of 2014 is estimated at USD 202.6 billion, which is equivalent to almost four times the pre-crisis GDP in 2010. Additionally, the GDP contracted by 9.9 per cent in 2014. Syria is plagued by joblessness and unemployment, as the unemployment rate surged to 57.7 per cent by the end of 2014. Some 2.96 million people lost their jobs during the conflict, and this loss of income is severely impacting the welfare of 12.22 million dependents. Over half of the population (52.8 per cent) was dislodged as people left their homes looking for safer places to live or better living conditions elsewhere. Some 6.8 million persons from this population-in-movement (58 per cent) continue to live in Syria as Internally Displaced Persons (IDPs), with many recurring displacements, resulting in the largest population displacement in history and causing further destitution of the Syrian population. Coping and support mechanisms are under increasing pressure due to limited and depleting resources of host families and local communities, over-stretched basic services and community infrastructure, competition on jobs and resources, and limited housing space. There is an increasing number of female-headed households, who would require particular attention to avoid them resorting to negative coping mechanisms.

The significant depreciation of the Syrian pound by over 400 per cent against the USD is threatening the livelihoods of a wide proportion of the Syrian population and is eroding its purchase power. The international unilateral financial and economic measures imposed on Syria have further exacerbated the situation and led to shortages in fuel and gas, and an unprecedented surge in the prices of oil derivatives by about 200%. The Syrian economy has experienced massive de-industrialisation



because of business closure and bankruptcy and capital flight, looting and destruction. Under these conditions, human development is rapidly regressing; the Human Development Index (HDI) reflects the appalling deterioration in Syria's human development track as the country dropped from the medium human development group to the low human development group during the course of the conflict with the decline of key education, health and income indicators. Thus, the HDI of Syria is estimated to have lost 32.6 per cent of its pre-conflict value, dragging the country in global ranking from 113th to 173rd out of 187 countries. This dramatic collapse in human development has been accompanied by lack of human security, and deterioration in rule of law, equity and equality. As the formal economy has imploded there has been a growth in informality, rent-seeking activities, criminal enterprise and economy of violence that will plague post-conflict recovery, economic regulation, reform, equity and development.

On another front, relief agencies working with Syrian refugees in neighboring countries have reported that the lack of security is not the only significant reason for displacement. A relatively large number of refugees have fled due to the scarcity of livelihoods opportunities, income, and access to basic services in their hometowns and villages. This is also valid for IDPs. Thus, it is crucial to support livelihoods and improve the standards of living in affected communities for both IDPs and host communities, complementing relief efforts, and eventually reducing the risk of reliance on humanitarian assistance, and enhancing eventually resilience in affected communities.

As such in response to emerging needs and in line with the Syria Humanitarian Assistance Response Plan (SHARP), UNDP has developed a large Humanitarian Livelihoods Programme that addresses the emerging needs of directly and indirectly affected population and communities while promoting for resilience and stabilisation of their livelihoods. To launch this programme, UNDP has mobilised in early 2013 its own teams and resources and launched local level livelihoods initiatives, focusing on quick impact projects that create job opportunities, provide emergency livelihoods support, restore critical community infrastructure and services, increase engagement of civil society (NGOs), Community-based organisations (CBOs), and Faith-based organisations (FBOs), and promote a resilient local economy. Given the nature of the protracted conflict, it was crucial to step-up support to livelihoods and quick income generating initiatives for IDPs and affected host communities to avoid a large segment of the society falling into further destitution. In 2013 and 2014, UNDP succeeded to improve the lives of around 3.5 million affected persons, of whom 2.4 were targeted in 2014 through the livelihoods programme. This entailed availing income generation opportunities for the restoration of basic services and community infrastructure; and supporting micro-to-small businesses through asset replacement, vocational training and start-up assistance to improve living conditions and quality of life¹. In 2015, UNDP has reinforced its resilience and livelihoods stabilisation programme as it became

¹For more information, refer to the UNDP 2014 Annual Report: 365 days of Resilience in Syria.

inevitably evident that a longer term and sustainable assistance is crucial for people to preserve their dignity and improve their dire living conditions with the increasing high poverty rates. Moreover, UNDP is providing technical support on early recovery and resilience to the Humanitarian Country Team representing agencies and NGOs operating in Syria within the framework of the Early Recovery and Livelihoods Sector Working Group. It is also supporting UN agencies through the inter-agency Programme Management Team. This is possible thanks to UNDP's leadership in the Early Recovery and Resilience arenas and its hands-on "in-Syria" experience, as well as its regional and global experience in forging partnerships and innovative solutions for more resilient communities and empowered people.

2. UNDP Strategy

A coordinated approach for better results and impact

As the crisis deepens in Syria and after nearly five years of widespread hostilities and violence, the United Nations Development Programme (UNDP), in partnership with other UN and humanitarian agencies, has promoted a resilience-based approach to its response to the increasing needs and priorities particularly reaching out to the most vulnerable and affected communities. In 2014, it became more crucial and obvious to humanitarian actors and the international community that humanitarian aid will not be solely sufficient to address the mounting needs of the affected Syrian population or to stop the loss of development gains threatening the local economy and social dynamics. In early 2015, UNDP was tasked by the UN Humanitarian Coordinator to devise, in consultation with other UN agencies and NGOs, a resilience framework for the Whole of Syria Approach in order to strengthen the humanitarian response and couple it with more sustainable actions to support the coping and recovery potentials of the population to the economic and social shocks resulting from the crisis. This technical support function assumed by UNDP is one of many others where UNDP takes the lead on the Early Recovery and Livelihoods sector in Syria and has been promoting for more sustainable interventions as a response to the crisis in Syria.

Various coordination fora among UN agencies and NGOs were established within the framework of the local humanitarian architecture²: the Humanitarian Country Team (HCT), Clusters/ Sector Working Groups and various technical task forces. The Early Recovery and Livelihoods Sector Working Group led by UNDP provides policy advice, monitors and reports on early recovery and resilience interventions implemented by the UN and INGOs and their partners under the Syria Strategic Response Plan

²There are 12 thematic sector working groups, namely: Early Recovery and Livelihoods; Education; Food Security and Agriculture; Health; Nutrition; Shelter and NFIs; WASH; Protection and Community Services (incl. GBV and Child protection); Camp Coordination and Management; Coordination and Common Services; Emergency Communications; and Logistics, in addition to the Inter-Sector Coordination Group.

(previously known as SHARP). Additional coordination mechanisms among UN agencies in specific are also in place such as the UN Country Team, the Programme Management Team (PMT) and other technical committees to promote complementarities and joint programming. At the end of 2014, the EU has called upon UNICEF, UNDP, WFP and WHO to explore complementarities among their respective proposals earmarked for EU funding in 2015 in view of optimising the use of EU resources for a bigger impact on people's lives. FAO should join at a later stage.

Accordingly, the three agencies have completed a joint planning exercise to flash out complementarity opportunities in common target areas, as much as practically feasible. This proposal is based on the premises of this joint planning exercise. However, given the fluid situation in communities that may influence agency priorities, if one agency (for whatever emergency purposes) cannot maintain its support in one area, UNDP will assess the situation according to its own programming considerations. As such, it may/ or may not necessarily derail its ongoing intervention(s) if deemed unnecessary, and will continue implementing its planned activities to adhere to the plan and commitment to the affected population.

Guiding principles for UNDP programming

It is worth noting that UNDP promotes resilience through enhancing capacities for coping, recovering, developing and preparedness for future shocks. As such, it adopts a number of guiding principles³ throughout its programming cycle; they include the following:

- 1. Coherence with UN response plans** is a pre-requisite for UNDP planning and programming. This project builds on the Syria Response Plan 2015.
- 2. Comparative advantage:** The project capitalises on UNDP's specific experience in responding to the crisis in Syria during the last three years as well as partnerships nurtured over time with local partners and stakeholders, in particular local associations, NGOs, CBOs and FBOs (mainly churches), various think tanks and the private sector. Through its previous development work in the country and its most recent experience in supporting recovery and resilience in affected communities, UNDP has gained a thorough understanding of the crisis dynamics, its impacts, the social fabric and its diversity in Syria and the spectrum of interventions needed.
- 3. Community-centered approach** engaging local communities, and ensuring the participation and representation of both affected people and hosting communities in planning processes from the identification of problems, to developing the appropriate solutions and interventions, then in the implementation, monitoring

³The guiding principles include a combination of principles identified by the Global Cluster for Early Recovery; the United Nations Development Group position paper on Resilience; as well as the fundamental criteria for breaking the cycle of crisis and fragility.

and evaluation to ascertain an adequate needs-oriented response plan. The sustainability of such interventions is more likely to be more durable as they are developed based on people's needs and priorities through bottom-up, participatory mechanisms that foster local commitment and engagement in the recovery process. Inclusive participation of all concerned stakeholders and beneficiaries is sought throughout the project, mainly through established local committees for community initiatives.

4. **National ownership** as it is crucial to secure national ownership from the onset of any recovery/ development process aiming to ensure stability and security. The focus has been so far in Syria on local level institutions (technical departments in governorates, municipalities, NGOs, CBOs, and FBOs). Indeed, participation of concerned actors and stakeholders is the backbone of a successful recovery path. Thus, the need to engage with all concerned actors for effective and sustainable solutions.
5. **National capacity utilisation and development** as it is important to develop the required capacities of local actors and institutions to take the lead on planning, implementation and monitoring of the recovery/ development process for better preparedness and resilience in communities. Replacing the government and national mechanisms during a humanitarian and/or recovery phase will weaken the national and local institutions and substitute them by other international actors, which is detrimental from a mid-to-longer term perspective. The active participation and leadership of local actors is sought to sustain the early recovery process and ensure a smooth transition towards medium and longer-term development. Thus, empowering local actors is fundamental for a successful resilience programme. The project draws on locally available capacities and strengths to implement the various initiatives in target sub-districts efficiently and effectively.
6. **Conflict prevention and risk reduction** to regain normalcy and "building better". As the UNDP Early Recovery Policy states: "A crisis can precipitate opportunities for improvements in conditions that resulted in the losses and instability in the first place. Building back better aims to promote the restoration of services, systems and institutions to a more advanced state than before the crisis through the application of improved standards and policies." UNDP promotes the engagement of local host communities in activities targeting IDPs through factoring a minimum of 30% of services and opportunities benefiting host communities. This enables both groups to get together on "day-to-day" issues and facilitate a better understanding of each other, particularly when IDPs come from different social, ethnic or religious backgrounds than the majority in host communities.
7. **Promoting gender equality** as a crosscutting issue from the initial assessment and planning stages of the recovery process. The UNDP's Eight Point Agenda for

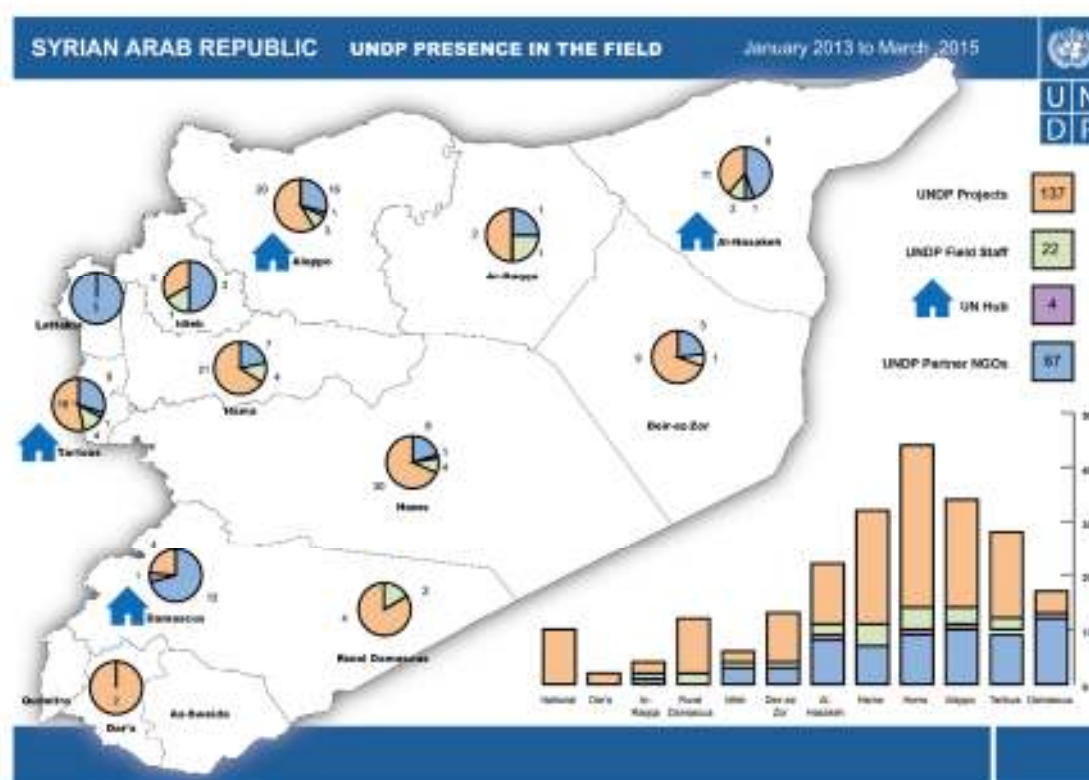
Women's Empowerment and Gender Equality in Crisis Prevention and Recovery provides a comprehensive approach to empower women and further parity. Women should constitute at least 30% of total beneficiaries, if not directly targeted through specific activities.

- 8. Transparency and accountability** through engagement and participation of all concerned stakeholders (including formal and informal institutions), in all stages of the early recovery process and programming cycle. The project also envisages a monitoring and evaluation system (see below) to ensure transparency, accountability and impartiality in targeting beneficiaries and communities. On the other hand, proper financial and programmatic tracking mechanisms are set in place to report to beneficiaries, host government, partners and donors. The 2014 Aid Transparency Index recognised UNDP as the most transparent development organisation, ranking it first out of 68 other major international agencies (UN, bilateral and multi-lateral) evaluated worldwide. UNDP has also surpassed the global International Aid Transparency standards.
- 9. Coordination and building trust:** UNDP engages both civil society organisations and local entities in dialogue and coordination mechanisms to foster utmost participation of local level stakeholders and the translation of needs and priorities into actions and durable solutions.
- 10. Integration of crosscutting issues,** particularly those related to human rights, capacity development, evidence basis, and environmental considerations.
- 11. Building on existing initiatives and networks** to avoid duplication or weakening of functioning systems and mechanisms and ensure cost effectiveness.
- 12. The DO NO HARM principle** is also applied to ensure that interventions are conflict sensitive, engaging all concerned actors, targeting minorities and disenfranchised groups, and mitigating the risks of changing community dynamics and power balance, exacerbating divisive issues or altering demographic distribution as a result of UNDP's interventions. UNDP endeavors to avoid harmful spillover on individuals, communities, the environment and the local economy.

UNDP's area-based resilience approach to programming

In order to cater to the highly diverse situations in affected communities, UNDP resorts to an area-based approach for response relying on different implementation and cooperation mechanisms. This approach supports local markets and economy, advocating for local production and local employment schemes, and engages with local actors and stakeholders in communities for planning, implementation and monitoring.

UNDP is now actively operating in twelve governorates (Aleppo, Damascus, Dara'a, Deir Ezzor, Hama, Hassakeh, Homs, Idleb, Latakia, Raqqqa, Rural Damascus, and Tartous) through UNDP field presence, service providers and/or partner NGOs. The extended network of partners and various implementation mechanisms adopted by UNDP proved critical to overcome operational and access challenges, and ensure higher flexibility and timeliness in response, and agency resilience to security and other shocks in target areas. UNDP presence in the field is illustrated in Map 1.



Map 1. UNDP Field Presence in Syria

Work is guided by regularly updated governorate profiles, including a situation analysis of different socio-economic and vital sectors in the target governorate to inform needs, priorities, local partnerships and risks. UNDP developed/ and update the governorates profiles based on secondary data review, existing studies but also direct data collection on a set of indicators reflecting the severity ranking at the sub-districts level. UNDP conducted this exercise in December 2014 in preparation of the 2015 response planning. The sub-district level identification of needs and priorities, also known as the severity ranking exercise, aims at providing a structured methodology to compare humanitarian needs, crisis impact and vulnerabilities across the early recovery and livelihoods sector in each of the 273 sub-districts of Syria. The exercise compiles data on different aspects of the crisis and triangulates different sources in a systematic manner in order to identify key issues affecting different livelihoods dimensions. As such, it relied on secondary data review, OCHA-coordinated

severity ranking undertaken by the sector working groups, the Humanitarian Needs Overview, updates of the socio-economic impacts of the crisis report, various media and stakeholders reports as well as UNDP field Staff observations and regular reports. The exercise targeted the 14 governorates with participation of over 150 key informants and stakeholders and was finalised in a consultative manner with UN agencies, INGOs and local NGOs involved in the Early Recovery sector under UNDP's leadership. The assessment comprised questions on the socio-economic, as well as basic and social infrastructure dimensions, the degree, extent and severity of the impacts of the crisis in each sub-district. The following parameters were assessed: job availability; access to market; effects on productive sectors; degree of damage of houses and basic social infrastructure; access to financial services, electricity, water, and natural resources; availability of human resources; number of people with disabilities; and the estimated number of people in need for early recovery and livelihoods activities. A severity ranking of problems and needs was then visualised on a map prioritising the sub-districts across the country. For programming purposes, UNDP also considers security and access, as well as other criteria as included below in the Targeting Section.

Based on the above, an area-based response plan is then developed and updated in close consultation with local stakeholders. This bottom up approach in identifying the needs and priorities in affected communities ensures an early engagement with concerned groups and their participation in the design and implementation of the response as well as benefiting from the rendered services. A conflict sensitivity lens is applied when devising the area-response plans, mainly to examine the dynamics between host communities and IDPs or among the IDPs themselves. This is based on the understanding of the conflict dynamics and displacement trends over the past two years, as well as local community dynamics. Updates are regularly undertaken by UNDP field and technical teams in Damascus to inform urgent actions and shift(s) in programme design.

Targeting Criteria

Geographical targeting

UNDP targets affected communities based on the severity ranking exercise described above combined with the following criteria:

- Areas affected by the crisis (high number of IDPs, deteriorated basic social services, and high/increased poverty and unemployment levels, etc.);
- Areas with potential for labor absorption/creation especially in productive sectors;
- Areas which are relatively stable and accessible (and has been accessible for a significant period of time) where medium level of damage has affected its infrastructure, basic services and livelihoods;

- Areas witnessing a certain level of return;
- Access and/or presence of UNDP personnel in the field;
- UN hubs are operational or field presence of other UN agencies with potentials for complementarities in response. For this proposal specifically, prioritised areas are where UNICEF, as well as WFP and WHO are implementing activities so that UNDP complements with livelihoods and infrastructure rehabilitation. While UNDP is aligning mainly to UNICEF, it will also implements pilots with WFP and WHO.

Beneficiary targeting

UNDP targets the most vulnerable groups, and those with the most acute need for livelihoods support. To this end, the criteria below are used:

- Internally displaced people and host communities;
- People with disrupted livelihoods (displacement and loss of shelter, loss of income and assets, etc.);
- Number and age of dependents in the household;
- Women-headed households (families who lost their primary income earner);
- Unemployed people with no other source of income or support from other agencies;
- People with special needs, including persons with disabilities;
- Beneficiary supporting one or more family member(s) with disability;
- Youth to avoid them resorting to destructive activities and using their potential in a constructive manner;
- Only one beneficiary per family is eligible allowing for more families to benefit from rendered services;

UNDP ensures that children (boys and girls) are excluded and referred to suitable child protection programmes in consultation with concerned UN agencies and NGOs.

Prioritisation of activities

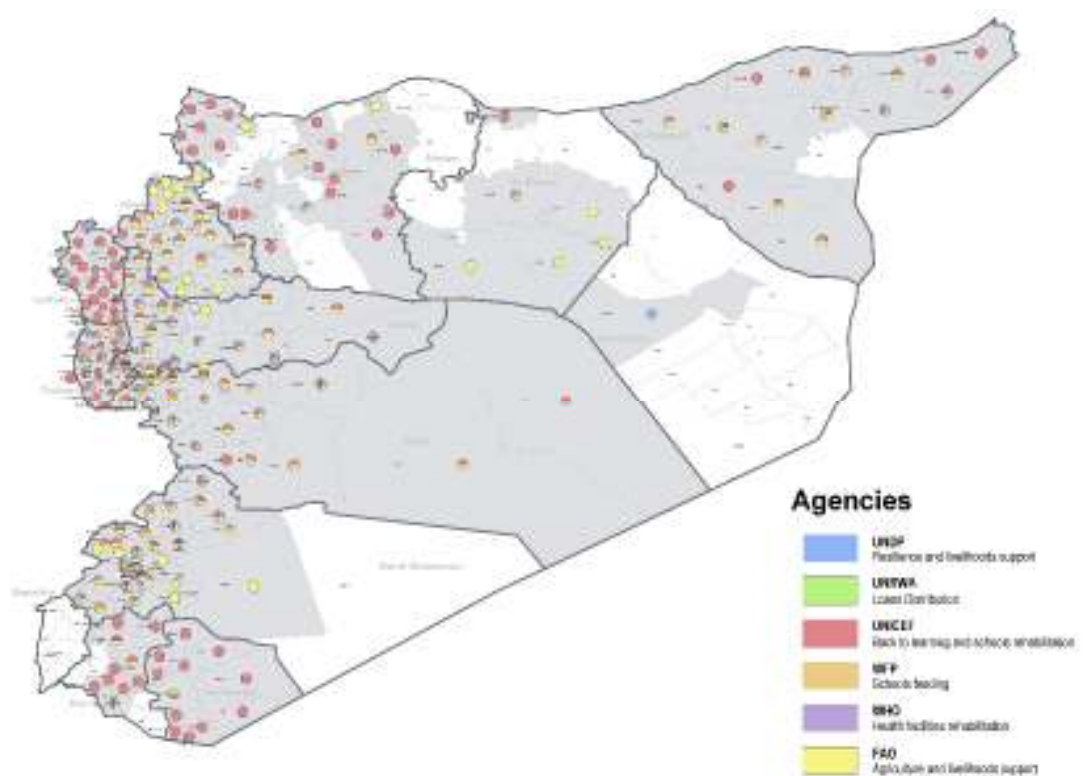
Activities are selected as per the following criteria:

- Activities are labor-intensive;
- Proposed activities are based on local rapid assessments;
- Activities are identified, prioritised, developed and implemented in an inclusive and participatory manner (engaging concerned local partners, active local committees and local stakeholders).
- Emphasis is placed on immediate and quick rehabilitation of vital small community infrastructure, including water, health and shelter while aiming at fostering employment and income generation.
- Emphasis is placed on activities that employ large number of local labor and ensure rapid skills acquisition to engage affected groups actively in rehabilitation and repair.

- Activities that prioritise local procurement and local manufacturing of tools to maximise the use of resources and re-stimulate the local market; and by default, the local economy.

3. Description of the project

The project “Scaling-up of emergency restoration and stabilisation of livelihoods of affected Syrian populations” is developed as per the area-based approach and the methodology guiding principles and selection criteria outlined above. It prioritises capacity development of target beneficiaries and civil society. Complementarities with other UN Agencies, namely UNICEF, WFP, and WHO were explored. Map 2 below shows sub-districts for potential complementary interventions among UNDP, UNICEF, WFP and WHO, with the possibility of FAO joining at a later stage.



Map 2. Sub-districts for complementary interventions

Project Objectives

The overall goal of the project is to strengthen the resilience of the Syrian people to cope with the effects of the crisis and enable those whose livelihoods were severely disrupted to recover and rebuild their lives. The project specific objectives are:

1. Ensuring a well-coordinated response that provides IDPs and their host communities with rapid employment opportunities to enhance service delivery and rehabilitate basic community infrastructure;
2. Creating and stabilising basic livelihoods in view of supporting spontaneous recovery efforts and positive coping mechanisms. Special attention will be paid to creating such opportunities for women headed household, persons with disability and youth.

Project components/ outputs

For the planning and implementation of this project, UNDP refers to the United Nations policy on “Post-Conflict Employment Creation, Income Generation and Reintegration” based on three tracks of support. It is worth noting that all three tracks may coexist in any phase of the recovery but their intensity generally peaks at different times. While all three tracks promote employment, their focus is different:

1. Track A is intended for stabilisation and relief. Interventions are of a short and temporary nature. They aim to provide peace dividends and quick income to specific vulnerable groups such as IDPs, youth, women, people with disabilities and other groups with urgent needs or running a high risk of marginalisation or abuse. These include emergency temporary jobs, such as cash-for-work and public employment services, as well as basic livelihood and start-up assistance.
2. Track B focuses on promoting employment opportunities at the local level in affected communities. Rebuilding communities provides opportunities to address root causes of conflict and facilitate longer-term reconciliation. The scope of participating economic actors is wider, and capacity and institution development become central objectives. Indeed, local committees established for each intervention bring stakeholders with diverse agendas and walks-of-life together to discuss their community needs, issues affecting their livelihoods, their relative importance, and their interactions. This process serves not only to identify livelihoods entry points but contributes also to the revitalisation of the social capital in communities (establishing/ strengthening networks, connecting and empowering, informal safety nets, NGOs and other formal associations, etc.), which is one of the pre-requisites of peacebuilding. In a number of areas, UNDP started working with umbrellas of NNGOs, agricultural/ industrial/ and fishing associations to promote livelihoods and a more sustainable form of income generation and employment.
3. Track C focuses on sustainable employment creation and decent work in line with fundamental human rights, promoting gender equality and attention for marginalised groups. It consists mainly of support to policies, institutional capacity

development at the national level and creating a framework for social dialogue and consensus building. It is important that work in this field starts immediately after the crisis, balancing the need for quick action with the importance of sustainable impact.

The design of the project was also guided by the UNDG Position Paper on a resilience-based response to the Syria crisis (2014)⁴, the UNDP Guide on Livelihoods and Economic Recovery Programming in Crisis and Post-Crisis Situations (2013)⁵, as well as other “UNDP Signature Products” on “Community Infrastructure Rehabilitation⁶”, “Debris Management⁷” and “Emergency Employment and Enterprise Development⁸” and relevant regional and international experience. Work on persons with disabilities (PWDs) is guided by the UN Partnership on the Rights of Persons with Disabilities and the comprehensive cycle for rehabilitation and socio-economic integration.

Six governorates will be targeted as per the targeting criteria outlined above, namely Aleppo, Hama, Hassakeh, Homs, Rural Damascus and Tartous. Map 3 below shows the various sub-districts where complementarities with UNICEF, WFP and WHO will be sought. Complementarities are further detailed in table 1.

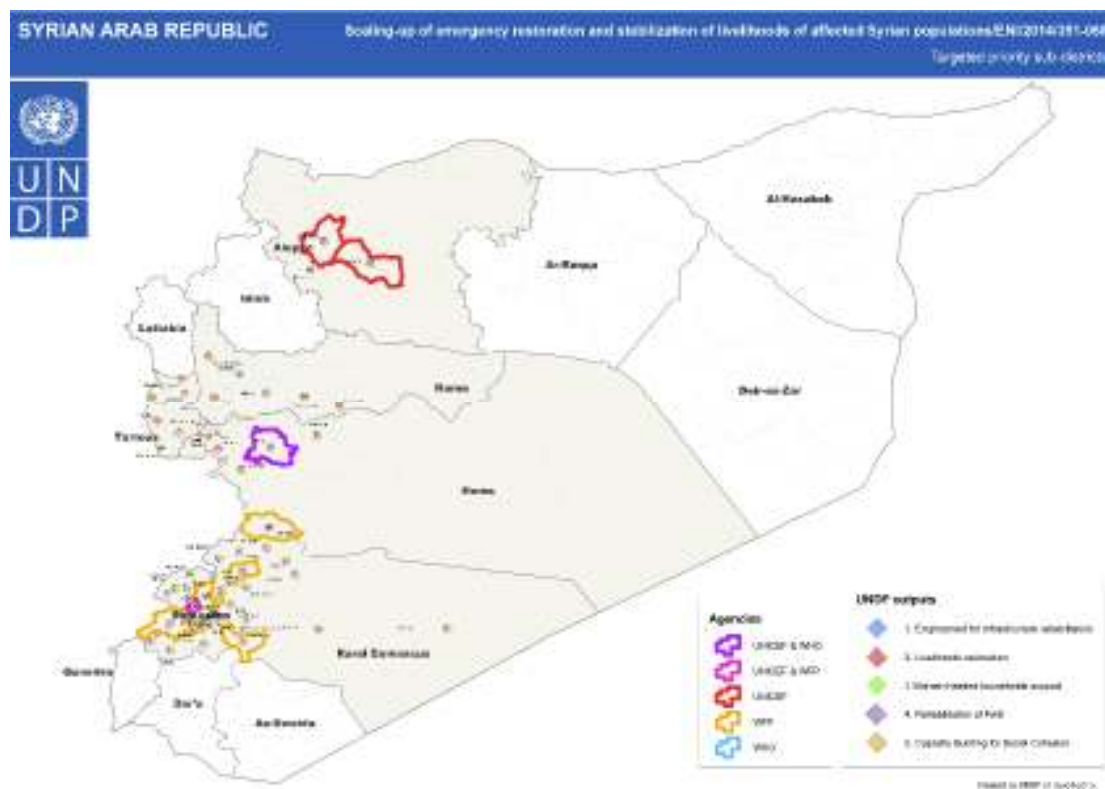
⁴[http://www.arabstates.undp.org/content/dam/rbas/doc/SyriaResponse/Amman_Donor_Meeting/Position%20Paper%20-%20Resilience-Based%20Development%20Response%20to%20Syrian%20Crisis%20\(Dec%2010\).pdf](http://www.arabstates.undp.org/content/dam/rbas/doc/SyriaResponse/Amman_Donor_Meeting/Position%20Paper%20-%20Resilience-Based%20Development%20Response%20to%20Syrian%20Crisis%20(Dec%2010).pdf)

⁵http://www.undp.org/content/dam/undp/library/crisis%20prevention/20130215_UNDP%20LER_guide.pdf

⁶<http://www.undp.org/content/dam/undp/library/crisis%20prevention/SingatureProductGuidanceNoteCommunityInfrastructureRehabilitation23012013.pdf>

⁷<http://www.undp.org/content/dam/undp/library/crisis%20prevention/SignatureProductGuidanceNoteDebrisManagement11012013v1.pdf>

⁸<http://www.undp.org/content/dam/undp/library/crisis%20prevention/SignatureProductsEmergencyEmploymentEnterpriseRecovery23012013v1.pdf>



Map 3 Various sub-districts where complementarities with UNICEF, WFP and WHO will be sought.

Table 1: Complementarities with UNICEF, WFP and WHO per sub-district and project output.

Governorate	Sub-district	Proposal	Outputs					Overlapping Agencies		
			Output 1	Output 2	Output 3	Output 4	Output 5	UNICEF	WHO	WFP
Aleppo	Jebel Saman	Upgrading of Interim Dump-site & Rehabilitation of 2 Schools	✓	✓			✓	✓		
Aleppo	Hadher		✓				✓			
Aleppo	As-Safira	Rehabilitation of 2 Schools	✓				✓	✓		
Rural Damascus	Qudsiya	Rehabilitation of 2 Schools	✓		✓	✓	✓	✓		✓
Rural Damascus	Ghizlaniyyeh			✓	✓	✓	✓			✓
Rural Damascus	Ma'loula	Basic Infrastructure	✓	✓	✓	✓	✓			✓
Rural Damascus	At Tall			✓	✓	✓	✓			✓
Rural Damascus	Deir Attiyeh			✓	✓	✓	✓			✓
Rural Damascus	Qatana			✓	✓	✓	✓			✓
Rural Damascus	Sahnaya			✓	✓	✓	✓			✓
Homs	Homs	Rehabilitation of 3 Schools & Rehabilitation of 2 Health Centers + University Hospital & Debris Management	✓	✓				✓	✓	

Governorate	Sub-district	Proposal	Outputs					Overlapping Agencies		
			Output 1	Output 2	Output 3	Output 4	Output 5	UNICEF	WHO	WFP
Homs	Shin		✓					✓		
Homs	Al Quasir			✓				✓		
Homs	Hadideh			✓				✓		
Homs	Nasra			✓				✓		
Homs	Hawash			✓				✓		
Homs	Al Makhrim	Rehabilitation of 2 Dump-Sites	✓	✓				✓		
Hama	Hama	Solid Waste Management and upgrading temporary Dump-site & Rehabilitation of 5 Schools	✓					✓		
Hama	As-Suqaylabiyah			✓				✓		
Hama	As-Salamiyeh			✓				✓		
Hama	Eastern Bari			✓				✓		
Hama	Masyaf			✓				✓		
Hama	Muhradah		✓					✓		
Tartous	Tartous			✓				✓		
Tartous	Hameidiyyeh			✓				✓		
Tartous	Banyas			✓				✓		
Tartous	Rawda			✓				✓		
Tartous	Anaza			✓				✓		
Tartous	Qadmous			✓				✓		
Tartous	Safita			✓				✓		
Tartous	Mashta Elhiu			✓				✓		

It is important to note that flexibility must be maintained in terms of scope of activities and target sub-districts. The fluid security context and escalation of violence and/or possible peace agreements/freeze plans of military actions might necessitate re-orientation of project activities. Changes will be flagged and justified, where applicable. UNDP will closely liaise with the Office of the Special Envoy Mr. De Mistura to ensure that early recovery and livelihoods activities are implemented for generating peace dividends to accompany agreed upon freeze agreement/plan. On the other hand, the fluid situation in communities may influence agency priorities, if one agency (for whatever emergency purposes) cannot maintain its support in one area, UNDP will assess the situation according to its own programming considerations. As such, it may/ or may not necessarily derail its ongoing intervention(s) if deemed unnecessary, and will continue implementing its planned activities to adhere to the plan and commitment to the affected population.

In order to achieve the above-mentioned objectives in line with UNDP strategic response, the project will consist of five main components/outputs that will be implemented over the period of 18 months.

Output 1: Emergency employment for improved service delivery and restoration and repair of basic services and social infrastructure

The armed conflict in Syria resulted in massive destruction of infrastructure, and deterioration of basic social and municipal services. Rubble is spread in former battlegrounds and frontlines; large piles of garbage are left in the streets in affected communities. Basic municipal services are difficult to maintain either because of loss of human and physical resources or due to unprecedented high surge in demand due to displacement. Moreover, unemployment is on the rise as many businesses have either closed down or have drastically cut the number of workers. Under this component, 4,000 short-term emergency employment opportunities will be provided during the project duration. Employment schemes introduced by UNDP provide monthly employment/cash-for-work opportunities for IDPs and host communities. In general, one employment scheme is created for a minimum of four months while the maximum duration could reach nine months depending on the type and nature of the activity. Emergency employment opportunities avail the chance to beneficiaries to earn income and/ or re-enter the market through micro-to-small businesses while contributing to community rehabilitation and basic services restoration efforts. UNDP ensures synergies between emergency employment and livelihoods restoration, particularly in areas relating to vocational training and provision of toolkits to equip beneficiaries with necessary skills and tools to re-enter the local market through micro-to-small businesses and crafts relating to rehabilitation of infrastructure and service delivery. Emergency employment schemes will serve three main aspects in infrastructure rehabilitation and service delivery, as follows: 1. restoring/ sustaining increasing demands for solid waste management services, 2. managing debris and rubble, and 3. quick infrastructure repairs in schools, medical and health centers and other basic infrastructure such as water and electricity. Complementarities are taken into account with UNICEF for the rehabilitation of the schools supported through the EU funded project and with WHO for the rehabilitation of health facilities.

UNDP will target Aleppo City, Sheir in Hama City, and Mukharram in Homs for solid waste collection, sorting, recycling and disposal. Given the dire situation in these governorates, stakeholders and local partners have been reporting serious health and environmental hazards due to the piled garbage in the streets. The project will give the IDPs residing in communal shelters the chance to earn income while improving their surroundings and reducing their exposure to diseases. Garbage accumulation has been a major problem around the majority of shelters and in host communities. 1,000 short-term emergency employment opportunities will be provided in this domain during the project duration. Necessary tools and equipment will be provided to workers, and awareness raising campaigns on key public hygiene, health and safety issues will be conducted.

Rubble accumulation is another problem highlighted in the old city of Homs. 600 short-term emergency employment opportunities will be provided during the course of the project in this domain, varying from four to nine months, to support rubble removal in order to facilitate access and eventual returns. Necessary tools and equipment will also be provided to workers, and awareness raising campaigns on key public safety and access issues will be conducted. Collaboration with UNICEF working on mine risk education is foreseen to ensure safe access to cleared areas.

Basic and social infrastructure repairs will be undertaken. 2,400 short-term emergency employment opportunities in this domain will be provided during the process of rehabilitation. Social Infrastructure targeted include 14 schools most of which are also supported through the UNICEF EU funded project. An assessment done with UNICEF and other concerned entities will optimise the number of common structures. UNDP will join efforts with UNICEF for a comprehensive rehabilitation of seven schools in the following areas: 2 schools in Qudsaya in Rural Damascus; 3 in Homs City and 2 in Aleppo City while UNDP will initiate the rehabilitation of another seven schools in the following areas: 5 in Hama City and 2 in Safira in Aleppo Governorate. This division of labour has been agreed with the Education Sector Working Group. For the rehabilitation of health facilities, UNDP will join efforts with WHO to carry out repairs in 3 health facilities in Homs. Basic community infrastructure (such as water, electricity and sewage networks) will also be repaired in Maaloula, and Rural Damascus. Map 2 illustrates areas of overlap for better complementarities and impact.

Implementation will be fully the responsibility of UNDP however modality may vary depending on the nature of the intervention and could be: (1) directly by UNDP field staff; (2) through provision of grants to NGOs as per standard UNDP procedures for given activities or (3) through local contractors. Affirmative procurement will be applied and special provisions for hiring local labour will be included in all contracts for civil works. Competitiveness and value for money for the provision of goods and service will be applied as per standard UNDP rules and regulations.

Output 2: Emergency support for restoration of disrupted livelihoods

One of the major outcomes of the crisis is the detrimental loss of various types of assets. The majority, if not all of the IDPs, have fled violence in their home-towns with no significant assets or belongings. It has been repeatedly reported that people have left their villages and cities with “their clothes only”. They have lost their basic household assets, emergency survival kits (blankets, mattresses, heaters, etc.), and their savings. Moreover, many lost their businesses and/or their jobs in many regions across Syria. Host families have depleted their resources as they were over-burdened with additional costs and responsibilities.

Under this component, UNDP will provide direct support to revive micro-to-small businesses in Aleppo, Hama, Hassakeh, Homs, Rural Damascus and Tartous through the provision of productive assets, and start-up kits (such as tools, equipment, farming

inputs, etc.) in addition to vocational training. The selected governorates are suffering the crisis effects, and are hosting a large number of IDPs; thus, it is crucial to deliver adequate support to the most affected and avail income generation opportunities. These areas will be targeted by UNDP and the other agencies and as such would require creating a more conducive livelihoods environment and a richer base of physical assets to operationalise and facilitate the implementation of infrastructure rehabilitation activities. For example, in areas where UNICEF is rehabilitating schools, UNDP will provide carpentry toolkits for workers to enable them gain a job opportunity while also contributing to the re-furbishing of schools. Creating remunerated activities may also avoid children going to work, allowing them to return to school.

Interventions detailed below are prioritised according to the targeting criteria listed above through a consultative process conducted with local committees established within the framework of the area based participatory approach. The selection of target beneficiaries will be done by the same committees, facilitated by UNDP field teams. The total number of 1,500 families will benefit from business revival assistance to re-enter emerging markets and/ or sustain activities in affected communities. 1,000 families will be prioritised over the first year, while the remaining 500 will be targeted during the second year. The envisaged business revival support consists of the provision and distribution of productive assets such as farming input, and toolkits purchased through local procurement schemes to sustain local businesses and consequently avail more jobs locally (local economy cycle). This livelihoods assistance will provide a sustainable source of income for the beneficiaries' families. As such business revival assistance will avail:

- 800 farming inputs in Hama (100 in Masyaf, 100 in Sqailbiyeh, 50 in Salamiyeh); Hassaka (50 in Hassaka, 75 in Qamishli, 50 in Qahtaniyeh, 50 in Tal Tamer, 75 in Malkiyeh) , and Tartous (100 in Banyas, 100 in Safita, 50 in Mashta el Helou).
- 600 toolkits including but not limited to mobile and computer maintenance kits, plumbing kits, carpentry kits, blacksmith kits, electrical maintenance kits, mechanical maintenance kits to be distributed as follows:
 - 100 toolkits in Aleppo City;
 - 80 in Hama city, Masyaf, Salamiyeh;
 - 50 in Hassakah and Qamishli;
 - 190 toolkits in Homs city, Kafaraya, and Mukharram;
 - 130 toolkits in Rural Damascus (Al Tal, Maloula, Sahnaya);
 - 50 in Tartous and Banyas.
- Vocational training, on-the-job training and provision of startup kits for 100 trainees, as follows:

- 40 persons will receive vocational training and/or on-the-job training on carpentry, blacksmith, and electrical maintenance in Homs City utilising already established vocational workshops with Al Insha'at NGO.
- 30 persons will receive vocational training and/or on-the-job training in established facilities in Hama, 15 on food processing in Hama city hosted at Beit Al Mouneh workshops⁹, and 15 in Masayaf city hosted at local maintenance workshops.
- 30 persons will receive vocational training in Rural Damascus on maintenance of home appliances in Jaramana town.

The vocational training will be conducted during the first year of the project in UNDP's supported and established vocational workshops in target areas relying on the accumulated knowledge and experience over the past two years. This will ensure efficiency in utilising funds and achieving results. Selection of beneficiaries will be done as mentioned above through local committees and according to already existing and pre-defined criteria that take into consideration the above-mentioned elements in addition to age group, minimum education requirements and results of prior assessment when available. The vocational training and the toolkits will enable beneficiaries generate a sustainable income to support their families.

In direct support of the capacity of beneficiary organization, implementation of the above-mentioned activities will be done by Field Teams with support from thematic Technical Officers (Early Recovery and Resilience Specialist, Socio-economic, SMEs and Gender). Their detailed TOR are included in section 5 on the Management of the Action. Under this output, they will specifically assist in:

- Building the capacity of the partner to developing/adjusting detailed implementation plans ensuring that they are in line with global and corporate standards on early recovery, resilience, and gender mainstreaming as well as technical requirements for SMEs/ business development;
- Work with beneficiaries to better assess socio-economic change in context in target area(s), develop and adjust activities as needed ensuring technical viability;
- Through engagement with the stakeholders and beneficiaries in the field, support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance to their field of expertise;

⁹ These are a series of food processing and preservation workshops established by UNDP in various governorates. They came as a response to the disruption of internal trade and markets, lack of electricity and refrigeration facilities, and the need for extending the shelf life of local crops and ensuring availability for local consumption throughout the year. This is the Arabic name for "pantry" in villages.

- In support of the field teams, engage with beneficiaries to regularly review implementation risks and agree with the relevant field team on remedial actions;
- Facilitate access of local partners to local, regional and international networks;
- Provide technical and advisory assistance in their area of expertise (early recovery, livelihoods, small business, gender) to local actors.

Procurement of goods (equipment and productive assets) and services (vocational and on-the-job training) will follow UNDP standard procedures. In addition, 12 grants will be allocated as per UNDP rules and regulations to develop the capacity of NGOs and other CBOs through the implementation of specific livelihood and/or vocational training activities in communities.

Output 3: Emergency support to women headed households

As part of its approach to protect vulnerable groups, UNDP prioritises women's economic empowerment particularly in times of crisis. As such, programmatic emphasis will be put on developing income-generating activities for women heading households to enable them to support their families. This component will target beneficiaries in Aleppo, Hassakeh, Hama, Homs, Rural Damascus, and Tartous. These areas are targeted by the other UN agencies, thus ensuring complementarity. UNDP will promote the procurement of food and non-food items produced by UNDP projects among other UN agencies such as UNICEF and WFP through connecting agencies with UNDP supported workshops. As such, the output from UNDP implemented projects would become input for other agencies. This approach would support marketing of goods and/ or services (rehabilitation artisans for ex.), making them also available locally for use by other agencies (overcome transport and access constraints). For example, UNICEF is currently procuring non-food items (clothing) from the UNDP supported sewing workshop in Qamishli. UNDP will work also with WFP on developing a food processing project in Rural Damascus. Discussions are ongoing to pilot this project and ensure ultimate benefit for the affected population located in this highly affected area.

Interventions detailed below are prioritised according to the targeting criteria listed above through a consultative process conducted with local committees established within the framework of the area based participatory approach. The selection of target beneficiaries will be done by the same committees, facilitated by UNDP field teams.

The support will include the generation of job opportunities for 2,800 women in affected communities and/or shelters: 1,500 women will be employed in sewing and food processing projects and 1,300 women will receive productive kits in order to enable them to (re)start their own business and generate income. The kits will be carefully selected and will take into consideration cultural aspects according to target

areas, i.e. allowing women to work from home, as applicable. 1,800 will be prioritised in year one of the action and 1000 will be targeted in the second year. The distribution of activities per sub-district is as following:

- 1,500 women will benefit from jobs opportunities: 50 women in Aleppo City; 250 in Hama (150 in Hama City, 60 in Masyaf City, 40 in Salamiyeh); 450 in Hassakeh (250 in Qamishli City, 200 in Hassakeh City); 250 in Homs (150 in Homs City, 50 in Qattineh, 25 in Kafaraya, 25 in Al Mukharram); 200 in Tartous (125 in Tartous City, 50 in Banyas, 25 in Safita); and 300 in Rural Damascus (100 in Sednaya, 100 In Jaramana, 50 in Al Tal, 50 in Jdaidet Artouz).
- 1,300 women will be equipped with productive toolkits and raw material: 300 in Hama (125 in Hama , 100 in Masyaf, 75 in Salamiyeh); 300 in Hassakeh (150 in Hassakeh City, 150 in Qamishli); 300 in Homs (150 in Homs City, 50 in Mukharam, 50 in Qattineh); 250 in Rural Damascus (100 in Jaramana, 50 in Maloula, 50 in Al Tal , 50 in Qudsaya); and 150 in Tartous (75 in Tartous City, 50 in Banyas, 25 in Safita).

Implementation of the above-mentioned activities will be done by Field Teams with support from thematic Technical Officers (Early Recovery and Resilience Specialist, Socio-economic, SMEs and Gender). Their detailed TOR are included in section 5 on the Management of the Action. Under this output, they will specifically assist in:

- Working with partner organization to developing/adjusting detailed implementation plans ensuring that they are in line with global and corporate standards on early recovery, resilience, as well as technical requirements for SMEs/ business development;
- Advise and support beneficiaries to ensure that all the activities proposed under this output contribute specifically to the resilience of women and their households (Gender Officer).
- Engage with stakeholders to assess socio-economic change in context in target area(s), develop and adjust activities as needed ensuring technical viability;
- Through field exposure and direct support of beneficiaries, support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance to their field of expertise;
- In support of the field teams, engage with beneficiaries to regularly review implementation risks and agree with the relevant field team on remedial actions;
- Facilitate access of local partners to local, regional and international networks;
- Provide technical assistance in their area of expertise to local actors.

Procurement of goods (equipment and productive assets) and services (vocational training) will follow UNDP standard procedures.

Output 4: Emergency support and rehabilitation for persons with disabilities

The UN Committee on the Rights of Persons with Disabilities (CRPD) confirms that “the conflict in Syria is resulting in persons with disabilities facing gross violations of their rights on a daily basis and they need to be afforded much greater protection”. Reports from surveys conducted by Handicap International in refugee camps in Lebanon and Jordan showed that 22% of the surveyed refugees have been impaired, while various sources inside Syria confirm that there are over 80,000 cases of physical disabilities registered with public institutions by November 2014. In addition to many other complexities faced by persons with disabilities, studies estimate that Syria currently has over 19,000 wheelchair dependents and significant numbers of other disability aids needs.

Besides fulfilling international and ethical commitments, supporting persons with disabilities is a strategic action that alleviates social, health and economic burdens of crisis affected communities and avails protection and a decent life to one of the most vulnerable and marginalised groups during crises.

While WHO will lead the medical aspects relating to disabilities as per the national division of labour, UNDP will focus on rehabilitation and socio-economic reintegration of PWDs. In line with the UN Partnership on the Rights of Persons with Disabilities (UNPRPD), UNDP will give due attention to people with disabilities and other special needs, who often become more marginalised and vulnerable during crises, and will avail necessary resources for them to become independent and productive members of the community. At least 3,000 persons with disability will benefit from the provision of disability aids such as prosthetics, wheelchairs, crutches, walkers, commode chairs and air mattresses, among other needed items. Provision of the mentioned items will be done through local procurement as far as possible or through international procurement. Possibilities to produce these items through cash for work initiatives, where technically feasible, will also be explored. Beneficiaries will be targeted in the five governorates prioritised in this project as follows:

- 1,050 in Aleppo (Jebel Saman, As-Safira);
- 300 in Hama (Hama City, Masyaf, As-Salamiyeh);
- 450 in Homs (Homs City, Al Makhrim, Tall Kalakh, Al Qusair);
- 750 in Rural Damascus (Al Qutayfah, Jaramana, Qudsaya, Sahnaya);
- 450 in Tartous (Tartous City, Drekish, Banyas, Safita).

Should need arise in other areas, UNDP will immediately adapt its response to accommodate emerging needs, particularly in areas witnessing freeze plans, sudden evacuation of civilians into a more stable host communities, and/or communities of return. UNDP will ensure that persons with disability are served also under the first three components of the project for more livelihoods, employment and income generation support.

Implementation of the above-mentioned activities will be done by Field Teams with support from thematic Technical Officers (Early Recovery and Resilience Specialist, PWD, and Gender). Their detailed TOR are included in in section 5 on the Management of the Action. Under this output, they will specifically assist in:

- Working with partner organization to developing/adjusting detailed implementation plans ensuring that they are in line with global and corporate standards on early recovery, resilience, as well as technical requirements for supporting people with disabilities;
- Assess the change in context in target area(s), develop and adjust activities as needed ensuring technical viability;
- Through field exposure and direct support of beneficiaries, support the identification of service providers (procurement) and participate in technical evaluation of relevance to their field of expertise;
- In support of the field teams, engage with beneficiaries to regularly review implementation risks and agree with the relevant field team on remedial actions;
- Facilitate access of local partners to local, regional and international networks;
- Provide ongoing technical assistance in their area of expertise to local actors (early recovery and resilience, PWD, gender).

Procurement of goods (disability aids) will follow UNDP standard procedures.

Output 5: Support to social cohesion and community resilience

Under this component, UNDP will continue to develop the capacity of local organisations to cope and address the consequences of the on-going crisis. Focus will be placed on developing the capacities of 70 NGOs/CBOs in Aleppo, Hama, Hassakeh, Homs, Rural Damascus, and Tartous to engage in local response with particular focus on livelihoods and early recovery. This will empower the NGOs and give them the opportunity to expand their partnerships with other operating UN agencies in these areas, mainly UNICEF and WFP. The intended capacity development component is in line with the UNDP Syria strategy for NGOs capacity development; it aims to create among the NGO members, staff and volunteers a better understanding of social cohesion and inter/intra-communal activities fostering positive attitude and engagement between IDPs and host communities.

This will be followed by the provision of 54 small grants to trained NGOs for developing the context-sensitive social cohesion local initiatives. The initiatives targeted by this proposal will take place in the same areas where UNICEF and WFP have operations supported by the EU and where WHO also intervenes. Building on the small-scale,

piloted commemoration of the International Day of Peace on 21 September 2015 – the first in Syria, activities such as drama and theatre therapy, sports for peace, music for peace, art and peace, and food for peace can be considered for promoting local reconciliation and a culture of “Understanding and Accepting the Other”. UNDP will capitalise on the role of women and the elderly to promote harmony at the local level and empower youth to play a pivotal role in social mobilisation for peace. NGOs and local CBOs are the main partners in the implementation of such inter and intra-communal activities.

Implementation of the above-mentioned activities will be done by Field Teams with support from thematic Technical Officers (Early Recovery and Resilience Specialist, Social Cohesion Officer, Gender Officers). Their detailed TOR are included in section 5 on the Management of the Action. Under this output, they will specifically assist in:

- Working with partner organization to develop/adjust detailed implementation plans ensuring that they are in line with global and corporate standards on early recovery, resilience, as well as technical requirements for NGO capacity development and social cohesion;
- Ensure that all the activities proposed under this output contribute specifically to building NGO/CBO capacity (NGO Officer) and in line with Gender principles (Gender Officer).
- Through field exposure and direct support of beneficiaries, support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance to their field of expertise;
- In support of the field teams, engage with beneficiaries to regularly review implementation risks and agree with the relevant field team on remedial actions;
- Facilitate access of local partners to local, regional and international networks;
- Provide technical assistance in their area of expertise to local actors.

Procurement of services (training) will follow UNDP standard procedures. 54 small grants will be allocated as per UNDP rules and regulations to develop the capacity of NGOs and other CBOs through the implementation of social cohesion local initiatives.

4. Partnerships

UNDP will resort to its diverse network of partners in target governorates. Local NGOs, CBOs and FBOs play a major role in directly accessing affected communities, bridging the gap of communication between the national and the local levels where access and direct contact difficulties are observed. A NGOs capacity assessment exercise is underway to review their operational capacity, programmatic leverage and most importantly their outreach and targeting mechanisms. Targeted capacity



development activities are planned to bridge urgent gaps. UNDP considers its work with NGOs as well as elected municipal councils as a critical pre-requisite for community resilience through enhancing the role of civil society, promoting partnerships with local authorities and advocating for responsive institutions in line with the fundamental criteria for breaking the cycle of conflict and fragility in the medium to long term. Moreover, supporting local structures including the municipal councils ensures sustainability of action.

Strategic and operational partnerships will be maintained with other UN agencies. To ensure programme complementarities and effective coordination amongst WFP, UNICEF, WHO and FAO in the near future and UNDP for the corresponding EU-funded actions, a steering committee comprising representatives of these UN agencies will be established in Damascus. This committee will convene on a monthly basis, or more frequently on needs basis. It will complement existing UN coordination mechanisms such as the inter-agency humanitarian coordination architecture, the UN Country Team (UNCT) and the newly established Inter-Agency Programme Management Team. The committee's main role includes ensuring complementarity of different interventions and the delivery of a comprehensive package of services in agreed target areas as well as possible shifts, considering the evolution of the situation. In addition, the steering committee will provide leadership for a robust coordination mechanism; project management; set a clear division of labour between the UN agencies; identify challenges and provide guidance to overcome challenges. Further, the committee will discuss and identify potential collaboration areas and new opportunities for coordination and collaboration. All steering committee meetings will generate meeting minutes for knowledge management purpose. They will be communicated to the EU delegation to Syria. Members from the EU delegation to Syria may also participate in key meetings either directly or through remote means, to jointly review and discuss the progress, complementarity of work, challenges and future work plans for the three actions. Individual conference calls can be arranged by the donor when necessary.

5. Management of the Action

The project will be implemented by UNDP. A dedicated team will work on the implementation of this Action at central and field levels. This team will ensure technical/advisory and capacity support to beneficiaries and partners, implementation, management, and regular monitoring of project activities to achieve the expected results, as well as developing partnerships and maintaining close contact with all concerned stakeholders, including the beneficiaries. Constant review of implementation arrangements and tracking of performance indicators will allow the project team to take immediate corrective measures and adaptation of implementation approach and modalities. The project team consists of the following expertise:

- **Technical and field staff** have specific technical and management expertise needed to ensure the efficient, effective and timely achievement of intended results. Their TOR are included in the section below.

Technical Officers:

- **The Early Recovery and Resilience Specialist** dedicate 20% of his/ her time for the direct implementation of output 5, given its sensitivity and complexity, in addition to ensuring coherence of the various outputs with the wider resilience goal and early recovery guiding principles as per the DoA. S/He will lead:
 - ✓ *In support of beneficiaries and Field Teams, provide strategic advice and technical assistance to local partners focusing on bottom up participatory approaches for area-based interventions and ensuring adherence to guiding principles of early recovery and resilience;*
 - ✓ *Work with beneficiaries and local partners to support the development/adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned in close collaboration with UNDP thematic and IM teams and field staff ensuring technical viability;*
 - ✓ *Mainstream resilience in all programme outputs by directly supporting the beneficiaries and local partners to expand their capacity;*
 - ✓ *In support of effective and efficient information sharing and coherent approaches, based on actions in the field, lead coordination with national and international counterparts on Early Recovery and Resilience as needed to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *As a function of direct engagement with the beneficiaries in the field, support in assessing changes in context and corresponding emergent risks and support field teams in mitigation; ;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance to their field of expertise;*
 - ✓ *Facilitate access to local and international networks for local partners.*
- **The Socio-economic Officer** will dedicate 70% of his/ her time to support up on outputs 1, 2 and 3 and will take lead on the following:
 - ✓ *Provide technical assistance and advice to field teams and local partners focusing on bottom up participatory approaches for area-based socio-economic recovery;*
 - ✓ *Support the capacity of beneficiaries and local partners to development/adjust implementation approaches to the local context based on UNDP's comparative advantage and lessons learned in close*

- collaboration with UNDP thematic and IM teams and field staff ensuring technical viability;*
- ✓ *Support field teams working with local beneficiaries in undertaking socio-economic assessments and other related analyses*
 - ✓ *Through exposure to engagement with beneficiaries and partners, lead coordination with national and international counterparts on socio-economic recovery as needed to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *Support beneficiaries in assessing changes in the socio-economic context and corresponding emergent risks in target areas and support field teams in mitigation;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance to their field of expertise;*
 - ✓ *Facilitate access of local partners to local and international networks for local partners.*
- **SME Development officer** will use 40% follow up on Output 2 and 3. She/ He will lead:
- ✓ *Provide technical assistance and advice to field teams and local partners focusing on SMEs and supplier chain development, ensuring adherence to industry standards;*
 - ✓ *Support the beneficiaries in their development/ adjustment of implementation approaches to the local context based on UNDP approaches' comparative advantage and lessons learned in close collaboration with UNDP thematic and IM teams and field staff ensuring technical viability;*
 - ✓ *Working closely with field teams, support the capacity of beneficiaries in undertaking value-chains analysis, local market assessments; financial feasibility and sustainability, supplier chain development, etc.;*
 - ✓ *Lead coordination with national and international counterparts on SMEs development as needed to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *Support local partners in assessing changes in context and corresponding emergent risks and support field teams in mitigation;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance;*
 - ✓ *Facilitate access of national partners to local and international networks.*
- **PWD Rehabilitation Officer** will dedicate 40% for Output 4. She/ He will lead:

- ✓ *Provide technical assistance and advice to field teams and local partners focusing on comprehensive approaches for supporting people with disabilities, ensuring adherence to industry standards;*
 - ✓ *Support the development/ adjustment of implementation approaches by local partners to the local context based on UNDP's comparative advantage and lessons learned in close collaboration with UNDP thematic and IM teams and field staff ensuring technical viability;*
 - ✓ *With information generated from partners, and to enhance collaboration and information sharing and efficient action, lead coordination with national and international counterparts on support to PWD as needed to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *Support in assessing changes in context and corresponding emergent risks and support field teams in mitigation;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance;*
 - ✓ *Extend access to local and international networks for local partners.*
- **The Gender officer** will dedicate 40% of his/ her time to gender mainstreaming in all outputs and will take lead on output 3 focusing the following:
- ✓ *Provide technical assistance and advice to field teams and local partners on gender mainstreaming in all aspects of the action.*
 - ✓ *Develop and deliver necessary methods and tools to local partners on gender mainstreaming that are suitable to the local contexts;*
 - ✓ *Support the beneficiaries in their development/adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned in close collaboration with UNDP thematic and IM teams and field staff ensuring technical viability;*
 - ✓ *Lead coordination with national and international counterparts on gender matters as needed to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *Support partners in assessing changes in context and corresponding emergent risks and support field teams in mitigation;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance;*
 - ✓ *Facilitate local partner access to local and international networks.*

- **The Solid Waste and Debris management officer (SW/DM)** officer will dedicate 40% of his/her time to the operationalization of Output 1 in target areas in Aleppo, Hama, Hasakeh, Homs, Rural Damascus and Tartous:
 - ✓ *Support the UNDP SWM & DM International Expert in disseminating and training local partners on solid waste and debris management;*
 - ✓ *Support the development/ adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned in close collaboration with UNDP thematic and IM teams and field staff ensuring technical viability, and compliance with health and safety standards;*
 - ✓ *Lead coordination with national counterparts on SWM &DM to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *Support in assessing implementation risks and support field teams in mitigation;*
 - ✓ *Develop and implement site supervision plan and ensure quality assurance inspections.*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance.*

- **The Rehabilitation Specialist/Engineer** will dedicate 40% of his/her time to operationalize output 1 in the target areas in Aleppo, Hama, Hassakeh, Homs, Rural Damascus and Tartous and advise on output 2, 3 and 4 where physical rehabilitation for small businesses is needed and output 5 where common space rehabilitation is required:
 - ✓ *Provide technical assistance and advice to field teams and local partners on rehabilitation of infrastructure and labor-intensive techniques, as applicable;*
 - ✓ *Support local partners in their development/adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned in close collaboration with UNDP thematic and IM teams and field staff ensuring technical viability, compliance with health and safety standards, and relevance to planning rules and regulations;*
 - ✓ *Lead coordination with national counterparts on infrastructure rehabilitation to ensure continued relevance of interventions, and identify opportunities for complementarities and partnerships;*
 - ✓ *Support in assessing implementation risks and support field teams in mitigation;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance.*

- ✓ *Develop and implement site supervision plan and ensure quality assurance inspections.*
- **The NGO Officer** will dedicate 40% of his/her time to operationalize the tasks related to output 5 while ensuring that NGOs capacity development elements are considered throughout project outputs where needed:
 - ✓ *Conduct capacity needs assessment of NGOs in target areas;*
 - ✓ *Develop and conduct Capacity Development Programmes for NGOs and CBOs;*
 - ✓ *Provide technical assistance and advice to field teams and local partners on civil society development;*
 - ✓ *Support the development/ adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned;*
 - ✓ *Enhance networking among the CBOs and NGOs, and joint advocacy where relevant;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance.*
- **The Social Cohesion Officer** will dedicate 40% of his/her time to operationalize the output 5 particularly related the social cohesion and community based initiatives:
 - ✓ *Provide technical assistance and advice to field teams and local partners on intercommunal tension reduction and social cohesion activities, including through mainstreaming, training curricula development, and partnerships for enhancing social cohesion among different communities;*
 - ✓ *Support field teams in assessment, analysis, and implementation of social cohesion initiatives;*
 - ✓ *Support the development/ adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned*
 - ✓ *In close liaison with the NGO officer, support the implementation of a small grants scheme for community based initiatives promoting social cohesion;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation of relevance.*

Field Teams:

- **The National field Officers** will contribute to all outputs and will take lead on implementation in the 6 target governorates:

- ✓ *Lead the implementation of field interventions programmatically and operationally ensuring achievement of results according to UNDP's standards and practices and in line with the DoA;*
 - ✓ *Develop strategic partnerships with active local partners in target governorate to facilitate implementation;*
 - ✓ *Manage field staff in their target area, ensuring implementation of activities and maintaining close coordination with all stakeholders including affected communities;*
 - ✓ *Maintain close liaison and consultation with technical officers to ensure high standards of implementation and technical viability;*
 - ✓ *Lead the implementation and adjustment of implementation approaches to the local context based on UNDP's comparative advantage and lessons learned, and in close coordination with technical officers;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation in his/ her governorate;*
 - ✓ *Ensure donor and action visibility in his/ her target area in close liaison with UNDP Communications Officer.*
- **The Field Facilitators** will contribute to all outputs and will support the following in the 6 target governorates:
- ✓ *Support the implement of field interventions programmatically and operationally as per UNDP's standards and practices and in line with the DoA;*
 - ✓ *Through direct engagement with beneficiaries and local partners, support in maintaining strategic partnerships with active local partners in target governorate and close liaison with affected communities;*
 - ✓ *Maintain close liaison and consultation with technical officers to ensure high standards of implementation and technical viability;*
 - ✓ *Support the implementation and adjustment of implementation approaches to the local context as per the agreed area plan;*
 - ✓ *Support the identification of grant recipients (NGOs) and service providers (procurement) and participate in technical evaluation in his/ her governorate;*
 - ✓ *Implement donor and action visibility as per the relevant communication plan.*
- **The Communication Associate** will dedicate 30% of his/ her time to enhance the capacity of partners in their communication, messaging, advocacy and visibility (including documentation of photos, stories and lessons), in such a way that facilitates for the implementation of the visibility plan of the project in close collaboration with field teams and technical officers.

In Aleppo, Hassakeh, Homs and Tartous, UN hubs are operational and host the majority of UN agencies operating in these areas including UNDP. The hub setting fosters economies of scale and cost-sharing of hefty rental and security costs among UN agencies. In Hama and Rural Damascus, UNDP has local offices – due to absence of UN hubs. Internal operating procedures are put in place between the field teams and the Country Office team to regulate the flow of work for planning, implementation and monitoring.

Local project committees are usually established to ensure participation and representation of all concerned stakeholders including host communities, IDPs, religious figures, community leaders, local authorities (such as technical departments and municipalities) and NGOs.

NGO grants will be administered centrally according to the UNDP NGO grant scheme as per standard rules and procedures. The scheme promotes the “do-no-harm” principle, gender and environmental sustainability, respect of international laws (human rights, international humanitarian law, etc.), equal opportunities, financial accountability and sound management of resources in line with UNDP transparency obligations. As per standard practice, interested NGOs submit proposals to UNDP field Teams who will review and validate the relevance according to the area plan, local needs and priorities, presence and implementation capacity of NGO in the target area. The Early Recovery Specialist will technically validate the submitted proposals and the dedicated NGO capacity development officer will be supporting the implementation of these initiatives. Once finalised, proposals are submitted to the UNDP Grant Committee in Damascus for final review and endorsement.

Quality assurance will be ensured through substantive and financial monitoring and follow up. UNDP Thematic Teams/ portfolios will follow up on planning, quality assurance, and compliance with the DoA general and special conditions. They will also support reporting and particularly compiling lessons learned and sharing experiences with other stakeholders locally and internationally. The UNDP IM Team will support data management and analysis.

UNDP Central Procurement, Finance, Administration and HR Units will ensure that processes and received requests and transactions are carried out according to standard rules and regulations. The procurement of goods or services will be carried out in accordance with applicable UNDP rules and procedures and will uphold key principles such as competitiveness, transparency and value for money (Ref. Article 1.3 in the Special Conditions of the PAGODA Delegation Agreement). Equipment will be transferred at the end of the project to local partners as applicable, or another EU-funded project in consultation with EU-NEAR, as applicable.

Reporting will be in compliance with the general conditions attached to the agreement. UNDP will prepare and submit reports to the European Union consisting of both a narrative report and a financial expenditure report whose regularity and contents is described in Article 3 of the General Conditions of the Agreement. Minutes of the steering committee meetings will be communicated to the EU delegation to Syria.

Evaluations. UNDP will carry out an internal results orientated review of the project highlighting major achievements, progress, changes and constraints in operations and implementation of the project. The EU may undertake a final evaluation at the end of the implementation if considered necessary. Any such evaluation would be contracted by the EU and financed from a separate budget. The evaluation will be planned and carried in a collaborative manner as per the terms and conditions set in Article 10 of the General Conditions.

Communication Plan. A comprehensive visibility and communication plan was developed to ensure EU's visibility and reflect its support to UNDP in the area of promoting resilience building and livelihoods stabilisation as per article 8 of the general conditions and Article 6 of the special conditions attached to the Delegation Agreement. The plan (Annexed) identifies the means, medium, frequency, target audience and budget breakdown. It describes the measures that will be put in place to acknowledge the EU funding of the various field initiatives. Where feasible, the Donor and UNDP's logos will be displayed on outreach materials, key messages, testimonials and stories from the field, in accordance with the Joint Visibility Guidelines for EC-UN Actions in the Field¹⁰ and UNDP communications guidelines and policies. The display of logos is governed by local perception of international actors influenced by regional and international politics. Risks will be regularly monitored by field teams and will guide the implementation of the visibility and communication plan attached to the agreement. Alternative communication on EU funding will be sought and proposed to the donor in case visibility cannot be ensured inside Syria due to security reasons.

6. Field monitoring

In order to ensure the utmost compliance with the transparency and accountability requirements vis-à-vis affected population and the Donor, UNDP has identified three main modalities for monitoring field activities as described below. A combination of these modalities is envisaged depending on the local context, nature and scope of project activities. The three main monitoring modalities are:

I. Community-based Monitoring

¹⁰http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/joint_visibility_guidelines.pdf

1. Community selected project committees
 - Selection based on agreed transparent criteria for selection.
 - Community involvement in project cycle.
 - Representation of local elder, women, youth and local authorities (where possible).
 - Role:
 - ✓ Advise on community context, needs and potential drivers of conflict
 - ✓ Identify beneficiaries and in case of cash for work appoint and supervise workers when partner NGOs are completely absent
 - ✓ Certify attendance lists and payment rosters
 - ✓ Monitor context and key progress indicators according to a pre-agreed monitoring log.

2. Community facilitator/ mobilisers
 - Recruitment based on agreed transparent criteria for selection.
 - S/he should be from the target community but not from the beneficiary group(s).
 - An opening to use National United Nations Volunteers (NUNV) scheme pending security context.
 - S/he should receive a basic and simplified training on project plans and monitoring techniques. If properly trained, they can become the “eye and ear” of the organisation in terms of project progress, quality, and transparency.

3. Public information:
 - Make public (visible signs in the project site, announcements in community centers, mosques/churches) what/where actions, what budgets/donors and program activities are located and with which local partner(s) (where applicable).
 - This transparency checks possible overlaps and misinformation, and is likely to elicit feedback from various stakeholders. A mechanism for return on information and handling complaints must be indicated (suggestion box, feedback to UNDP representative over the phone¹¹ or when s/he visits the field, etc.).

4. Collecting stories:
 - A local volunteer from the community could be recruited to collect human interest stories of individuals who have participated in the project. The stories represent the voice and perspective of the wider population.
 - They will be complemented by photos.

¹¹The Hub Coordinator or project staff should evaluate this option from a security point of view. An office number (as opposed to personal phone number) will be used.

II. Site visits

1. Undertaken by UNDP Project staff or Hub coordinators to monitor the implementation process, progress, milestones/results, as well as public perception and satisfaction. Photos will complement narrative reports.
2. Collecting stories from the field:
 - This tool focuses on tracing the human interest stories of individuals who have participated in the project. The stories represent the voice and perspective of the wider population.
 - They will be complemented by videos, photos, voice testimonies, GPS referencing, etc.

III. Third Party Monitoring

1. Undertaken by a consultant or a private firm or a national/international NGO recruited by UNDP to monitor field activities, according to key indicators. The partner is responsible for setting up monitoring and feedback systems with the local community, for regular focus group discussions with different community groups (women, men, youth, elders), for data analysis and cross-checking, and reporting to UNDP. The data is triangulated by comparing the monitoring data from the local implementing partner (most likely local NGO where applicable), and the Community Committee mentioned above. Photos will complement narrative reports.
2. Peer monitoring by:
 - Other UN Agencies. This requires strengthening field based coordination among local and international agencies or partners working in a particular area for exchange of information, work plans, approaches and actions. This can be done through coordinating a local branch of the Early Recovery and Livelihoods Sector Working (to be piloted in Homs and Tartous) and engaging with UNICEF, WFP, WHO, FAO and other operational UN agencies of good understanding of UNDP programming to conduct peer monitoring missions.
 - While peers might not be able to get into the specifics of the activity to be monitored they can check the following as a minimum:
 - ✓ Local perception and impact of the activity.
 - ✓ Check the quality of deliverable.
 - ✓ Collect feedback from beneficiaries on general management and interaction with the implementing partner or project staff.



7. Results and Resources - Logical Framework

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Implementing Party	INPUTS
<p>Output 1: Restoration of basic service delivery and repair of community infrastructure through a labor intensive approach.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Destruction of basic community infrastructure in target areas. - Deteriorated basic social services in target areas, namely accumulation of solid waste and rubble. - Loss/ disruption of livelihoods. <p>Indicators:</p> <ul style="list-style-type: none"> - Number of monthly emergency employment opportunities created for solid waste management. - Number of monthly emergency employment opportunities created for rubble removal in Old Homs. - Number of monthly employment opportunities created for repairing basic social infrastructure. 	<p>4,000 short-term emergency employment opportunities:</p> <ul style="list-style-type: none"> - At least 1,000 emergency employment opportunities created for Solid waste management. - At least 600 emergency employment opportunities created for rubble removal in Old Homs. <ul style="list-style-type: none"> - At least 2,400 emergency employment opportunities created for repairing basic social infrastructure. - 14 schools will be rehabilitated. 	<p>1.1 Emergency employment schemes for solid waste management Aleppo City, Sheir in Hama City, Mukharram in Homs:</p> <ul style="list-style-type: none"> ▪ Conduct technical assessment for rehabilitation needs and debris management ▪ Develop a technical Select service provider(s) and/ or partner NGOs/ FBOs as per standard practices. ▪ Procure and/or rent needed tools and equipment as applicable (fuel briquettes, PPEs, trucks, etc.). ▪ Set cash-for-work scheme for collecting, sorting recycling and disposal of solid waste. ▪ Implement and monitor activities in: <ul style="list-style-type: none"> ✓ Municipal waste in Aleppo City, Sheir in Hama City, Mukharram in Homs. ✓ Debris in Old Homs. <p>1.2 Emergency employment schemes established to repair basic infrastructure in target areas (schools, health facilities, other):</p> <ul style="list-style-type: none"> ▪ Validate results of initial quick assessment and identify scope of works. 	<p>UNDP</p>	<p>Wages.</p> <p>Tools and material.</p> <p>Rent of equipment</p> <p>Other services (technical expertise, contractors, etc.)</p> <p>ER & Resilience Specialist</p> <p>Socio-economic officer</p> <p>SME development officer</p> <p>SW / Debris management Officer</p> <p>Rehabilitation Specialist/Engineer</p> <p>National field officers</p> <p>Field facilitators</p>



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INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Implementing Party	INPUTS
	<ul style="list-style-type: none"> - 3 health facilities will be rehabilitated. 	<ul style="list-style-type: none"> ▪ Select service provider(s) and/ or partner NGOs/ FBOs as per standard practices. ▪ Procure/rent necessary tools and equipment, as needed. ▪ Implement and monitor implementation of activities. <ul style="list-style-type: none"> ✓ 14 schools (2 schools in Qudsaya, Rural Damascus; 3 in Homs City; 5 in Hama City; 2 in Aleppo City and 2 in Safira in Aleppo Governorate) in close coordination with UNICEF/ WFP. ✓ 3 health facilities in Homs City in close coordination with WHO. ✓ Basic infrastructure (ex. water, electricity and sewage networks) rehabilitated in Maaloula. 		
<p>Output 2: Emergency support for restoration of disrupted livelihoods provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Damaged socio-economic infrastructure and micro-to-small businesses. <p>Indicators:</p> <ul style="list-style-type: none"> - # of families benefiting from provision of productive assets - Number of people receiving vocational training and start-up toolkits. 	<p>1,500 families will benefit from business revival assistance:</p> <ul style="list-style-type: none"> - 1,400 families benefiting from provision of productive assets - 100 person receiving vocational training and start-up toolkits. 	<p>2.1 Business revival services provided in Rural Damascus, Homs, Hama, Aleppo, Tartous, and Hassakeh (ref. Map 3):</p> <ul style="list-style-type: none"> ▪ Identify emerging needs in target areas ▪ Identify potential partners and develop grant agreements ▪ Procure and distribute productive tools and assets as necessary. <p>2.2 Tailored short-term vocational training and skills development delivered.</p> <ul style="list-style-type: none"> ▪ Map out and assess capacities of existing vocational training centers. ▪ Select beneficiaries and facilitate trainings. 	<p>UNDP</p>	<p><i>Productive tools and inputs.</i></p> <p><i>Small grants for rehabilitation.</i></p> <p><i>Start-up and toolkits.</i></p> <p><i>Vocational Training.</i></p> <p><i>ER & Resilience Specialist</i> <i>Socio-economic officer</i> <i>SME development officer</i> <i>Rehabilitation Specialist/Engineer</i> <i>Gender Officer</i> <i>National field officers</i> <i>Field facilitators</i></p>



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INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Implementing Party	INPUTS
		<ul style="list-style-type: none"> Procure and distribute start-up kits to trainees completing vocational trainings. 		
<p>Output 3: Emergency support for women headed households provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> Increase in women headed households requiring a source of income. Lack of economic opportunities and skills among women. <p>Indicators:</p> <ul style="list-style-type: none"> Number of women headed household having benefitted from targeted cash-for work opportunities. Number of women receiving toolkits 	<p>Generation of job opportunities for 2,800 women:</p> <ul style="list-style-type: none"> 1,500 women benefiting from employment opportunities in Rural Damascus, Homs, Hama, Aleppo, Hassakeh and Tartous. 1,300 women receiving toolkits to start income generating activities 	<p>3.1 Livelihoods support to women headed households (ref. Map 3):</p> <ul style="list-style-type: none"> Map existing workshops in need of support to sustain their activities Survey/map women with skills and match available skills to existing demand on labor force Provide jobs to provide a source of income to women headed households. Procure and Provide start-up kits for income generating activities. 	<p>UNDP</p>	<p><i>Wages for emergency employment schemes.</i></p> <p><i>Start-up kits.</i></p> <p><i>Vocational training.</i></p> <p><i>ER & Resilience Specialist</i> <i>Socio-economic officer</i> <i>SME development officer</i> <i>Rehabilitation Specialist/Engineer</i> <i>Gender officer</i> <i>National field officers</i> <i>Field facilitators</i></p>
<p>Output 4: Emergency support and rehabilitation of people with disabilities provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> Increase in number of PWD. Increased vulnerability of PWD in times of crisis. <p>Indicators:</p>	<p>3,000 PWD receiving disability aids.</p>	<p>4.1 Provide a wide range of disability aid as per identified needs of PWDs Aleppo (Jebel Saman, As-Safira); Hama (Hama City, Masyaf, As-Salamiyeh); Homs (Homs City, Al Makhrim, Tall Kalakh, Al Qusair); Rural Damascus (Al Qutayfah, Jaramana, Qudsaya, Sahnaya); and Tartous (Tartous City, Drekish, Banyas, Safita):</p> <ul style="list-style-type: none"> Procure and distribute disability aids. Identify income-generation opportunities and mainstream the targeting of PWD in all other outputs. 	<p>UNDP</p>	<p><i>Disability aids.</i></p> <p><i>Rehabilitation services (Physiotherapy, occupational and/ or psycho-social support).</i></p> <p><i>Cash-for-work scheme.</i></p> <p><i>Vocational training and Start-up kits for PWD.</i></p>



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INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Implementing Party	INPUTS
<ul style="list-style-type: none"> - Number of PWD receiving disability aids. 				<i>ER & Resilience Specialist Socio-economic officer SME development officer Rehabilitation Specialist/Engineer PWD officer Gender officer National field officers Field facilitators</i>
<p>Output 5: Local capacities for community resilience and social cohesion enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Charity-focused NGOs/ CBOs and limited capacity to respond to current needs in affected communities. - Fragmentation and polarisation in local communities, compounded by displacement. <p>Indicators:</p> <ul style="list-style-type: none"> - Number of CBOs and NGOs receiving specialised capacity development and training. - Number of NGOs receiving grants to implement inter and intra-communal activities focusing on 	<p>70 NGOs/ CBOs receiving support:</p> <ul style="list-style-type: none"> - At least 70 NGOs/ CBOs trained on social cohesion. - At least 54 NGOs/ CBOs receiving grants to implement local level social cohesion and community resilience initiatives. 	<p>5.1 NGOs/CBOs and local working groups provided with required capacities to engage in social cohesion and early recovery:</p> <ul style="list-style-type: none"> ▪ Implement targeted training for NGOs/CBOs on early recovery and conflict mediation at the local level. ▪ Facilitate networking for exchange of information and best practice. ▪ Provide grants for community based initiatives. ▪ Mobilise youth groups for inter-communal activities, including sports tournaments, social events, open days, music forums, cultural forums, soft skills training, and social entrepreneurship initiatives. ▪ Initiate local activities on Drama therapy, Sport for Peace, Music and Art for Peace, Food for Peace based on identified common grounds to bring Syrians together. 	<p><i>UNDP</i></p>	<p><i>NGOs/CBO capacity assessment and development programme (trainings and workshops).</i></p> <p><i>Grants for NGOs/CBOs.</i></p> <p><i>Community based activities (theatre, music, drama, food for peace).</i></p> <p><i>ER & Resilience Specialist Socio-economic officer NGO management officer Social Cohesion Officer National field officers Field facilitators</i></p>



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INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Implementing Party	INPUTS
social cohesion and community resilience.				
Project management			UNDP	<i>Project staff:</i> <i>ER & Resilience Specialist</i> <i>Socio-economic officer</i> <i>SME development officer</i> <i>PWD Rehabilitation officer</i> <i>SW / Debris management Officer</i> <i>Rehabilitation Specialist/Engineer</i> <i>Gender Officer</i> <i>NGO CD officer</i> <i>Social Cohesion officer</i> <i>National field officers</i> <i>Field facilitators</i> <i>Communication Associate</i>
Logistics and Operations			UNDP	<ul style="list-style-type: none"> ▪ <i>Operational share to the Office rent, equipment and consumables (as per the time dedicated by the staff to this project).</i>



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INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Implementing Party	INPUTS
				<ul style="list-style-type: none"> ▪ <i>Transportation and travel cost for the implementation of activities and achievement of results.</i> ▪ <i>Communication means.</i> ▪ <i>Visibility costs.</i> ▪ <i>Security costs.</i> ▪ <i>Monitoring costs.</i>

8. Risk Log

Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)
Risks emanating from the intervention itself:			
<ul style="list-style-type: none"> ▪ Delay in mobilising/receiving required funds for implementation. 	Low	Delay in implementation.	The Country Office is maintaining close relationship with donors and has a proactive resource mobilisation strategy at HQ and regional levels.
<ul style="list-style-type: none"> ▪ Equal access to all affected populations. 	Medium	Negatively affect the fair and equal targeting of all affected populations.	<p>Targeting is closely related to governorate profiles updated regularly by field teams</p> <p>Diversification of national and local partners and target beneficiaries.</p> <p>Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders.</p> <p>Continuous consultation with concerned national and local concerned stakeholders.</p>
<ul style="list-style-type: none"> ▪ Shift in targeting geographical areas whether for emerging security constraints or success of a freeze agreement in a specific location 	Medium-High	This can impact results and targets agreed upon with the EU	UNDP is present in almost all governorates and has the flexibility and capacity to re-orient its activities into new geographical areas based on needs and priorities. Moreover, UNDP has already developed a plan for the potential freeze agreement in Aleppo and prepared its field staff for immediate response. Shifting to such areas should be well managed and coordinated by UNDP both at the country office in Damascus and field level in the target area.



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Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)
<ul style="list-style-type: none"> ▪ Recruitment of highly qualified staff: <ul style="list-style-type: none"> - National (brain drain/ migration). - International (security). 	Medium	This will affect the delivery of results.	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. Explore partnerships with UNDP network of private sector and NGOs partners to support implementation.
<i>Risks emanating from the context:</i>			
<ul style="list-style-type: none"> ▪ Security conditions deteriorate making project completion difficult. 	Medium-High	Delay in implementation and in extreme cases full stop of projects activities.	Close monitoring including by field staff. Area-based approach with relatively small interventions. Wide networks of local partners and local committees who are monitoring and living in target communities. Good knowledge of the context and flexible set up of the project that would allow moving between areas.
<ul style="list-style-type: none"> ▪ International unilateral economic and financial measures that may affect availability of materials, tools and equipment in local market. 	Medium-High	Delay in implementation.	UNDP has a series of regional and international long-term agreements with suppliers and can tap on its global networks.
<ul style="list-style-type: none"> ▪ Tighter restrictions on partnerships with civil society 	Medium-High	Delay in implementation.	UNDP has diversified its implementation mechanisms to offset such setbacks.