

ANNEX I – DESCRIPTION OF THE ACTION ENPI/2013/335-626

Emergency Restoration and Stabilization of Livelihoods in affected Syrian Communities

1. Background

As the crisis deepens in Syria and after more than two years of escalation of hostilities and violence, the United Nations Development Programme, in partnership with other UN and humanitarian agencies, are scaling up their emergency humanitarian interventions to reach out to the most vulnerable and affected populations. More than half the population lives in poverty, with 7.9 million people becoming poor since the beginning of the crisis, and 4.4 million living in extreme poverty as households spent their savings and exhausted their coping strategies.¹ The Syria crisis has left 9.3 million² people in need of humanitarian assistance. Thousands are fleeing across borders every day, while others are leaving their homes to safer areas and at least 6.3 million people have taken shelter in public buildings, parks and with host families. 96% of displaced reside in host communities with limited support provided. 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 and limited housing space. Moreover, there is an increasing number of female-headed households, who would require particular attention to avoid resorting to negative coping mechanisms. Moreover, the crisis has exacerbated pre-existing levels of poverty and unemployment especially in rural areas. By June 2013, the unemployment rate reached 48.6 per cent, with 2.33 million lost jobs putting at risk the welfare of almost 10 million dependents.

The serious depreciation of the Syrian pound by over 300 per cent against the USD is threatening the livelihoods of a wide proportion of the Syrian population and is limiting their purchase power. The international sanctions have further exacerbated the situation and led to a shortage in diesel and fuel gas and to a surge in the prices of oil derivatives by about 200%. The Syrian economy experienced massive de-industrialisation as a result of business closure and bankruptcy, capital flight, looting and destruction, with a total economic loss of USD 103.1 billion by mid-2013. Syria's human development index (HDI) fell to the late 70s-early 80s levels. This dramatic collapse in human development has been accompanied by lack of human security and deterioration in equity and equality. As the formal economy has imploded there has been a growth in informality, rent-seeking activities, criminal enterprise and economies of violence that will plague post-conflict economic regulation, reform, equity and development.

¹ Socio-economic monitoring report, Syrian Centre for Policy Research – June 2013.

² 2014 Syria Humanitarian Assistance Response Plan (SHARP)-Draft document.



As a response to the emerging needs of the Syrian population, and in line with the Syrian Humanitarian Response Plan (SHARP), UNDP has developed a large Humanitarian Livelihoods Programme in order to better address the emerging needs of the directly and indirectly affected populations and communities. To launch this programme, UNDP has mobilized its own teams and resources to kick-start relevant emergency and livelihoods initiatives. The initiatives are focused on quick impact projects that create jobs, provide emergency livelihoods support, restore critical community infrastructure and community capacities, and create a resilient local economy. Given the nature of the protracted conflict, it was crucial to support livelihoods and quick income generating initiatives in order to ensure a source for income to the affected population and avoid a large segment of the society falling into destitution. The Syrian Centre for Policy Research, an independent think-tank, estimates that a total of 10 million persons lack a source of livelihoods and income due to the loss of at least 6.3 million jobs as a result of the crisis³.

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, income, and access to basic services in their home towns and villages. This is also valid for IDPs. Thus, the paramount importance of developing livelihoods initiatives to improve the living conditions of the affected population, both IDPs and host communities, and to create an enabling environment for humanitarian assistance, reduce the demand for humanitarian relief, and enhance the resilience of affected communities.

2. UNDP Area-Based Livelihoods Interventions to-date

UNDP started the implementation of the Humanitarian Livelihoods Programme in March 2013 following extensive consultations with partner agencies and NGOs in order to prioritize the interventions in the most vulnerable and affected governorates. Given the highly diverse situation in affected communities, UNDP resorted to an area-based approach for planning and implementation of relevant emergency and livelihoods interventions and deployed teams to different governorates to kick-start the operations (ex. Aleppo, Hama, Hassake, Homs and Tartous). The UNDP teams and partner NGOs started with a **situation analysis** of different socio-economic and vital sectors in the target governorate to identify the needs and priorities interventions. Stakeholders mapping and analysis of risks and resources are also conducted as part of the preparatory steps. An area-based response plan is then developed according to UNDP's mandate in the area of early recovery and livelihoods.

³The Impact of the Crisis, Syrian Centre for Policy Research, October 2013.



To-date, **area-based response plans** have been developed for Homs, Aleppo, Deir Ezzor, Hama (including Salamieh area) and Hassakeh (including Qamishly). Livelihoods interventions are planned and implemented in close collaboration with local partners including CBOs and NGOs. Plans in other areas are currently underway particularly in Tartous, Lattakia and Rural Damascus. The governorates of Daraa, Idleb, Damascus, Quneitra and Sweida will come as a next step.

In terms of progress in implementation, it is worth noting that UNDP is now implementing two projects in **Homs** on emergency employment through solid waste collection, and emergency support to affected SMEs. In **Hassakeh**, Cash for Work Sewing Workshop is launched for three-month work scheme for 100 women. In **Hama**, two projects on emergency employment for the restoration of roman wells and the establishment of milk processing units for small livestock farmers were launched in Al-Ghab area. In **Aleppo**, an emergency employment initiative for solid waste collection and disposal will start its activities in early August in five neighborhoods both opposition and government held areas. In parallel, UNDP started the implementation of a project for the rehabilitation of persons with disabilities in Aleppo through a partner NGO. The project will provide artificial limbs, wheelchairs and physiotherapy services. In **Deir Ezzor**, the cash for work through garbage removal project is implemented with the Chamber of Commerce of Deir Ezzor. This project will be a breakthrough for UNDP since this Governorate has been out of reach for UN agencies for the last six months. On the **humanitarian asset replacement** front, 10,000 families received kitchen and cooking sets as a complementary service to food distribution. Since 2012, **UNDP** supported around **500,000 affected families** all over Syria through different types of assistance.

A large number of IDPs and affected populations are still in dire need of not only humanitarian assistance but also livelihoods support, particularly those in remote, poor and highly volatile governorates such as Al Raqqa, Al Hassakeh and Daraa, where humanitarian assistance is scarce. Other affected populations are confined and sieged in inaccessible areas where lifesaving products are almost absent (ex. Aleppo). Rural Damascus and Damascus are hosting the largest number of IDPs in shelters, relatives' houses and unfinished buildings.

3. Strategy

Overall objective

The overall objective of the proposed project is to strengthen the resilience of the Syrian people to cope with the effects of the protracted crisis and enable those whose livelihoods were severely disrupted to recover and rebuild their lives.

The project's specific objectives are to ensure a well-coordinated livelihoods and early recovery response that provides IDPs and their host communities with rapid



employment opportunities to enhance service delivery and rehabilitate basic community infrastructure; and creates/stabilizes basic livelihoods in view of supporting spontaneous recovery efforts. Special attention will be given to creating such opportunities to youths, women headed household and persons with disability.

Project components

For the planning and implementation of this project, UNDP refers to the United Nations policy on "Post-Conflict Employment Creation, Income Generation and Reintegration" and relies on the pertinent guiding principles set for the three track support to employment:

- Track A: Stabilizing income generation and emergency employment
- Track B: Local economic recovery for employment opportunities and reintegration
- Track C: Sustainable employment creation and decent work

While all three tracks promote employment, their focus is different: livelihoods stabilization (Track A), such as emergency employment schemes, targeted self-employment support (especially livelihood start-up grants and packages), and infrastructure rehabilitation; medium- to long-term local economic recovery, including interventions that aim to boost sustainable employment, income generation, and reintegration (Track B); and long-term employment creation and inclusive economic growth (Track C). All three tracks are observed in any phase of the recovery but their intensity generally peaks at different times.

In order to achieve the above-mentioned specific objectives, in line with the larger UNDP humanitarian livelihoods programme, the project will consist of five main components/outputs that will be implemented over a one year period:

1. Emergency employment for improved service delivery and restoration and repair of basic infrastructure ensured.

The armed conflict in Syria resulted in massive destruction of infrastructure, deterioration of basic social and municipal services. Rubble is spread in the majority of the severely affected neighborhoods, piles of garbage are left on the streets and basic local services are difficult to maintain. Moreover, unemployment is on the rise as many businesses have either closed down or drastically cut the number of workers. For this component, UNDP will target **Aleppo and Homs** primarily for solid waste collection and disposal. As the situation worsens in both governorates, stakeholders and local partners have been reporting serious health and environmental hazards due to the piled up garbage in the streets. Rubble is also another problem mainly highlighted in major areas in Aleppo, both controlled by the opposition and by the government.



*Empowered lives.
Resilient nations.*

Specific attention is given to the needs and capacities of conflict-affected groups, with particular attention to issues relating to unemployed women and youth.

Through this component, it is expected that at least 3,840 persons will be provided with short term emergency jobs over the course of minimum four months, mainly in clean up campaigns, garbage collection and disposal, and when possible, repair of some basic social infrastructure. It is also anticipated that under this output, cash injection will stimulate the rather weak local economy, contribute to stabilizing livelihoods mainly of crisis affected people including men, women and those with special needs. Additionally, emergency employment will contribute to the repairs of priority basic social infrastructure including water networks, schools, health centres and other community priority infrastructure.

More importantly, the project will give the IDPs residing in communal shelters a chance to improve the surrounding environment and reduce their exposure to diseases resulting from piles of garbage and unclean water. This has been a major problem in the surrounding areas of the majority of shelters and host communities. Garbage is spread on the streets leading to infections and diseases among the IDPs and host communities particularly that municipalities are not able to respond to the increasing needs.

The project will be mainly implemented in Homs and Aleppo, the most affected governorates. UNDP has field operations in the target governorates and rely on the local NGOs and CBOs to be the main implementing partners of some of the pertinent activities. UNDP is currently conducting a capacity assessment for NGOs, which will inform grant disbursement and management of implementation risks.

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 had left their villages and cities with "their clothes only". Syrians, including the poor, have lost their livelihood assets, food and non-food items, including emergency survival kits (blankets, mattresses, heaters, etc.), and savings. Moreover, many lost their businesses and/or their jobs as a result of the continued armed conflict in many regions across Syria. Host families have started to experience depletion of their resources and savings as they have been overburdened with additional costs and responsibilities.

Through this component, UNDP, in full collaboration with other humanitarian agencies, will contribute to responding to the urgent needs of 1,000 displaced



families and their host families, to cope with the consequences of the crisis. Direct support will be offered to provide grants to revive small businesses and distribution of tool kits and productive assets. Vocational training will be considered as a main element in this component in order to equip the unemployed and affected persons with the necessary skills for the reconstruction and rehabilitation phase.

Latakia and Tartous governorates are hosting IDPs coming from Homs, Aleppo, Idlib and Der Ezzor. Thus, it is crucial to deliver adequate support to those most affected and equip them with proper productive tools and assets to revive their small businesses, particularly that business owners and workers coming from Aleppo are highly skilled in various types of production and manufacturing. Moreover, at least 800 persons will receive an appropriate vocation training that will enable him/her to re-enter the post-crisis emerging labor market.

3. Emergency support for women headed households

As part of its approach to enhance equality, participation and empowerment, UNDP prioritizes women's economic empowerment particularly in times of crisis. As such, programmatic emphasis will be put on emergency employment for women to generate quick earnings to support their families, even if it is for a short period of time. It is foreseen that 2,300 women in affected communities and/or public shelters will benefit from rapid cash for work schemes in addition to vocational training and start-up kits.

4. Emergency support and rehabilitation for persons with disabilities

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 marginalized and vulnerable during crises, and will avail necessary resources for them to become independent and productive members of the community. 2,650 persons with disability will benefit from the comprehensive rehabilitation programme starting with provision of disability and medical aids (such as prosthetics, artificial limbs, crutches, wheelchairs, medical pillows and mattresses, among other needed items), physiotherapy sessions, vocational training and start-up kits for quick income generating activities and finally psychosocial support. Moreover, UNDP will establish two workshops for the manufacturing and production of prosthetics and artificial limbs aiming at creating a sustainable source of income for skilled persons with disability. These workshops will also ensure the availability of quality prosthetics locally produced at reasonable market prices.



5. Support to Social Cohesion and community resilience

As the crisis continues to affect all groups of the population, people coping mechanisms are weakened and reliance on aid increases. Loss of lives and mass migration (skilled and unskilled, professionals), loss of jobs and assets as well as the magnitude of the crisis, all lead to harsh living conditions, constraining peoples' ability to gain a living, and putting pressure on functioning institutions.

Under this component, UNDP will empower people and institutions to cope with the consequences of the on-going crisis. Focus will be put on developing the capacities of 70 NGOs/CBOs to engage in emergency responses with particular focus on livelihoods and early recovery initiatives and promote social cohesion and reconciliation through community based activities, including 25 small grants. Thus, a significant emphasis on local level interventions will be considered. This can be promoted through the establishment of local community groups (in four governorates) to facilitate the implementation of coordinated humanitarian and livelihoods activities and paving the way for more reconciliatory actions among various community groups. This is particularly needed in Tartous and Lattakia where a high number of IDPs have taken shelter, and host communities and IDPs represent different social groups. Activities such as Drama and Theatre Therapy, Sports for Peace, Music for Peace, Art and Peace, and Food for Peace can be considered for local reconciliation and promotion of the culture of "understanding of the other".

UNDP will also capitalize on the role of women in assuring resilience and social cohesion at the local level and empower the youth to play a pivotal role on social mobilization for peace. The Elderly will be involved in the community resilience and social cohesion activities as the main actors and drivers to promote for the culture of "Understanding and Accepting the Other". NGOs and local CBOs will be considered as main partners for the implementation of these inter and intra-communal activities. An NGO grant scheme will be made available for this purpose.

4. Targeting and Partnerships

The project will target the crisis-affected population, be it IDPs, host families and communities. In Aleppo and Homs, the hard hit governorates, the project will focus on lending immediate livelihoods assistance to the crisis affected persons living within different areas of the governorates. It is worth noting that despite the fact of being severely subjected to on-going military operations, Aleppo hosts the highest number of IDPs in Syria (almost 1.2 million according to OCHA) with some major neighborhoods being sieged in Aleppo city. Homs witnesses a certain level of return of its original residents, however moving to new neighborhoods, which is burdening the local communities and their capacities to absorb and deliver relevant services. In



Lattakia and Tartous, areas of certain level of peace or stability, a large number of IDPs fleeing Aleppo, Idleb, Deir Ezzor, Homs and Idleb are seeking safe haven; nevertheless their living conditions is no better of the IDPs trapped in conflict zones.

The ultimate objective of the project is to address the emerging needs of the affected populations, particularly to maintain a dignified living in difficult displacement conditions. IDPs and host communities, being the direct beneficiaries of the proposed project were consulted during a quick needs assessment and identification of priority interventions. Their engagement in the early phases of the project will ensure an adequate response to their needs.

On the other hand, local associations and faith-based organisations have played a major role in directly accessing the affected populations, bridging the gap of communication between the national level and the local level where difficulties of access and direct contact were observed. Such local level assessments are feeding UNDP with the needs and priorities of the IDPs, their living conditions and the trends of their displacement and movement. The partner local CBOs and NGOs are the main stakeholders in this project as they could be entrusted with the co-management of some activities like the cash for work, the rehabilitation of the persons with disability and support to the SMEs among others.

Finally, strategic and operational partnerships will be maintained with other UN agencies to fill in the gaps and complement some of the initiatives. The EU as a donor will constitute an active partner in the overall process and could be consulted at various stages of the project implementation, in line with the General Conditions and the FAFA.

5. Resources and considerations

In reference to the proposed project, UNDP will resort to its **network of NGOs/CBOs** working in the target governorates of Aleppo, Homs, Tartous and Lattakia for support in the overall project management cycle from identification of needs, planning of interventions, implementation of activities, to monitoring and evaluation. Moreover, **UNDP field teams** are already located in the four target governorates and will be considered the backbone of the operations, ensuring the management of the project activities and maintaining close coordination and collaboration with all concerned stakeholders, including the beneficiaries themselves. **Inclusive participation and engagement** of different local actors will be ensured throughout the project implementation phases.

The project team will base its interventions on the foundations of participatory approaches and inclusion of all involved stakeholders and beneficiaries. **Gender** is a crosscutting issue to be considered while developing and implementing the project. **Capacity development** is also given a particular attention in order to transfer the knowledge of UNDP teams to the partner NGOs/CBOs and other local actors.



Empowered lives.
Resilient nations.

UNDP Damascus will support the field operations in the four target governorates in close partnership and collaboration with the partner CBOs/NGOs in order to strengthen their planning and implementation capacity. Nevertheless, **capacity assessment** will be conducted for potential partners to assess their operational capacity, programmatic leverage and most importantly their outreach and targeting mechanisms. Targeted capacity development activities will be implemented to bridge urgent gaps.

Finally, the proposed project will lay the foundations for a larger urgently needed base of early recovery and livelihoods interventions, attracting the attention of other donors and partners to the importance of **localized initiatives and solutions**. The project will also provide solutions to a major problem; the inaccessibility from the centre to the peripheries and remote areas that could hinder communication with and the direct targeting of the affected populations. Thus, the **strategic position of this area-based initiative** supported by the European Union is of paramount importance for future early recovery endeavors.

6. Project Management

The project will be implemented by UNDP through its field teams and partner NGOs. The selection of NGOs is carefully carried out based on capacity assessment relying on the strengths, outreach and value-added of these NGOs, in addition to their human and financial capacities. A capacity assessment exercise is currently being conducted.

The procurement of any goods, works or services and the award of grants by UNDP under this Action shall be carried out in accordance with the applicable rules and procedures adopted by the UNDP, as stated in Article 10 of the General Conditions. This is based on the fact that UNDP's rules and procedures have been positively assessed by the European Commission and conform to internationally accepted standards, in compliance with the principles of transparency, proportionality, sound financial management, equal treatment and non-discrimination, care being taken to avoid any conflict of interests.

A **dedicated team** will work on the implementation of this project at central and local levels. In Damascus, a technical support team will provide technical guidance, communication, logistics and administrative and financial support, whereas field teams in Aleppo, Homs, Lattakia and Tartous will be working on the implementation and monitoring of the day-to-day activities and constantly following up with partners and concerned stakeholders for effective, efficient and timely interventions. The project team consists of: an International Project Manager, International Expert on Social Cohesion, a National Project Officer, National Expert on Disability, National Communications Officer, National Monitoring and Evaluation Officer, National

United Nations Development Programme Syrian Arab Republic



Empowered lives.
Resilient nations.

Finance Officer and four National Field Coordinators. The team will be technically supported by an Early Recovery Specialist.

Field visits will be conducted to project implementation sites for a thorough follow up on activities achieving intended results. Constant review of implementation arrangements and tracking of performance indicators will allow the project team to take immediate considerations for corrective measures and modifications of approaches.

Reporting schemes will be set at the onset of the project. A weekly report will be presented from the field to the central management unit in Damascus in order to take necessary measures at both programmatic and operational levels. Ad-hoc reporting from the field to the central management unit is also expected when deemed necessary.

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 2 of the General Conditions of this contract. The reports should also include details of the visibility actions taken and examples in annex.

Evaluations. UNDP will carry out an internal results orientated review of the project highlighting the major achievements, progress, changes and constraints in operations and implementation of the project.

An external final evaluation will be prepared after the completion of the project.

Communication Plan. A comprehensive visibility and **communication plan** will be developed to ensure EU's visibility of the project and reflect its support to UNDP. A copy of the plan should be sent to the EU Delegation. The plan will identify the means, medium and frequency of communication with different stakeholders. The plan will take all necessary measures to ensure the visibility of the EU financing of the action being implemented in line with Article 6 of the General Conditions. This will include, where feasible, the use of the Donor and UNDP's logos on outreach materials, key messages, testimonials and stories from the field, etc. in accordance with the *Joint Visibility Guidelines for EC-UN Actions in the Field*⁴ and UNDP communications guidelines and policies.

UNDP Syria will ensure the visibility of the EU's contribution to main humanitarian livelihoods actions and their impact on the target population. Particular reference to this contribution can be made through:

- UNDP Syria website and related links;
- UNDP Syria newsletters and brochures;
- Media interviews and field visits to the activities sites ;

⁴ http://ec.europa.eu/europeaid/work/procedures/financing/International_organisations/other_documents_related_unit_ed_nations/document/joint_visibility_guidelines.pdf

- Success stories: tracking the stories of at least 5 beneficiaries following their support and highlighting the impact of the contribution on their lives and livelihoods

7. Monitoring of field activities

In order to ensure the utmost compliance with transparency and accountability towards the affected Syrian population and the Donor, UNDP has identified three main modalities for field activities monitoring as described below. Combination of these modalities could be envisaged depending on the local context and demands of the project activity.

A thorough risk analysis should be undertaken to identify any reputational risks or spill-overs associated with individuals or entities undertaking monitoring on behalf of UNDP, safety and security issues, or risk of conflict of interest, coercion or corruption.

The three main monitoring modalities are:

I. Community-based Monitoring

1. Community selected project committees
 - Selected 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
 - Recruited 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 centres, mosques/ churches) what/where actions, what budgets and program activities are located and with which local partner (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 phone⁵ 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.

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 NGOs 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

⁵ The Hub Coordinator or project staff should evaluate this option from a security point of view. An office number (as opposed to personal phone number) should be considered.



*Empowered lives.
Resilient nations.*

likely local NGO where applicable), and the Community Committee mentioned above. Photos will complement narrative reports.

2. Peer monitoring by:

- Other UN Agencies or NNGOs/ INGOs. 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).
- A local NGO Board. This requires establishing the Board comprising local NGOs operating in the area to monitor the activity on a voluntary according to agreed indicators. This information will be triangulated with community and other data.
- 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:
 - ✓ Check actual beneficiaries against lists of names and selection criteria to ensure that the right people are benefitting.
 - ✓ Check that beneficiaries have received the agreed amount of money (no middle-man commissions, etc.).
 - ✓ Check the quality of the deliverable (assets, start-up kits, training, number of work-hours/days, etc.)
 - ✓ Collect feedback from beneficiaries on general management and interaction with the implementing partner or project staff.

The above mentioned monitoring schemes will be thoroughly assessed and considered for the implementation of the proposed project.

[Handwritten mark]

[Handwritten signature]



Empowered lives.
Resilient nations.

8. Results and Resources Framework

<p>Applicable Key Result Area: Strengthen the resilience of the Syrian people and foster the recovery of disrupted livelihoods</p> <p>Partnership Strategy</p> <p>The programme will be implemented in close partnership and cooperation with i) Local entities; ii) NGOs/CBOs; iii) the private sector; iv) UN Agencies, v) donors, and vi) target groups and affected populations. This will promote a wider engagement of all concerned stakeholders in identification of needs, planning, decision-making, consultation, community mobilization, resource mobilization, implementation, monitoring, feedback and supervision.</p> <p>In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs, UN partners), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices (project selection, priority interventions wages, etc.) will be sought and knowledge management and information sharing with all partners will be considered involving the beneficiaries/target groups as well.</p> <p>Project title and ID (ATLAS Award ID): Emergency Restoration and Stabilization of Livelihoods of Syrian People</p>			
<p>INTENDED OUTPUTS</p> <p>Output 1: Emergency employment for improved service delivery and restoration and repair of basic infrastructure in Aleppo and Homs enhanced</p> <p>Baseline: Deteriorated basic social services in Homs and Aleppo; Disrupted livelihoods (Loss/damage of assets, employment, income generation, distorted markets, etc.) in major parts of Aleppo and Homs;</p>			
<p>OUTPUT TARGETS</p> <p>- 960 jobs opportunities created for a 4 month period -Number of basic social infrastructure restored -At least 10 neighborhoods in Homs and Aleppo cleaned from garbage piled up in the streets</p>		<p>INDICATIVE ACTIVITIES</p> <p>1.1 Targeted livelihoods and damage assessments conducted in the target neighborhoods of Homs and Aleppo</p> <ul style="list-style-type: none"> ▪ Select and contract partner institutions to conduct the assessments (if needed) ▪ Carry out assessment in target areas (whether by UNDP staff or by contracted partner) <p>1.2 Emergency employment generated and basic infrastructure repaired adopting 60% wages and 40% material tools modality⁶</p>	
<p>RESPONSIBLE PARTIES</p> <p>UNDP, UN agencies, INGOs, NGOs, CBO's, private sector</p>		<p>INPUTS</p> <p>Emergency employment Wages Tools and material (60% wages and 40% tools and materials)</p>	

⁶Wages to material cost of 60:40 modalities will be examined thoroughly during the implementation of the project and will be based on actual market prices. This modality may change accordingly. Hence,

United Nations Development Programme
Syrian Arab Republic



Empowered lives.
Resilient nations.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Primary data collected on livelihoods and damage assessments</p> <p>Indicators: Number of assessments conducted; Number of emergency employment opportunity provided; Number of basic social infrastructure projects implemented Tons of garbage collected and disposed</p>		<ul style="list-style-type: none"> ▪ Pre-qualify, identify and contract/engage implementing institutions ▪ Carry out quick needs assessment of priority infrastructure repairs ▪ Purchase necessary tools and equipment ▪ Restore basic and social infrastructure (water and sewer networks, street lights, solar heaters/lights, minor repairs to public health facilities, social and community facilities...) using labour intensive techniques ▪ Engage in local service delivery activities such as garbage collection, waste management, and shelter service support ▪ Implement and monitor activities as deemed necessary 		
<p>Output 2: Emergency support for restoration of disrupted livelihoods provided</p> <p>Baseline: Damaged socio-economic infrastructure and SMEs Loss of productive tools Large number of IDPS in need of non-consumable household assets Increased demand for specific skills</p>	<p>Targets: - 1,000 SMEs and other small scale business owners receive assets or productive tools; - 800 unemployed persons receive specialized vocational training</p>	<p>2.1 Provision of productive tools or restoration grants for people with disrupted livelihoods (SMEs..)</p> <ul style="list-style-type: none"> ▪ Identify needs and procure tools and materials as necessary; ▪ Identify beneficiaries for grants provision for small business restoration ▪ Identify partners for distribution and monitoring ▪ Carry out actual distribution according to 	<p>UNDP, UN agencies, INGOs, NGOs, CBO's, private sector</p>	<p>Productive Tools and kits/Grants</p> <p>Vocational Training</p>

the project will institute a monthly market price surveys where possible.

United Nations Development Programme
Syrian Arab Republic



Empowered lives.
Resilient nations.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>training</p> <p>Indicators: Number of SMEs and businesses provided with productive tools Number of vocational centers with increased capacity Number of people with new skills trained</p>		<p>agreed-upon criteria</p> <p>2.2 Deliver tailored short-term vocational training and skills development initiatives to help in future reconstruction and other rehabilitation efforts</p> <ul style="list-style-type: none"> ▪ Map out and assess capacities of existing vocational training centers; ▪ Build the capacity of those centres and mobilize necessary human and financial resources ▪ Carry out training sessions to identified beneficiaries 		
<p>Output 3: Emergency support for women headed households provided</p> <p>Baseline: Increase of female household population; Increased demand for specific skills training for women</p> <p>Indicators: Number of women headed household benefited Number of women with new skills trained</p>	<p>-700 women provided with emergency employment through cash for work schemes</p> <p>-700 women provided with start-up kits to revive or start their own business</p> <p>- 900 women trained on new productive skills</p>	<p>3.1 Livelihoods support to women headed households</p> <ul style="list-style-type: none"> ▪ Provide specialized and tailored emergency jobs (e.g. support day care services, sewing, food processing,) to encourage women headed households engagement; ▪ Provide tailored vocational training; ▪ Provide start-up grants/kits for income generating activities; 	<p>UNDP, UN agencies, INGOs, NGOs, CBO's, Private sector, specialized centers (women, vocational training...)</p>	<p>Emergency jobs/Cash for work</p> <p>Start-up kits for women</p> <p>Training for targeted PWD and women</p>
<p>Output 4: Emergency support and rehabilitation of people with disabilities provided</p>	<p>- 1,700 provided with disability aids (wheelchairs, prosthetics, etc.)</p>	<p>4.1 Livelihoods support to persons with disabilities (PWD)</p> <ul style="list-style-type: none"> ▪ Provide a holistic disability rehabilitation 	<p>UNDP, UN agencies, INGOs, NGOs, CBO's, Private sector, specialized</p>	<p>Vocational training and Start-up kits for PWD</p>

United Nations Development Programme
Syrian Arab Republic



Empowered lives.
Resilient nations.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Baseline: Increased vulnerability of people with disabilities Increased demand for specific skills training for persons with disability</p> <p>Indicators: Number of disabled targeted Number of physiotherapy sessions Number of vocational centers with increased capacity Number of people with new skills trained Number of prosthetics production workshops</p> <p>Output 5: Local capacities for community resilience and social cohesion enhanced</p> <p>Baseline: Loss of livelihood capitals (human, financial, social, physical, natural) Increased need for psychosocial services; Limited CBOs' capacity to respond to the current unrest in the country and respond to the needs of the affected</p>	<ul style="list-style-type: none"> - two production workshops established for manufacturing prosthetics and artificial limbs - 500 physiotherapy sessions benefiting a minimum number of 60 persons with disability - 300 persons with disability with new skills developed - 150 persons with disability receiving start-up kits to revive or start a new business - 2 specialized centers for psychosocial support established <ul style="list-style-type: none"> - At least 70 NGOs and CBOs trained on livelihoods and early recovery concepts including social cohesion and community resilience: from planning phases to implementation and monitoring and evaluation - At least 25 NGOs receiving grants to implement local level social cohesion and community resilience initiatives - Drama therapy, Sport for Peace, Music and Art for Peace, 	<p>services to persons with disability (including disability aids, physiotherapy and occupation therapy where possible, psycho-social support)</p> <ul style="list-style-type: none"> ▪ Provide specialized and tailored vocational training, and equip workshops for production of prosthetics and other materials to employ PWD ▪ Provide start-up grants/kits for restoration of livelihoods <p>5.1 NGOs/CBOs and local working groups provided with required capacities to engage in emergency responses with particular focus on livelihoods and early recovery concept and practice</p> <ul style="list-style-type: none"> ▪ Map and carry out capacity assessment of NGOs/CBOs ▪ Establish local working groups composed of all concerned local stakeholders ▪ Implement targeted training for NGOs/CBOs and working groups; ▪ Facilitate networking for exchange of 	<p>centers (research, physiotherapy, vocational etc.)</p> <p>UNDP, UN agencies, INGOs, NGOs, CBOs, private sector</p>	<p>Disability rehabilitation services (Equipment and disability aids, physiotherapy) for PWD</p> <p>Production workshops</p> <p>Psycho-social support for PWD</p> <p>NGOs/CBO capacity assessment and development programme (trainings and workshops)</p> <p>Grants for NGOs/CBOs</p> <p>Community based activities (theatre, music, drama, food for peace)</p>

United Nations Development Programme
 Syrian Arab Republic



Empowered lives.
 Resilient nations.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>population Limited local level social cohesion and community resilience activities</p> <p>Indicators: Number of CBOs and NGOs receiving specialized capacity development and training Number of NGOs receiving grants to implement local level initiatives Number of nature of inter and intra-communal activities focusing on social cohesion and community resilience through different entry points</p>	<p>Food for Peace initiatives implemented in the four target governorates</p>	<p>information and best practice</p> <ul style="list-style-type: none"> ▪ Provision of grants for community based initiatives <p>5.2 Develop various inter-communal activities for social cohesion and community resilience</p> <ul style="list-style-type: none"> ▪ Mobilize youth groups at local and regional level 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 ▪ Facilitate networking among various groups and various communities to share experiences and exchange of information. 		
<p>Project management</p>				<p>Technical staff Administrative and support staff</p>
<p>Logistics and Operations</p>				<p>Office equipment Consumables and communication Visibility Security Third party monitoring</p>



Empowered lives.
Resilient nations.

Time-frame: 2 years (activities planned per semester)

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME			
		Year 1		Year 2	
		S1	S2	S1	S2
Output 1: Emergency employment for improved service delivery and restoration and repair of basic infrastructure in Aleppo and Homs enhanced	<p>1.3 Targeted livelihoods and damage assessments conducted in the target neighborhoods of Homs and Aleppo</p> <ul style="list-style-type: none"> ▪ Select and contract partner institutions to conduct the assessments (if needed) ▪ Carry out assessment in target areas (whether by UNDP staff or by contracted partner) <p>1.4 Emergency employment generated and basic infrastructure repaired adopting 60% wages and 40% material tools modality⁷</p> <ul style="list-style-type: none"> ▪ Pre-qualify, identify and contract/engage implementing institutions ▪ Carry out quick needs assessment of priority infrastructure repairs ▪ Purchase necessary tools and equipment ▪ Restore basic and social infrastructure (water and sewer networks, street lights, solar heaters/lights, minor repairs to public health facilities, social and community facilities...) using labour intensive techniques ▪ Engage in local service delivery activities such as garbage collection, waste management, and shelter service support ▪ Implement and monitor activities as deemed necessary 	X	X	X	X

⁷Wages to material cost of 60:40 modalities will be examined thoroughly during the implementation of the project and will be based on actual market prices. This modality may change accordingly. Hence, the project will institute a monthly market price surveys where possible.

United Nations Development Programme
 Syrian Arab Republic



Empowered lives.
 Resilient nations.

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIME FRAME			
		Year 1		Year 2	
		S1	S2	S1	S2
Output 2: Emergency support for restoration of disrupted livelihoods provided	<p>2.2 Provision of productive tools or restoration grants for people with disrupted livelihoods (MSMEs.)</p> <ul style="list-style-type: none"> ▪ Identify needs and procure tools and materials as necessary; ▪ Identify beneficiaries for grants provision for small business restoration ▪ Identify partners for distribution and monitoring ▪ Carry out actual distribution according to agreed-upon criteria <p>2.2 Deliver tailored short-term vocational training and skills development initiatives to help in future reconstruction and other rehabilitation efforts</p> <ul style="list-style-type: none"> ▪ Map out and assess capacities of existing vocational training centers; ▪ Build the capacity of those centres and mobilize necessary human and financial resources ▪ Carry out training sessions to identified beneficiaries 	X	X	X	X
Output 3: Emergency support for women headed households provided	<p>3.1 Livelihoods support to women headed households</p> <ul style="list-style-type: none"> ▪ Provide specialized and tailored emergency jobs (e.g support day care services, sewing, food processing,) to encourage women headed households engagement; ▪ Provide tailored vocational training; ▪ Provide start-up grants/kits for income generating activities; 	X	X	X	X



Empowered lives.
 Resilient nations.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME			
		Year 1		Year 2	
		S1	S2	S1	S2
Output 4: : Emergency support and rehabilitation of people with disabilities provided	4.1 Livelihoods support to persons with disabilities (PWD) <ul style="list-style-type: none"> ▪ Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupation therapy where possible, psycho-social support...) ▪ Provide specialized and tailored vocational training, and equip workshops for production of prosthetics and other materials to employ PWD ▪ Provide start-up grants/kits for restoration of livelihoods 	X	X	X	X
Output 5: Local capacities for community resilience and social cohesion enhanced	5.1 NGOs/CBOs and local working groups provided with required capacities to engage in emergency responses with particular focus on livelihoods and early recovery concept and practice <ul style="list-style-type: none"> ▪ Map and carry out capacity assessment of NGOs/CBOs ▪ Establish local working groups composed of all concerned local stakeholders ▪ Implement targeted training for NGOs/CBOs and working groups; 	X	X	X	X

(Handwritten signatures)

United Nations Development Programme
 Syrian Arab Republic



Empowered lives.
 Resilient nations.

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions		TIME FRAME			
			Year 1		Year 2	
			S1	S2	S1	S2
<ul style="list-style-type: none"> ▪ Facilitate networking for exchange of information and best practice ▪ Provision of grants for community based initiatives <p>5.2 Develop various inter-communal activities for social cohesion and community resilience</p> <ul style="list-style-type: none"> ▪ Mobilize youth groups at local and regional level for inter-communal activities including: sports tournaments, social events, open days, music forums, cultural forums, soft skills training, social entrepreneurship initiatives. ▪ Initiate local activities on Drama therapy, Sport for Peace, Music and Art for Peace, Food for Peace ▪ Facilitate networking among various groups and various communities to share experiences and exchange of information. 			X	X	X	X
Project management			X	X	X	X
Logistics and Operations						
Total Direct Costs			X	X	X	X
Indirect costs			X	X	X	X
Total Eligible Costs of the Action			X	X	X	X