United Nations Development Programme





Syria Country Office

Annual Work Plan 2021

Project Title and ID:	Private Sector Recovery and Development - 00118359
Expected CP Outcome(s):	Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion
Expected Output(s):	1.1 Disrupted livelihoods, including markets/businesses, restored and revived1.3 Livelihood opportunities generated for female-headed households
Implementing Partner:	UNDP
Responsible Party(ies):	Local authorities, NGO and INGOS, private sector
Gender Marker	GEN2

Brief Description

The worsening economic situation has exacerbated the vulnerability of the people in Syria with large-scale damage in infrastructure & businesses & public services. Consequently, and in addition to the volatile security situation, private sector especially micro, small and medium enterprises (MSMEs), who are the major driving force of the country's economic recovery, are facing major challenges such as low institutional capacity, lack of enabling business environment for inclusive MSMEs & regulatory framework, troubled with shortages in electricity, lack of effective financial and non- financial business support & services, market accessibility, currency depreciation & lack of availability of skilled Labor ...etc.. In this regard, supporting MSMEs recovery and development is a critical area of support for livelihoods and job creation and local economic recovery.

UNDP Syria Country Office formulated an integrated project supporting MSMEs development and private sector engagement and growth for sustainable livelihoods and economic recovery in Syria at three different levels as follows:

1. Macro Level: Policy/strategy development for private sector recovery and inclusive growth enhanced

2. Meso Level: Service provision and capacity for inclusive private sector recovery and growth enhanced through programme design.

3. Micro Level: Access to private sector inclusive recovery and growth enhanced through service delivery and community engagement

Programme Period:	2016-2021
Key Result Area (SP):	Building resilience to crises and shocks, in order to safeguard development gains
Atlas Award ID:	00118359
Start date:	1-Jan-21
End Date:	31-Dec-21
PAC Meeting Date:	26-Jan-21
Management Arrangements:	DIM

AWP Budget:	6,467,757
Total resources required:	6,467,757
Total allocated resources:	3,534,956
o Regular: 105,124	-
o Others: RFF response	300,000
o Donor Names:KFW6	1,957,230
Russia 2020	151,912
JSB Resilience 2020	439,231
Japan 2021	564,300
KFW 7	1,981,980
KFW 6	117,830
KFW5	29,704
Unfunded budget:	2,932,800
In-kind Contributions:	-

Agreed by UNDP:

25-Feb-2021

UNDP Resident Representative

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Annual Work Plan: 2021

Project Title:	Private Sector Recovery and Development												
Award ID:	00118359	•											
Expected Outputs	_		Time	frame	r —	Bernethl		6		Р	lanned Budget		
(Indicate Atlas Output IDs)	Planned Activities	Q1	Q2	Q3	Q4	Responsibl e Party	Donor	Source of Funds	Governorat e	Account and Budget Description	2021 Amount (\$) Funded	2021 Amount (\$) Unfunded	2021 Amount (\$)
Output 1: Macro: Policy/strategy development and national level institutional capacities for private	Enabling business environment for inclusive MSMEs, Recovery and Development												-
sector recovery and inclusive growth enhanced Indicators:	Activity 1.1.1: Technical support to different stakeholders in setting up policy framework for enabling business environment, sustainable enterprises, and inclusive private sector development including social and community based												
# strategies developed # of Non-financial business support	enterprises Actions:												-
# of Non-infancial business support strategy developed # of Specialized technical support to	Technical support to SME commission and/or related stakeholders based on the recommendation of SME strategy		x	x		UNDP	JSB Resilience	32045	National	72100-Contractual Services	30,000		30,000
MoSAL/other stakeholders (Strategy, draft regulatory framework	Technical support to MoSAL for Social enterprises & cooperatives framework development		x	x	x	UNDP	JSB Resilience	32045	National	72100-Contractual Services	20,000		20,000
document, etc) in issues related to social enterprises/cooperatives # of forum to support WEE is established	Activity 1.1.2: Support high-level policy dialogue for WEE and establishment of knowledge development, sharing events, support to the establishment of country/regional platform for women entrepreneurs												-
# of platform to link Syrian	Actions:												-
businesses is established	support formulating forum for women businesses to facilitate dialogue on subjects related to WEE			x x		UNDP UNDP	KFW6 KFW5		National National	72600- Grants 72100-Contractual Services	33,812 20,175		33,812 20,175
Targets: 1- One A2F strategies developed	Activity 1.1.3: Developing a strategy/policy for provision of systematic non- financial business support												
2- One Non-financial business support strategy developed	Actions:												-
3- one session for Specialized technical support to MoSAL/other stakeholders (Strategy, draft	Support in developing a strategy/policy for non-financial business services								National	72100-Contractual Services		30,000	30,000
regulatory framework document, etc) in issues related to social enterprises/cooperatives	Activity 1.1.4: Support research to enhance national and local knowledge for value chain development (e.g. Building Atlas for Economic Activities in Syria)												-
4- One forum to support WEE is established	Actions: Market systems research and analysis, including the identification of main												
5- One platform to link Syrian businesses is established	constrains to access to markets		x	x		UNDP	JSB Resilience	32045	National	72100-Contractual Services	30,000		30,000
	Inclusive Finance												-
Baselines:	Activity 1.2.1: Strategy/policy for access to finance												-
 Recommendations listed in National SME Strategy which was 	Actions:												-
developed in 2020.	Developing strategy for access to finance in Syria			x	x	UNDP	JSB Resilience	32045	National	72100-Contractual Services	20,000		20,000
-results and recommendations listed in the financial market assessment	Private sector engagement/dialogue and partnership Activity 1.3.1: Facilitate private-private dialogues amongst different private												-
report in 2020. - previous private sectors meetings	sector networks inside and outside Syria for promoting the enabling business environment												-
and discussion sessions which were held in 2019-2020	Actions:												-
- lessons learnt out of the 1st Idea challenge.	Develop private sector platform and database linking Syrian business wo/men in close collaboration with existing networks such as SIBA for policy recommendations and developing business models		x	x	x	UNDP	JSB Resilience	32045	National	72100-Contractual Services	20,000		20,000
Gender Marker: GEN2	Activity 1.3.2: Facilitate private sector engagement in corporate social responsibilities for inclusive economic opportunities.												-
Output: JSB: 00121011 KFW6: 00119963 KFW5: 00114792	Actions: Develop series of knowledge exchange events to promote private sector engagement in CSR activities	x	x			UNDP	JSB Resilience	32045	National	72100-Contractual Services	20,000		20,000

Expected Outputs			Time	frame							lanned Budget		
(Indicate Atlas Output IDs)	Planned Activities	Q1	Q2	Q3	Q4	Responsibl e Party	Donor	Source of Funds	Governorat e	Account and Budget Description	2021 Amount (\$) Funded	2021 Amount (\$) Unfunded	2021 Amount (\$)
										GMS @ 8%	15,519		15,519
	Total for Output 1:										209,506	30,000	239,50
Output 2: Meso: Service provision and capacity for inclusive private sector recovery and growth enhanced	Enabling business environment for inclusive MSMEs, Recovery and Development												-
through programme design, integration and administrative reforms/capacity building	Activity 2.1.1 Enhance and strengthen national capacities of different stakeholders to improve policies and programmes supporting the growth of micro-, small-, and medium-enterprises (MSMEs)												-
Indicators: # of training session to SME	<i>Actions:</i> capacity building activities of different stakeholders at meso level including hubs and centres staff								National	72100-Contractual Services		20,000	- 20,000
commission team # of training session to other stakeholders based on the SMEs	Activity 2.1.2 Assistance to establish and promote National Women Business Associations												-
strategy # of hubs/business centre are established # of capacity building activities in support of VC dovelopment	 and building their capacity in: non-financial services to women entrepreneurs collaboration schemes with financial institutions women funds and/or saving groups schemes 												-
support of VC development # of value chain analysis of core economic sectors in Syria # of hackathon for A2F challenges	Actions: promote and support the establishment of women associations including A2F and Non-financial business support			x	x	UNDP	JSB Resilience	32045	National	72100-Contractual Services	30,000	70,000	- 100,000
# of CSR training session is implemented. Targets:	Activity 2.1.3 Business upgrade/acceleration support, through set up of business centres, entrepreneurial parks, hubs and network of mentors												-
 One training session to SME commission team. one training session to other 	Actions: setup of business centres/hubs/ incubators/accelerators or other similar modalities of networks								National	72100-Contractual Services		90,000	- 90,000
stakeholders based on the SMEs strategy -4 hubs/business centre are established	Activity 2.1.4 Strengthening capacity of national and local institutions providing support services for the optimization of value chains development												-
 -3 capacity buildings activities in support of VC development -2 value chain analysis of core economic sectors in Syria 	Actions: capacity building activities to understand the value chain and market system concepts, targeting fresh graduates.								National	72100-Contractual Services		25,000	- 25,000
-one FinTech hackathon for A2F challenges - one CSR training session is implemented.	Activity 2.1.5 Undertake a value chain analysis of number of core economic activities as identified in "UNDP-Atlas for economic activities" with the aim of viability of assessing the existing and potential markets and determine which hold promise of employment opportunities, product expansion, market viability,												
Baselines: - Recommendations listed in National SME Strategy which was developed in 2020.	value addition opportunities, quality improvement and input availabilityActions:conduct VC analysis of selected core economic sectors, such as wheat, olives ,							40202			40.000	50.000	-
results and recommendations listed in the financial market assessment eport in 2020.	honey, poultry, livestock, etc. Inclusive Finance		X	X		UNDP	KFW 7	10283	National	72100-Contractual Services	40,000	50,000	90,000 - -
-Results of assessment of challenges facing Women Economic Empowerment in Syria, completed in	Activity 2.2.1 working with financial sector and service providers to formalize channels which leverage digital and fintech solutions.												-
2020. Gender Marker	Actions: FinTech support initiatives in partnership with private financial institutions		x			UNDP	JSB 2020	32045	National	72100-Contractual Services	60,000		- 60,000
GEN2	Private sector engagement/dialogue and partnership												-

Expected Outputs			Time	frame						Р	lanned Budget		
(Indicate Atlas Output IDs)	Planned Activities	Q1	Q2	Q3	Q4	Responsibl e Party	Donor	Source of Funds	Governorat e	Account and Budget Description	2021 Amount (\$) Funded	2021 Amount (\$) Unfunded	2021 Amount (\$)
Outputs: JSB: 00121011 KFW7: 00125702	Activity 2.3.1 Tailored women economic empowerment initiative/s in partnership with private sector (women to women business support)												_
JSB 2020: 00125824	Actions:												-
	Support to WEE initiatives			x		UNDP	KFW 7	10283	National	72600- Grants	25,000	25,000	50,000
													-
	Activity 2.3.2 Training of local experts and consultancies in developing and implementation of CSR Strategies												
	Actions:	-											-
	Capacity building of private sector in CSR for inclusive economic opportunities	-	x	x		UNDP	KFW 7		Rural	72100-Contractual Services	25,000		25,000
						UNDP	KFW 7	10283		72100-Contractual Services	25,000		25,000
										GMS @ 8%	16,400		16,400
Output 2: Misson Associate sectors	Total for Output 3:		1		1						221,400	280,000	501,400
Output 3: Micro: Access to private sector inclusive recovery and growth enhanced through service delivery and	Enabling business environment for inclusive MSMEs, Recovery and Development												
community engagement Indicators: # of Social Enterprises have been selected and funded	Activity 3.1.1 Develop series of knowledge exchange events and capacity building activities related to MSMEs support and social/community bases enterprises												_
# of bootcamps for social	Actions:												-
enterprises have been launched # of women provided with													
advanced vocational/technical			x	x	x	UNDP	KFW 7	10283	National	72100-Contractual Services	390,833	150,000	540,833
capacities - Training & BDS # of individuals received BDS	bootcamp, competitions, call for proposals for promoting social enterprises and MSMEs support. (2 idea challenges)		x	x	x	UNDP	JSB 2020	32045	National	72100-Contractual Services	75,000		75,000
through different incubation													
services. # of individuals received financial	Activity 3.1.2												
support.	Direct technical assistance to women-led businesses, women entrepreneurs												
# of self-help groups (SHG) are	and women startups, through developing novel and innovative solutions to												
established	overcome the exclusion of women	_											-
# of individuals received BDS	Actions:												-
services through SHG # of individuals received financial	capacity development of women entrepreneurs and startups								National	72100-Contractual Services		25,000	25,000
support though SHG.													
		L	X	X	X	UNDP	KFW 7	10283		72600- Grants	54,400		54,400
Targets:									Rural Damascus	72600- Grants		50,000	50,000
- 50 Social Enterprises have been	Support the setup of centres to promote access of women to technology and business different from women stereotype/traditional activities (such as	<u> </u>								72600- Grants		50,000	-
selected and funded	programming, photography, art, fashion and interior design).	<u> </u>								72600- Grants		50,000	-
- 2 bootcamps for social enterprises				1	1							20,000	
have been launched													
- 50 women provided with advanced	Activity 3.1.3 Service delivery of non-financial business support through hubs/business				1								
vocational/technical capacities - Training & BDS	centres				1								-
- 500 individuals received BDS	Actions:					1			1				-
through different incubation													
services.					1	UNDP	KFW 7	10283	National	72100-Contractual Services		65,000	65,000
- 500 individuals received financial									Rural				
support. - 15 self-help groups (SHG) are		<u> </u>								72100-Contractual Services		50,000	-
established		<u> </u>								72100-Contractual Services		50000	
- 300 individuals received BDS		<u> </u>				-				72100-Contractual Services		50,000	-
services through SHG		L	<u> </u>	<u> </u>			<u> </u>		Dar'a	72100-Contractual Services	Į	50000	50,000

Expected Outputs			Time	frame							Planned Budget		
(Indicate Atlas Output IDs)	Planned Activities	Q1	Q2	Q3	Q4	Responsibl e Party	Donor	Source of Funds	Governorat e	Account and Budget Description	2021 Amount (\$) Funded	2021 Amount (\$) Unfunded	2021 Amount (\$)
- 300 individuals received financial									Qunaitera	72100-Contractual Services		50,000	50,000
support though SHG.									Raqqa	72100-Contractual Services		50,000	50,000
	Provision of non-financial business services through hubs and business centres								Hasakeh	72100-Contractual Services		50000	50,000
Baselines: - Operational Manual/Guidelines for running SHG which was developed by UNDP in 2020. - 30 already established SHGs/saving groups in 2020.	Support to Market System Development including piloting of new ideas, providing technical assistance to adopt new practices, and setting up space for												-
- 670 Beneficiaries benefited from financial support in 7 governorates	explore Low performing market systems and pilot new initiatives to support market system functionality								National	72100-Contractual Services		50,000	50,000
												,	
Gender Marker:			x	x	x	UNDP	KFW 7	10283	Aleppo	72600- Grants	150,000		150,000
GEN3	Revive a local traditional markets in the area through provision tools and								Hama	72600- Grants		125,000	125,000
Outerster	equipment								Raqqa	72100-Contractual Services		125,000	125,000
Outputs: JSB: 00121011 KFW7: 00125702 JSB 2020: 00125824 Russia: 00119965	Activity 3.1.5 implement supporting activities to restore/strengthen vital value chains as identified in the VC analysis of core economic activities in Syria												-
RFF: 00125058	Actions:												-
									Raqqa	72100-Contractual Services		50,000	50,000
									Hama	72100-Contractual Services		50,000	50,000
									Homs	72100-Contractual Services		50,000	50,000
									Dar'a	72100-Contractual Services		50,000	50,000
									DZ	72100-Contractual Services		50,000	50,000
									Rural				
										72100-Contractual Services	50.000	50,000	50,000
			X	X		UNDP	JSB 2020			72100-Contractual Services	52,200		
			X	X		UNDP	Russia	206	Tartous	72600- Grants	29,586		29,586
			×	×		UNDP	JSB 2020	22045	Aleppo Swaida	72100-Contractual Services 72600- Grants	75,000	50,000	50,000 75,000
	support VC development of core economic activities such as wheat, olives , honey, poultry, livestock, etc.		X	X		UNDP	J2B 2020	32045	Lattakia	72100-Contractual Services	75,000	50,000	-
	Supporting wheat products and by creating job opportunities for young people								Lattakia			50,000	50,000
	on mobile mills (flour and bulgur) and small bakeries					UNDP	JSB wheat VC	32045	Hasakeh	72200-Equipment & Materials		70,000	70,000
	Supporting value chain of Economic activities such as (dairy-based production through rehabilitating the fodder factory).		x	x		UNDP	KFW 7	10283	Homs	72600- Grants	50,000		50,000
	support wheat value chain development					UNDP	JSB wheat VC	32045	Hasakeh	72200-Equipment & Materials		830,000	830,000 -
	Inclusive Finance												-
	Activity 3.2.1 design, test, package, replicate and scale up viable models of access to finance such as (Saving groups, Loan guarantee, Venture capital, Business angels, Crowdfunding, etc)												-
	Actions:												-
			x	x	x	UNDP	Russia	206	Dar'a	72600- Grants	82,800		82,800
			x	x	x	UNDP	JSB 2020	32045	Swaida	72600- Grants	82,800		82,800
			x	X	x	UNDP	KFW 7	10283	Hama	72600- Grants	82,800		82,800
			x	x	x	UNDP	KFW 7	10283	Raqqa	72600- Grants	82,800		82,800
			x	x		UNDP	KFW 7		Homs	72600- Grants	82,800		82,800
			x	x	x	UNDP	JSB Resilience	32045	Aleppo	72600- Grants	82,663		82,663
									Tartous	72600- Grants		82,800	82,800
	Pilot viable models of A2F		x	X	X	UNDP	KFW 7	10283		72600- Grants	82,800		82,800
						UNDP	RFF COVID	4001	ТВС	72600- Grants	227,273		227,273

Expected Outputs			Time	frame						F	Planned Budget		
(Indicate Atlas Output IDs)	Planned Activities	Q1	Q2	Q3	Q4	Responsibl e Party	Donor	Source of Funds	Governorat e	Account and Budget Description	2021 Amount (\$) Funded	2021 Amount (\$) Unfunded	2021 Amount (\$)
	Activity 3.2.2 financial support at business centres and hubs; such as support to startups, acceleration support, business and market activation.												-
	Actions:												-
		x	x	x		UNDP	JSB Resilience	32045	Raqqa	72200-Equipment & Materials	126,700		126,700
		x	x	x		UNDP	KFW 7	10283	Lattakia	72100-Contractual Services	124,600		124,600
		x	x	x		UNDP	KFW 7	10283	DZ	72100-Contractual Services	147,300		147,300
		x	x	x		UNDP	KFW 7	10283	Hama	72100-Contractual Services	150,000		150,000
		x	x	x		UNDP	KFW 7	10283	Homs	72100-Contractual Services	65,000		65,000
	financial support to damaged micro and small businesses through	x	x	x		UNDP	JSB 2020	32045	Rural Damascus	72100-Contractual Services	100,000		100,000
	hubs and centres.					UNDP	EU Joint	30000	DZ	72100-Contractual Services		150,000	150,000
						UNDP	KFW 7	10283	National	71400- Salaries	90,000		90,000
	Salaries					UNDP	JSB 2020	32045	National	71400- Salaries	30,000		30,000
										GMS @ 8%	201,388		201,388
	Total for Output 3:		1	-	1	1		1	1	1	2,718,743	2,622,800	5,341,543
										2020 GMS	127,770		127,770
										TOTAL 2020 GMS	127,770	-	127,770

Expected Outputs			Timef	rame						Р	lanned Budget		
	Planned Activities					Responsibl	Donor		Governorat		2021 Amount	2021	2021 Amount
(Indicate Atlas Output IDs)		Q1 Q2 Q3		Q4	e Party		Funds	е	Account and Budget Description	••••	Amount (\$)	(\$)	
											Funded	Unfunded	(+)
Output: Technical Assistance/Project										64300 - DPC- 70%-staff-related			1
Management Costs										Costs	166,922		166,922
-										74500 - DPC- 30% General			1
	Direct Project Costing (DPC) @ 10% (calculated separately for each donor)									Operating Expenses (GOE)	71,538		71,538
										GMS @ 8%	19,077		19,077
								Total for To	echnical Assis	tance/Project Management Costs:	257,537	-	257,537
										Total Project:	3,534,956	2,932,800	6,467,756

	Summary of Donor Funding:			
Donors - Outputs	Available Fund	Funded	Unfunded	Total
Russian 2021	-	-		-
EU Joint (DZ)	-	-	150,000	150,000
JSB Resilience: 00121011	439,231	439,231		439,231
Japan NE (wheat VC)	-	-	900,000	900,000
Japan 2020: 00125824	564,300	564,300		564,300
KFW 7: 00125702	1,981,980	1,981,980		1,981,980
KFW 6: 00119963	117,830	117,830		117,830
KFW 5: 00114792	29,704	29,704		29,704
Russian 2020: 00119965	151,912	151,912		151,912
COVID response: 00125058	250,000	250,000	-	250,000
			1,882,800	1,882,800
Total:	3,534,957	3,534,957	2,932,800	6,467,757