



PROJECT DOCUMENT

Syria

Project Title: Project for Strengthening Humanitarian Early Recovery and Resilience in East Ghouta

Project Number:

Implementing Partner: UNDP

Start Date: 3 Dec 2018 **End Date:** 2 DEC 2019 **PAC Meeting date:** 16 Aug 2018

Brief Description

With the crisis well in its eighth year, Syria is still witnessing massive destruction of infrastructure and damage to every aspect of life. Despite an increasing level of de-escalation in terms of daily violence in the most densely populated regions of the country with the several formally-besieged areas now becoming accessible, Syrians are increasingly deprived of access to basic services due to the level of physical and infrastructural destruction left behind by the hostilities or competition on scarce resources, also as a result of massive internal displacement. Inside Syria, over 13.1 million Syrians are in urgent need of humanitarian assistance. Four out of five people live in poverty. In addition, in newly accessible areas, return of IDPs from secure areas brings instability. Urgent interventions are required to protect the vulnerable persons, ensure social cohesion, and reduce the risk of youth recurring to violent extremism.

The overall objective of the project is to enhance early recovery and resilience of the affected people and communities in East Ghouta, where the escalation of hostilities in March and April 2018 led to the high levels of civilian casualties and a dire humanitarian situation. Providing emergency livelihoods opportunities to affected and vulnerable populations including the reintegration of IDPs returning to the target area is a contribution to preventing radicalization and reducing the driving factors for displacement, irregular and unsafe migration. The project will thus scale up support to enhance the resilience of targeted populations by delivering and implementing three main types of assistance: 1) Rehabilitation of basic infrastructure and social services; 2) Local economic recovery and socio-economic support to vulnerable population; and 3) Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta.

Contributing Outcome (UNSF/CPD, RPD or GPD): Country Programme Document Outcomes

Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion

Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience

Indicative Output(s):

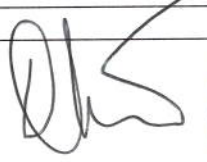

Output 1: Rehabilitation of basic infrastructure and social services in East Ghouta

Output 2: Local economic recovery and socio-economic support to vulnerable population in East Ghouta

Output 3: Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta

Total resources required:		\$5,000,000
Total resources allocated:	Japan	\$5,000,000

Agreed by (signatures):

UNDP Syria	 
Name:	
David Akopyan, Country Director	
Date: November 25 th , 2018	

Y/B
H/A

I. CONTEXT

Humanitarian situation in Syria

With the crisis well in its eighth year, Syria is still witnessing massive destruction of infrastructure and damage to every aspect of life. Despite an increasing level of de-escalation in terms of daily violence in the most densely populated regions of the country with the several formally-besieged areas now becoming accessible including Eastern Ghouta, Deir Ezzor, Raqqa, and Daraa, Syrians are increasingly deprived of access to basic services due to the level of physical and infrastructural destruction left behind by the hostilities or competition on scarce resources, also as a result of massive internal displacement. Inside Syria, over 13.1 million Syrians are in urgent need of humanitarian assistance. Four out of five people live in poverty.

In addition, in newly accessible areas, return of IDPs from secure areas brings instability. Urgent interventions are required to protect the vulnerable persons, ensure social cohesion, and reduce the risk of youth recurring to violent extremism. If left unattended, intercommunity conflicts will become more frequent and more people will be exposed to the risk of potential widespread violence and insecurity. The risk of a relapse into another large-scale humanitarian crisis is high. In order to avoid going back to violence in the highly volatile context, providing an immediate and tangible peace dividend through improving access to essential services and reactivation of livelihoods and local economy is now necessary than ever.

Humanitarian situation in East Ghouta

In East Ghouta, the escalation of hostilities in March and April 2018 led to the high levels of civilian casualties, and a dire humanitarian situation, with civilians taking shelter in overcrowded and unsanitary basements with minimal access to basic commodities and services. Following the weeks of fighting, an estimated 158,000 people left East Ghouta between 9 March and 15 April, of these 95,000 reportedly went to IDP sites in Rural Damascus -for varying lengths of stay- and some 66,000 people were reportedly transported to northwest Syria from East Ghouta.

Following the military operation and the subsequent agreement among the warring parties, the long besieged enclave of East Ghouta came under the control of Government of Syria in April 2018. After almost five years of besiegement, East Ghouta is no longer considered besieged, but it remains classified by the UN as hard-to-reach. Commercial access and freedom of movement reportedly continues to be restricted with reports of civilians facing challenges in accessing basic assistance, services and protection. Currently, around 500,000 people are in the process of returning to East Ghouta.

Due to the continuation of hostilities over years, buildings, housing, social services and basic infrastructure have been damaged and destroyed at a large scale. As a result, a massive amount of debris is accumulated, hampering humanitarian access and people's access to essential services, and much of the basic services are reportedly unfunctional. Half of the existing network of hospitals and health facilities are only partially functioning due to structural damage and lack of medical supplies. The solid waste management systems have not been functional. Core WASH infrastructure in the East Ghouta has been severely affected by hostilities, requiring the rehabilitation of existing water systems, complemented by the distribution of water purification products to ensure sufficient access to safe water for people. Electricity supply remains erratic. Ensuring sufficient access to safe drinking water will also require providing alternative power sources to ensure water systems are operational.

Given much of local production was damaged and human capital was depreciated due to the years of crisis, people's access to livelihood opportunities has been severely affected. Agricultural activities, which used to be a primary economic activity, have significantly decreased in East Ghouta as most of the lands previously farmed are close to the frontlines and no longer accessible. Tools and farming equipment are extremely limited, all these factors make it extremely difficult to cultivate limited remaining land, although locally produced food still remains an important source of sustenance for the most vulnerable households. Agricultural activities, which used to be a primary economic activity, have significantly decreased in East Ghouta as most of the lands

previously farmed are close to the frontlines and no longer accessible, and tools and farming equipment are extremely limited, beside the extreme shortage of fuel and farm inputs.

Emergency related services mainly comprise service provision to patients with trauma and gunshot wounds as well as other war-related injuries. Up to 30 per cent of patients with war-related trauma are children under 15 years old. The existing SARC center in Duma is not sufficiently equipped to meet health needs. According to HeRAMS data, over one-third of the health facilities are no longer functioning while others are facing shortages in health personnel and medical supplies. Given the fact that 3 of the 5 existing hospitals are now out of service, the situation of war-born injuries will further deteriorate and result in more severe cases of disability.

The conflict has caused deep rift among different social groups, and has dramatically impacted the sense of safety and wellbeing of residents. Addressing the social, rights and personal security needs of population will be a key priority once the life-saving food and medical supplies are provided. The isolation of population and lack of registration of vital civil events, such as marriage and births, has caused the accumulation of legal problems. Civil records in East Ghouta have reportedly been preserved till 2012, as such most the vital events that occurred beyond this date were not registered in the unified systems, which clearly impacts the right and protection of individuals. Combined with other factors, including loss or destruction of documentation during displacement, advice and support in obtaining civil documentation will be in high demand. In addition, support will be needed to address community security threats, and foster social cohesion within the affected communities.

Humanitarian situation in Harasta

Harasta is one of the most severely affected towns of Rural Damascus Governorate. Harasta remained besieged until March 2018 and has become recently accessible after returning to the Government's control. The population of Harasta has dwindled down to less than 10% of the pre-crisis level. It is estimated that there are presently approximately 16,000 inhabitants that also include people originally from the neighbouring villages who came to the town during the crisis. An additional influx of around 15,000 returnees is expected in the near future.

Previously, Harasta was a booming centre of economic activity with sizeable farming activity and robust industrial and manufacturing centres. In the area of Agriculture and Horticulture, all the 3 Green Houses and 16 Hectares of scientifically irrigated land have become dysfunctional while the area under Horticulture has been reduced to about 312 Hectares from the 570 Hectares in 2011, amounting to the destruction of about 57,000 Olive, Almond and Peach trees. The number of surviving sheep and goats is presently less than 1500 as compared to the pre-crisis population of around 7000 while the cows have dwindled down to around 60 from nearly 1500. The area used to have a thriving apiculture but now none of the 77 beekeeping business is functioning. More than 26 large automobile sale and services outlets as well as numerous allied businesses have all been destroyed. All the 15 large to medium manufacturing units, as well as hundreds of small scale manufacturing, processing and handicraft units have ceased to function due to major damage. Only one private bakery is functioning in Harasta through the support of Syrian Arab Red Crescent (SARC).

The initial assessment indicates the damage to the critical physical infrastructure such as housing units, water supply and sewerage network, electrical power system, health centres and educational institutions to be in excess of 80%. The integrity of some of the standing structures is also in doubt because of tunnels having been dug underneath them or in their close proximity. From across the town, about 55,000 CM of debris has been removed by the government while much larger amounts are still around, inhibiting access and return of the people and services. Solid waste collection and management is temporarily being done through local volunteers but needs to be organised on professional basis to avert public health hazards.

II. STRATEGY

Building resilience in crisis affected areas requires a comprehensive understanding of the targeted areas and therefore a community assessment and a conflict analysis are the principal first step. These community-based assessments and conflict analysis aim to better understand the underlying causes and dynamics of conflict, the stakeholders and their influence, as well as the conflict's historical, political and socio-economic profile; help finding entry-points for targeted programming addressing the substantial issues of fragility and strengthening peace engines, while making more efficient use of resources; to assess the impact of the planned response on the conflict and vice-versa, ensure conflict-sensitivity and undertake contingency planning and risk management. This will help developing a common understanding among stakeholders around the issues they face and advocating for more sustainable outcomes through an increased focus on the root causes rather than the symptoms and support coordinated interventions.

Leveraging on the solid achievements attained in similar contexts, UNDP will implement the actions through an area-based approach, conducive to the inclusion of all concerned actors in the targeted neighborhoods, from the inception and planning phases, throughout implementation and monitoring. This also helps to cater for the highly diverse situations in targeted communities to identify and respond to the specific needs emerging in each location. This approach also supports local markets and economy, advocates for local production and local employment schemes and engages with local actors and stakeholders in communities for planning, implementation and monitoring. Through participatory approach where all communities' representatives including women's groups UNDP will develop local level recovery plans. Such action plans may foresee to establish, rehabilitate and strengthen infrastructures providing safety and security; support mechanisms to manage internal tensions and decrease tensions with IDPs and returnees; and address conflicts over resources, opportunities, land and property with a priority for protection of vulnerable people.

The ongoing programme-oriented conflict analysis of the target area will inform and substantiate the existing and emerging programmes not only by strengthening the conflict sensitivity of the programmes but also by enabling interventions that will enhance local capacity for conflict management, support inter-communal dialogues and activities and reduce vulnerabilities of affected population.

III. EXPECTED OUTPUTS AND RESULTS

Over the last three years, UNDP has prioritized a resilience building programme focusing on area-based interventions to create emergency jobs, provide livelihoods support, restore critical community infrastructure and basic services and foster social cohesion. This has contributed to the improvement of the living conditions of the affected population, both IDPs and host communities, and to the creation of an enabling environment for humanitarian assistance, reducing the demand for humanitarian relief, and thus enhancing the resilience of affected communities. Yet, the protracted nature of the humanitarian crisis makes it even more pressing to scale up resilience-based support to populations inside Syria.

The overall objective of the project is to enhance early recovery and resilience of the affected people and communities in East Ghouta with an emphasis on Harasta. Providing emergency livelihoods opportunities to affected and vulnerable populations, including the reintegration of IDPs returning to the target area, is a contribution to preventing radicalization and reducing the driving factors for displacement, irregular and unsafe migration. The project will thus scale up support to enhance the resilience of targeted populations by delivering and implementing three main types of assistance:

- Rehabilitation of basic infrastructure and social services in East Ghouta
- Local economic recovery and socio-economic support to vulnerable population in East Ghouta
- Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta

The project will benefit 11,400 people directly and 135,000 people indirectly.

This project falls under the overall framework of the draft Humanitarian Response Plan for 2018, more specifically Objective 3: Increase the resilience of affected communities by improving access to livelihood opportunities and basic services, especially amongst the most vulnerable households and communities, as well as the UNDP Syria Country Programme Document (2016-2018). The project will also contribute to the following SDGs:

Goal 1: End poverty in all its forms everywhere

Goal 3: Good Health and Well-Being for People

Goal 4: Quality Education

Goal 5: Achieve gender equality and empower all women and girls

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Industry, Innovation, and Infrastructure

Goal 11: Sustainable cities and communities

Goal 16: Promote just, peaceful and inclusive societies

Output1: Rehabilitation of Basic Infrastructure and Social Service in East Ghouta

Among the consequences of the crisis is the massive destruction of infrastructure. Rubble is spread in the majority of the severely affected neighborhoods, piles of garbage are left on the streets and basic local services are difficult to maintain or restore. Based on a rapid assessment in target areas and as part of wider early recovery programming, UNDP in cooperation with local partners will design and implements the rehabilitation of the Harasta National Hospital and two schools in Harasta as well as the rehabilitation of sewage and water networks with the aim to improve the affected people's living conditions, bolster the livelihoods of the most vulnerable, and accelerate the return of the displaced. Adopting a labour-intensive approach for the affected population will help creating income generation opportunities and ensuring local communities' engagement, particularly youth. UNDP will ensure the participation of women in the project activities. Field engineers will provide technical assistance, follow up and daily monitoring of work. Undertaking local procurement (where possible) of safety and security outfits, tools and equipment and relying on local service providers and businesses will contribute to stimulating the local economy and reviving local markets.

1.1: Rehabilitation of the Harasta National Hospital

UNDP will carry out the rehabilitation of the Harasta National Hospital, which is designed to serve Harasta and surrounding cities and towns in East Ghouta. The Hospital consists of five floors and an extension building with 60 beds and 20 incubators. A joint assessment mission conducted by WHO, SARC and the Rural Damascus Health Directorate in July 2018 found that the hospital suffered approximately twenty percent of damage to the building and requires repairing of electricity, oxygen and other essential networks. UNDP will work to remove and clean the hospital building and develop in prepare needed blueprints for the rehabilitation, in cooperation with the Ministry of Health. This will be followed by the rehabilitation of the hospital, which will be expected to be provided with necessary medical equipment by WHO, pending the availability of funding.

1.2: Rehabilitation of schools in Harasta

In Harasta, out of 18 educational institutions in Harasta, four were damaged during the crisis and three of them are presently being repaired. UNDP Syria will rehabilitate two damaged schools in Harasta. In partnership with the Norwegian Refugee Council, the intervention will support the rehabilitation of the facilities including its water and sanitation services. This will be supplemented by the relevant software components including the support to the operation and maintenance of the buildings in the long term through awareness sessions with education personnel, children, youths and parents in order to create Welcoming Schools to deliver an integrated programme.

1.3: Urgent support to repair the lifeline to improve the WASH conditions in East Ghouta

In East Ghouta, the main water supply pipelines are damaged and around 60% of the 18 KM of the main trunk sewer are destroyed while around 9 KM of the secondary sewers need to be repaired or replaced. The current

conditions are significantly affecting people's access to safe and reliable water supply and sewage, which is essential for improving sanitary conditions and reducing water-borne diseases. UNDP will support the rehabilitation of the lifeline to improve people's access to safe and reliable water supply and sewage to improve the sanitary conditions, reducing the spread of water-borne diseases.

Output 2: Local economic recovery and socio-economic support to vulnerable population in East Ghouta

Output 2 aims at practically contextualizing in the use of the UN's three-track approach, (Track A (short term)– Rapid livelihood support; Track B (medium term)- Local economic recovery and reintegration; and Track C (long term) – Sustainable employment and inclusive growth) which coordinates support for policy and programming interventions with short-, medium-, and long-term horizons, undertaken simultaneously. They are complemented with interventions that lay the foundation for sustainability and resilience. Given the context in East Ghouta and the objective of the overall project, Track 1 and 2 will be focused in this Output.

Gender disparities in access to quality jobs and sustainable livelihoods are prevalent in Syria. Women have higher unemployment rates, lower labour force participation rates, and much greater representation in vulnerable, unpaid, and informal work. Unpaid work in the home is indispensable to the functioning of households, society and human well-being, but when it falls primarily to women, it limits their opportunities for education, paid work, and economic independence. This Output's approaches are designed in gender-sensitive manner for women's economic empowerment.

2.1: Rapid livelihood support for crisis-affected households (Track A)

With the aim to provide rapid livelihood support to affected households, it includes approaches of targeted self-employment support including livelihood start-up grants or packages. Start-up grants provide seed money or capital to re-establish or jumpstart income-generating including agricultural activities, entrepreneurial endeavours, including micro-enterprises. Start-up packages can include tools, small-scale equipment, inputs (such as seeds), and training and technical assistance. UNDP links start-up grants and packages to longer-term opportunities (Track B)—such as microfinance operations, training programmes, and business development services—including opportunities to participate in and advance the green economy.

2.2: Enhance sustainable livelihoods and economic recovery (Track B)

UNDP aims to link rapid livelihood support to sustainable livelihoods and local economic recovery in various forms. First, market-driven vocational and skills training and placement services is included as they have the potential to prevent the deterioration and obsolescence of human capital, to expand quality job opportunities, to increase competition, and to raise enterprise productivity. UNDP's overall approach to skills development for jobs and livelihoods will be tailored to meet the needs of crisis-affected people.

Since labour demand in formal markets is often weak in these settings, building entrepreneurial skills that facilitate self-employment is often appropriate, even if this takes place in the informal sector. (e.g. informal apprenticeship). The incorporation of soft skills in training curricula and complementary attention to the psychosocial needs of people who have experienced trauma will be also conducted.

The underpinnings for private sector activity—including a business-friendly policy environment, access to finance and markets, value chain linkages, and infrastructure—are damaged, destroyed, or in an early stage of development in most of the places in Syria. UNDP will support interventions on inclusive and sustainable private sector development aimed at both strengthening local market systems and improving the position of crisis-affected people and communities within them. This work will include the approaches as following:

- Innovative approaches to entrepreneurship in emerging sectors such as the green economy (including clean energy), information and communication technology, and the social economy.

- Establishment of comprehensive packages of services for MSMEs, with mechanisms to reach those in the informal sector, including components for training, business and legal advisory services, mentoring and coaching, and financial support.
- Promotion of financial inclusion by helping to steer affordable credit towards underserved areas, disadvantaged populations, and MSMEs, including those that are gender-sensitive or women-led.

2.3: Enhance PWDs functionality, independence and economic inclusion

UNDP has already developed a model to support physical rehabilitation interventions through provision of a comprehensive package including medical consultation, pre-and post-physical therapy, and psycho-social support (PSS). UNDP has adopted the approach to strengthen Community-Based Organisations (CBO) capacities in providing prosthetic services to ensure impartiality, diversity and local ownership. The current project aims to scale up productive capacities of established workshops and cover more remote locations.

Provision of other mobility aids such as wheelchairs (manual and electric) and crutches will be implemented directly by UNDP especially in the newly accessible areas. While demand-driven and emergency support has been provided by several agencies during the past, more technical inputs will be embedded to provide higher quality of mobility aids to enhance the functional level of PWDs including child and adolescent.

In addition, this output aims at enabling economic inclusion of PWDs through supporting the establishment of productive workshops and/or other ways to create job opportunities for PWDs.

Output 3: Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta

The level of social cohesion in Syria is directly linked to conflict in the country, both undermined by and contributing to instability and insecurity. While different geographic areas within Syria have had very different experiences of conflict, no area has been left untouched including East Ghouta. Conflict has transformed the relationships between the community members, and the displacement has uprooted entire communities, undermining their social fabric.

Addressing those issues which divide communities at the local level, in positive and inclusive ways, Syrians can immediately improve safety and security while maximizing the impact of more comprehensive social cohesion efforts in the future. The challenge and opportunity are to improve through this process the quality and incidence of interaction between local authorities and communities. Local level planning, as part of the governance system, is based on consultation with communities through the local council members.

3.1: Support communities and people's access to services

When access to services appear as a priority in the community recovery plans, UNDP in consultation and coordination with local administrations, will address the barriers and bottlenecks to access services. The programme will first identify a list of priority services and documentation -- such as a national ID, birth, marriage and death certificates -- that are a prerequisite for accessing recovery assistance and other basic services such as health, education and financial services. Responses may include setting up citizen help desk to improve the quality and effectiveness of the services provided to communities and persons including municipal services, available recovery and livelihood projects and how to apply and benefit; and counselling and referral desks on civil documentation, housing, land, property and other issues. The programme will ensure that women headed households, and other marginalized groups have easy access to this facility.

3.2: Support community-led interventions to promote social cohesion and civic engagement

Enhancing social cohesion is about striving for greater inclusiveness, more civic participation and creating opportunities for upward mobility. It is the glue that holds society together. UNDP will work on two key pillars of social cohesion. The first, linked to social inclusion or social justice, encompasses those structural issues which affect whether individuals and groups are able to participate in society equally, such as through equal access to

services, political or economic inequalities or institutional discrimination. The second pillar, linked to social capital, reflects the attitudes, degree of participation and level of contact between different groups in society.

Rebuilding the social infrastructure also pursues the longer-term objective to maximise opportunities for reconciliation and sustainable peace. In that context, UNDP will identify and support social cohesion actors at community level, including youth groups, local leaders, faith-based leaders and tribal leaders; strengthen the actors and train them in self-awareness, communication skills and values; planning and designing the initiatives, and skills to help develop critical thinking; and a responsible citizen, which incorporates civic engagement, awareness on all aspects of social cohesion, community participation and environment.

Moreover, UNDP will provide social cohesion actors with opportunities to connect and support each other through shared experience; rehabilitate and expand physical and social spaces for inter-communal engagement with a view to reducing social tension and providing safe spaces for the most vulnerable; support communal activities, including art/sport/food for peace events, as an entry point to fostering interaction across divisions, dialogue and reconciliation; and facilitate local dialogues and mediation.

3.3: Enhance local mechanisms to improve community security and dispute resolution

Based on the local security diagnostics and action plans, the programme will support affected communities and local administrations in setting up a mechanism for redressing grievances settling complaints and disputes. This will be done through developing the capacity of community leaders, paralegals, civil society and local administrations; establishing community-based legal assistance services with a special focus on documentation, housing, land and property issues, family matters, gender-based violence; creating inclusive dialogue platforms to discuss community security matters and solutions. The activities will increase the capacities of dispute resolution mechanisms, provide space for different segments of the communities including vulnerable groups such as young people and women to discuss their concerns have better access to service providers through increased interface. The existence of an improved community security service provision for communities, in particular for the vulnerable will contribute to maintaining stability and enhance social cohesion.

IV. PARTNERSHIP AND VISIBILITY

The Government of Japan has been one of the key supporters of building resilience of Syrian people inside the country. In accordance with the policies of the participating agencies, the utmost effort will be made to publicize the partnership with Japan for this project, taking into consideration the sensitive political situation in Syria. The participating agencies will undertake measures to ensure Japan's visibility, which include:

- Ensuring posting Japan's logo on the reports, publications and other publicity materials, such as signboards
- Issuing press releases which highlight the Japanese contribution and produce Public Information materials and brochures on Japan's contribution.
- Producing and posting web-articles on web-page on the activities supported by Japan's contribution
- Producing and obtaining photos or videos of the activities funded by Japan's contribution, showing Japan's logo or signs
- Utilizing the social media including Facebook and Twitter, disseminating information on the activities supported by Japan. The participating agencies will ensure to mention, for the direct beneficiaries in particular, that the activities are funded by Japan.
- Conducting publicity events with the Japanese Government, benchmarking the key accomplishment of activities, such as agreement signing ceremonies, launch/completion ceremonies of the particular activities, and major conferences related to the project activities. The participating agencies will inform the Japanese Government of these occasions in advance and facilitate their participation in the event.
- Making sure to mention Japan's contribution when the participating agencies deliver speeches in the ceremonial/public events

- Making arrangements to maximize media coverage on the events related to Japan's assistance
- Partnership with Japanese institutions including the private sector and NGOs.
- The participating agencies will involve Japanese nationals in project implementation within their rules and regulations including the Japanese joint project coordinator.

Implementation partners will be selected in close consultation with the Embassy of Japan in Syria.

V. PROJECT MANAGEMENT

The project will target East Ghouta with a focus on Harasta. The project will be managed by UNDP Country Office in Damascus with its Rural Damascus Field Office. The project will complement other ongoing interventions in the same target area as well as in the thematic areas using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects. Operations support will be shared with other projects.

VI. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework						
Humanitarian Response Plan Syria 2018 Objective 3						
Increase resilience and access to services Increase resilience and livelihood opportunities and affected people's access to basic service, especially among the most vulnerable households and communities.						
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:						
Country Programme Document Outcomes						
Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion						
Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience						
Applicable Output(s) from the UNDP Strategic Plan						
Strategic Plan outcome 3: STRENGTHEN RESILIENCE TO SHOCKS AND CRISES						
Project title and Atlas Project Number: Enhancing Humanitarian Recovery and Resilience in East Ghouta						
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGET	DATA COLLECTION METHODS & RISKS	
Output 1: Rehabilitation of basic infrastructure and social services in East Ghouta	# of jobs created*	UNDP	0	945	Project report	
	# of hospital rehabilitated	UNDP	0	1	Project report	
	# of schools rehabilitated	UNDP	0	2	Project report	
	# km of basic infrastructure repaired	UNDP	0	6	Project report	
Output 2: Local economic recovery and socio-economic support to vulnerable population in East Ghouta	# of productive assets replaced/distributed*	UNDP	0	150	Project report	
	# of startup kits provided*	UNDP	0	50	Project report	
	# of people receiving vocational training*	UNDP	0	50	Project report	
	# of people (businesses) provided with access to finance	UNDP	0	15	Project report	
	# of people provided with access to market	UNDP	0	15	Project report	
# of PWDs receiving psychosocial support	UNDP	0	200	Project report		

	# of PWDs receiving disability/mobility aids	UNDP	0	400	Project report
	# of PWDs supported with prosthetic services	UNDP	0	30	Project report
	# of jobs created (target for PWDs)*	UNDP	0	20	Project report
Output 3: Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta	# of municipal services provided to communities and people	UNDP	0	3	Project report
	# of people benefited from improved access to services	UNDP	0	1,000	Project report
	# of social cohesion initiatives implemented	UNDP	0	4	Project report
	# of participants in social cohesion activities	UNDP	0	1,000	Project report
	# of local disputes resolved	UNDP	0	25	Project report
	# of community security initiatives implemented	UNDP	0	3	Project report

* These indicators correspond to the UNDP Strategic Plan 2018-2021 Indicator 3.1.1.3: # of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics.

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

VIII. WORK PLAN ¹²

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Project Budget	RESPONSIBLE PARTY	PLANNED BUDGET		
				Funding Source	Budget Description	Amount
Output 1: Rehabilitation of basic infrastructure and social services in East Ghouta	1.1 Rehabilitation of the Harasta National Hospital	\$2,000,000	UNDP	Japan	Contractual services (cash for work)	\$400,000
				Japan	Contractual Services (rehabilitation)	\$1,500,000
				Japan	Equipment (rehabilitation)	\$100,000
	1.2 Rehabilitation of schools in Harasta	\$700,000	UNDP, NRC	Japan	Grant (rehabilitation)	\$700,000
	1.3 Urgent support to repair the lifeline to improve the WASH conditions in East Ghouta	\$308,755	UNDP	Japan	Contractual services (cash for work)	\$ 61,751
				Japan	Contractual Services (rehabilitation)	\$ 231,566
				Japan	Equipment (rehabilitation)	\$ 15,438
	Direct project cost					\$300,875
	Subtotal Output 1					\$3,309,630
Output 2: Local economic recovery and socio-economic support to vulnerable population in East Ghouta	2.1 Rapid livelihood support for crisis-affected households (Track A)	\$300,000	UNDP	Japan	Equipment (distribution of productive assets)	\$100,000
				Japan	Grant (Provision of start-up support)	\$100,000
	2.2 Enhance sustainable livelihoods and economic recovery (Track B)	\$300,000	UNDP	Japan	Grant (Provision of vocational and skills training)	\$100,000
				Japan	Grant (provision of access to finance)	\$150,000
			Japan	Grant (provision of access to market)	\$150,000	

¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

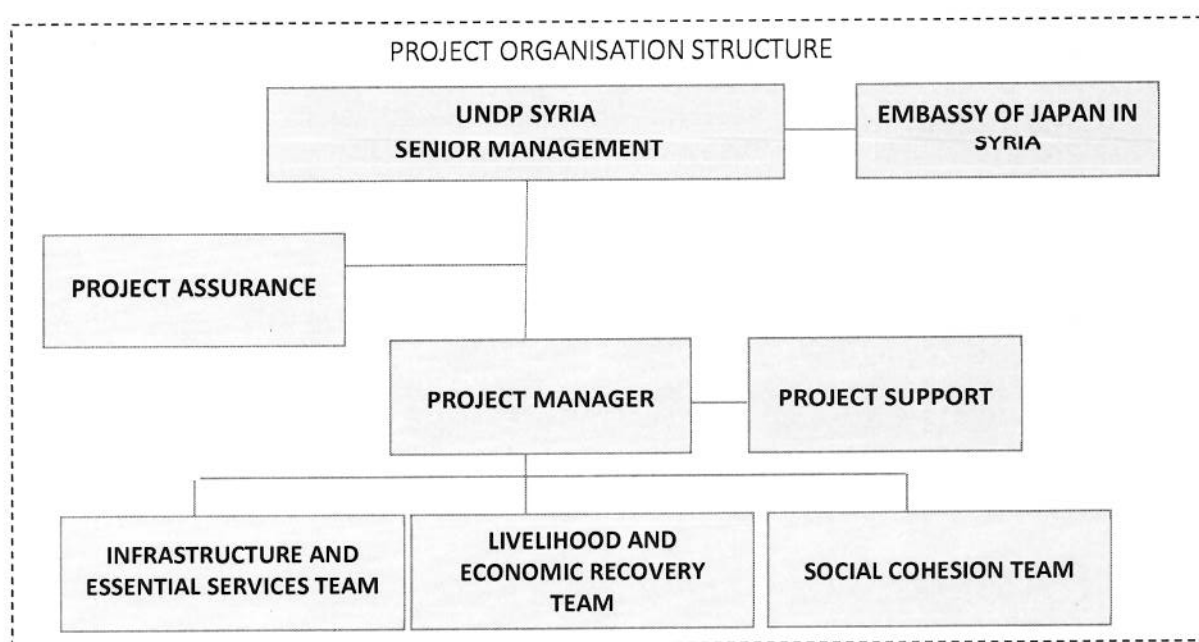
² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Output 3: Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta	2.3 Enhance PWDs functionality, independence and economic inclusion	\$200,000	UNDP	Japan	Assessment of the situation of PWDs	0
				Japan	Equipment (distribution of disability aids)	\$ 70,000
				Japan	Grant (provision of prosthetics support)	\$ 65,000
				Japan	Grant (provision of PSS)	\$ 20,000
				Japan	Grant (provision of economic inclusion support)	\$ 45,000
		Direct project cost				\$80,000
	Subtotal Output 2				\$ 880,000	
Output 3: Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta	3.1 Support communities and people's access to services	\$100,000	UNDP	Japan	Contractual Services-Companies	\$ 25,000
				Japan	Materials and Goods	\$ 50,000
				Japan	Information Technology Equipment	\$ 25,000
				Japan	Local consultant	\$ 15,000
				Japan	Training, Workshops	\$ 15,000
				Japan	Grants	\$ 140,000
	3.2 Support community-led interventions to promote social cohesion & civic engagement	\$200,000	UNDP	Japan	Contractual Services	\$ 30,000
Output 3: Conflict-affected communities empowered through enhanced social cohesion, increased community security, and improved local service delivery in East Ghouta	3.3 Enhance local mechanisms to improve community security and dispute resolution	\$100,000	UNDP	Japan	Training, Workshops	\$ 20,000
				Japan	Contractual Services	\$ 20,000
				Japan	Grants	\$ 60,000
	Direct project cost				\$40,000	
	Subtotal Output 3				\$ 440,000	
	Outputs sub total				\$4,629,630	
	General Management Support				\$ 370,370	
	TOTAL				\$5,000,000	

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project as part of the joint project will be implemented by UNDP.

- According to the note to file dated 10 Sept 2017 signed by the Regional Director for Arab States, UNDP Syria may operate without a Project Board due to the prevailing situation in the country which makes it difficult for UNDP Syria to bring together all relevant stakeholders. In this regard, this project will not establish a Project Board but instead the senior management of the Country Office will be responsible for making management decisions for the project when guidance is required by the Project Manager including recommendation for approval of project revisions.
- **Project Management:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the senior management of the CO. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is appointed by UNDP.
- **Financial Management:** The Bureau for External Relations and Advocacy (BERA) in UNDP New York will oversee overall fund management of Japan's Supplementary Budget contribution to this project in line with the Japan-UNDP Partnership Fund. For any fund balances at the end of the project, the Country Office shall consult with the Japanese Embassy in Syria on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on "Agreement for the Interest Income derived from Japan-UNDP Partnership Fund." UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget Outputs is required, if more than 20% increase or decrease is expected.
- UNDP Syria will use the direct Implementation modality for the implementation of the project. Implementation partners will be selected in accordance with the Programme and Operations Policies and Procedures and in consultation with the Embassy of Japan in Syria.
- **Reporting:** UNDP as the coordinator of the project will solicit inputs from the participating agencies and produce a consolidated chapeau for mid-term and final reports, which will be supplemented by agency specific reporting on their outputs and activities for their submissions to the Japanese Embassy in Syria. UNDP will submit narrative mid-term and final reports as well as a final financial report to the Japanese Embassy in accordance with the timeframe agreed with the donor.



X. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Syria and UNDP, signed on 12 March 1981. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

RISK MANAGEMENT STANDARD CLAUSES

UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]³ [UNDP funds received pursuant to the Project Document]⁴ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.