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# Situation Analysis

## 2.1 Context

The Syria crisis continues with unabated intensity well in its eighth year causing a massive economic and social impact inside and around the country, particularly for the 13.1 million Syrians in need of assistance.

Meanwhile, the situation on the ground within Syria has substantially changed since mid 2017. Access has enhanced from within Syria to several formerly-besieged areas that have become accessible, including Deir Ezzor city and part of its rural areas, Ar-Raqqa, with limitations in and around the city, Eastern Ghouta, Eastern Qalamoun, the Ar Rastan region between Homs and Hama, and the southern part of Damascus city (Yarmouk camp and Hajar al-Aswad neighbourhood). Not less notably, in June-July 2018, big portions of Dara’a and Quneitra governorates have undergone an offensive led by the Syrian army with the subsequent change of control and possibility to access those areas for delivering assistance from Damascus. In most of the abovementioned areas, needs for humanitarian assistance are assessed to be very high and demand a coordinated response.

The return of the displaced to the above mentioned newly-accessible areas was anticipated and is already happening or continuing: it has happened in Aleppo during 2017, with an estimated over 400,000 returns, and it is happening in Ar Raqqa, where over 120,000 have returned to the provincial capital by June 2018 and hundreds of thousands in the countryside. To be safe and sustainable, the return of the displaced will be likely to depend on improvements in the security situation, the availability of basic and social infrastructure and services, as well as of viable livelihood opportunities. While responding to the urgent needs of displaced and returnees with interventions that help stabilize their livelihoods, it is equally important to focus on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, integration of IDPs and reintegration of returnees. Such sustainable livelihood can help to recover from shocks and stresses, and maintain or enhance capabilities and assets towards recovery.

In sum, an approximate 75% of the population living in Syria is at present located in areas of relative stability, mainly urban but also rural, distant from frontlines and armed clashes. In these areas, most of them severely impacted by the crisis, the *de facto* post-conflict situation still presents acute needs and deserves a targeted response able to increase the effectiveness and impact of humanitarian assistance. Pure life-saving interventions focusing on immediate relief through distribution of food-baskets and non-food items need to be replaced with actions targeting the reactivation of socio-economic dynamics and essential services delivery, in a longer-term recovery perspective.

Gross domestic product (GDP), which in 2010 stood at $60.2 billion, dropped by the end of 2015 at $27.2 billion. The total losses incurred between 2011 to 2015 are estimated at $259.6 billion; destruction of housing and infrastructure is estimated at around $90 billion; the total area under cultivation has fallen by 40% and one third of population inside Syria does not have food security[[1]](#footnote-1).

In 2017, an estimated 13.5 million people, including six million children, were in need of assistance[[2]](#footnote-2). By the end of 2014, about 85 % of the population was living below the poverty line. Over 60 % are extremely poor, and the unemployment rate reached at 57.7 % (2014)[[3]](#footnote-3). More than 53% of the labour force (78% of youth) is unemployed with about 3 million having lost their jobs as a result of the conflict[[4]](#footnote-4). 6.5 million are internally displaced, constituting the largest number of internally displaced persons in any country in the world. Nearly every community in the country has absorbed internally displaced Syrians, both skilled and willing to work, that cannot find economic opportunities in their new locations. An estimated 7 million people are food insecure and a further 2 million people are at risk of food insecurity. This has two key implications: diminishing food consumption, which has reached poor or ‘borderline’ levels for 39 per cent of Syrians, putting them at risk of malnutrition; and the widespread and growing adoption of risky and unsustainable mechanisms to access food. These include forced/early marriage, begging, borrowing, child labour, and child recruitment[[5]](#footnote-5).

Pervasive gender inequality has increased --Syria ranked 103 in 2007, and now 142 out of 144 in the World Economic Forum’s 2016 Gender Gap Report. It ranks 144, the worst in the world, in terms of economic participation and opportunities. Also, the persons with disabilities (PWDs) became the most vulnerable group during the crisis. The prevalence of impairment and disability reached to peak. It is estimated that for every case of person dying from armed conflict there are 3-5 cases of injuries[[6]](#footnote-6). In Syria, the latest estimated death toll was 350,000, which makes number of estimated injured people 570,000- to almost 1,000,000 cases[[7]](#footnote-7). According to Syria Humanitarian needs overview (2016), major disability problems are observed in areas that have witnessed severe conflict such as in (Ar-Raqqa, Aleppo, Homs, Hama, Deir-ez-Zor, Idlib and rural Damascus governorates). It is estimated that there is a 27% increase in the number of PWDs through 5 years of armed conflict in Syria, reaching up to 2.9 million people suffering from different sort and level of disability[[8]](#footnote-8).

Without security, jobs, basic services and infrastructure, the living conditions of Syrians and their livelihoods prospects have significantly eroded, severely increasing their vulnerability and undermining their ability to cope with the consequences of the crisis.

## 2.2 Pre-crisis economic growth

Since the beginning of the 1980s, Syria has launched a gradual and measured economic reform process that consisted of increasing the role of the private sector in the economic activity of the country, the liberalization of markets and the downsizing of the productive and direct investment role of the Government. However, the response of the private sector was slow and hesitant, which has created an investment gap leading to a decline in the economic growth and labour demand.

In 2000, the reform process was accelerated – especially after 2005 when, at the 10th Conference of the Baath Party, it was decided to move to a social market economy – in order to deal with the identified gaps and to complete the legal and organizational structure of the economy of the social market. The reform and issuance of laws and regulations were accompanied by economic policies stipulating the downsizing of the direct role of the state in production activities through decreasing investments in direct productive sectors and the role of the State in exports and imports.

The private sector has responded to these reforms with slow or prompt reactions depending on the types of economic sectors. Although the reform process has led to an increase in foreign direct investment, it is the oil and gas sectors that have benefited the most, while the confidence in productive sectors – such as industry and agriculture – remains weak. The composition of pre-crisis GDP shows three main sectors: agriculture (29 %); industry (22%); and services (49%).[[9]](#footnote-9)

Foreign trade increased from 48 per cent of total GDP in 2000 to 62 per cent in 2008, which demonstrates the growing openness of the Syrian economy as a result of the agreement for an Arab Free Trade Zone and the signature of Trade Exchange Agreements with the Islamic Republic of Iran and Turkey. However, the substantial increase of imports has exceeded the growth of exports and has led to a growing balance of trade deficit since 2004. Exports concentrate strongly on petroleum (65%), while a smaller role was reserved for textiles (10%), manufactured goods (10%), fruits and vegetables (7%), raw cotton (5%), sheep (2%), phosphates (1%).

In short, the macroeconomic environment was rather stable in the decade prior to the crisis, although the challenges existed such as chronic – and growing- youth unemployment and the dearth of decent jobs. There was a perceived growing disparity in income and wealth between rural and urban areas and within the latter between the middle class and the new rich class of politically well-connected entrepreneurs.

The urban-rural divide was exacerbated during the second half of the 2000s by both the downsizing of state subsidies, particularly in peripheral areas (consequence also of the relative liberalization of the Syrian economy) and the coincident protracted drought that hit the country, especially in the northeastern regions, between 2005 and 2010. This process produced a massive rural-to-urban emigration significantly impacting on the capacity of absorption of cities in terms of job opportunities and services provision.

## 2.3 Impacts of the crisis at the macro level

Cumulative losses between 2011 and 2015 are estimated at $259.6 billion, $169.7 billion in GDP and 89.9 billion in capital stock.[[10]](#footnote-10) Total revenue fell to an all-time low of below 7 % of GDP during 2014-15 due to the collapse of oil revenues and tax revenues. In response, the government spending was cut back, but not by enough to offset the fall in revenues. Economic sanctions began to manifest in mid-2012, affecting all economic sectors, especially those dependent on primary production materials, food products and fuel. Some economic activities came back to life as the security situation improved in parts of Damascus, Lattakia and Tartous. Exports and imports fell by 89% and 60% respectively between 2011 and 2014.

Fiscal and trade deficit have eaten into official foreign currency reserves. The Central Bank of Syria had an estimated $22-24 billion in official reserves. After three years since the crisis hit, it had used up more than $14 billion. The crisis also brought steep rises in domestic prices with inflation peaking in 2013 at almost 90 % and at 43 % in 2015. Syria’s key export goods prior to 2011 were crude oil, other minerals, garments and other textiles, and agricultural products such as fruits and livestock: all sectors have been severely disrupted by the conflict. Exports are estimated to have collapsed by about 70 % to around $4 billion between 2010 to 2015 due to the international embargo. Trade with EU countries- Syria’s single largest trading partner in 2010 after Iraq- has collapsed entirely. This mainly reflects the sanctions imposed in late 2011, which was once Syria’s largest market for heavy crude oil with more than 90% of Syrian oil exports heading to the EU in 2010[[11]](#footnote-11).

One of the most important changes brought about by the crisis to Syria’s socioeconomic structure is the country’s demographic make-up, in terms of both the fall in the total population and the shifts of population between and among governorates. At the start of 2011 the resident Syrian population was 20.8 million, out of which three-quarters lived in the region running from Damascus up to Homs, Hama, Aleppo and Idlib, and along the coast in Latakia, Tartous governorates. A further 3.6 million lived in the northern and eastern governorates of Hassakeh, Raqqa, and Deir-ez Zor, and 1.4 million in the southern governorates of Deraa, Sweida and Quneitra. The number of Syrians living within the country in early 2016 is likely to be between 15 to 16 million, and most of them live in areas under government control.

## 2.4 Impact on livelihoods and employment

The crisis impact has been quite devastating, and the country is rapidly losing its human, physical, financial, social, and natural assets and potentials. Growing dependence on more uncertain source of income, such as through self-employment, remittances and humanitarian aid, combined with the deteriorating purchasing power of local currency, has forced many households to develop different coping strategies in order to cover their basic needs. 10 % of households had to sell a productive asset used to generate income in order to meet their basic needs, according to the Syrian Central Bureau of Statistics.

Much of the deterioration in income sources can be associated with structural changes in the labour market as most of young people over the age of 18 years have been driven into military service, if they did not leave the country as refugees. Moreover, the closure of many workplaces has led to massive job losses. Indeed, the economic sector lost 2.1 million actual and potential jobs between 2010 to 2015. As aforementioned, unemployment rate in 2014 was 57.5%, up from 54.2 % in 2013. Youth unemployment soared from 69 % in 2013 to 78 % in 2015. Households in Aleppo and Dara have lost more jobs compared to other governorates[[12]](#footnote-12). The projection of future labour market is also worrisome- Syrian Centre for Policy Research (SCPR) estimated in 2014 that the loss of years of schooling by children represents a human capital deficit of $5 billion in education investment. A recent UNICEF report placed the loss in human capital at $10.5 billion from the loss of education of Syrian children and youth. Many children have been born into conflict and exposed to violence, and studies show that exposure to violent conflicts has long-term effects on generations to come.

Falling income, widespread unemployment and diminished purchasing power have been leading millions of Syrians to poverty. The consumer price index published by the Syrian Central Bureau of Statistics indicates that cumulative index has increased by more than 300% between March 2011 and May 2015. This reflects a combination of supply shortages of basic goods such as food, medicine, and fuel, along with cuts in government subsidies (water, food electricity, fuel)[[13]](#footnote-13). Growing dependence on more uncertain sources of income, such as through self-employment, remittances and humanitarian aid, combined with the deteriorating purchasing power of local currency, has forced many households to develop different coping strategies in order to cover their basic needs. One out of three households had to borrow from relatives or friends to cover their food, housing, health and education needs in 2015, and 17% of households were forced to sell one or more of their durable goods to obtain food and other essentials[[14]](#footnote-14). 10% of households had to sell a productive asset used to generate income in order to meet their basic needs, according to the same cumulative index.

A comprehensive area-based livelihood assessment, commissioned by UNDP and conducted by SCPR based on the results of the population status survey in 2014, also confirms a sharp deterioration in the living conditions. The composite living conditions index, which is constructed using ten indicators[[15]](#footnote-15), has reached 0.6 at national level compared to 0.95 before the crisis. This index varies across locations and governorates and it has scored its lowest value in Al-Hassakeh at 0.18, whereas the highest value scored in Lattakia at 0.86. Some locations have witnessed deterioration in their living conditions index at more than 90%. Many of these locations are in the cities of Deir-Ezzor, Aleppo, and Al-Qamishly. The results show that the infrastructure damage index is 0.26, and this could be interpreted as if 26% of the total infrastructure components included in the index is partially or totally damaged. The index has reached its maximum values in Rural Damascus, Aleppo and Quneitra, followed by Daraa and Homs, meaning that these governorates have suffered the most in terms of infrastructure damage.

In terms of health, more than half of the Syrian population is unable to access appropriate health services. Medicines are only available for 13 per cent of the total population, compared to 93% before the crisis. The deterioration of health services is reported at the rate of 26% of public hospitals not functioning. This resulted in the transition from injury to impairment and disability manifesting in an increased pace and higher severity. It is reported that some 30,000 people suffer from conflict-related trauma injuries every month, with roughly 30 per cent of whom develop permanent disability. It is estimated that 2.8 million people are currently suffering from different sort and level of disability (15% undergo amputation, 5% spinal cord injuries and 10% peripheral nerve injuries). Latent socioeconomic problems also result from the fact that non-rehabilitated persons with disabilities are fully dependent on family members and care givers in conducting activities of daily life. This factor will gradually present its negative impact on early socioeconomic recovery and development of the whole society.

# Strategy

## 3.1 Humanitarian Response Plan 2018

The 2017 Humanitarian Response Plan (HRP) sets out the framework within which the humanitarian community will

respond to large-scale humanitarian and protection needs in Syria throughout 2018 on the basis of the prioritization

undertaken across and within sectors. The strategic objectives for 2018 build upon the humanitarian community’s efforts in 2016-2017 and reflect the complexity of the humanitarian situation in Syria today in three areas: i) save lives and alleviate the suffering of the most vulnerable people; ii) enhance the prevention, mitigation and response to protection needs; and iii) increase resilience, livelihoods and access to basic services.

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

## 3.2 Country Programme Document for the Syrian Arab Republic (2016-2019)

There has been no United Nations Development Assistance Framework or country programme developed since the last cycle (2007-2011). Instead, the United Nations organizations have operated under annual humanitarian response plans, the most recent of which is the Syria Strategic Response Plan 2015 agreed between the Government of Syria and the UN agencies, funds and programmes. UNDP has in turn adapted to the operating context, realigning its work from previous country programme focus areas (economic growth, governance, environmental management, and disaster risk management) to an approach focused on emergency livelihoods and early recovery through its resilience and livelihoods programme. Since the onset of the crisis, UNDP has focused on the most vulnerable communities to support coping mechanisms and prevent further destitution, while laying the ground work for mid- to longer-term sustainable, resilience-oriented activities.

UNDP recognizes that a rapid de-escalation of the crisis is necessary for brining Syria back to a sustainable development pathway. In order to establish the basis for a sustainable recovery, UNDP’s country programme is founded on a resilience-based approach which is integral to and complements the ongoing humanitarian response while expanding its scope to effectively bridge humanitarian and early recovery interventions.

Given this context, the strategic goal of the UNDP country programme for 2016-2019 *is* ***“enhancing the resilience and socio-economic stabilization of induvial and communities” by a) restoring the disrupted livelihoods of the affected communities; and b) restoring, rehabilitating and maintaining sustainable basic services and infrastructure in damaged areas and host communities****.* It is composed of the below interlined two Outcomes:

* **Outcome 1: Households and communities benefit from sustainable livelihoods opportunities, including economic recovery and social cohesion**
* **Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience.**

The UNDP country programme is linked to the Humanitarian Response Plan, in particular the strategic objective of iii) increase resilience, livelihoods and access to basic services.

**This proposal is designed within the Humanitarian Response Plan 2018 and UNDP’s country programme, and seeks to translate the objective of the Partnership for Prospects (P4P) through addressing the challenges in response to the deteriorating livelihoods and economic situations in the country, while enhancing social cohesion. It is designed to build a sustainable economic recovery and development pathway for Syria through cohesively linking livelihoods stabilization to sustainable livelihoods creation, and ensuring the buildup of a more resilience and forward-thinking economy.**

## 3.3 UNDP Syria’s Livelihoods and Economic Recovery Strategy

### 3.3.1 UNDP’s comparative advantage

The rationale for UNDP’s engagement in livelihoods and economic recovery derives from its roles as the UN’s global development network, the importance of jobs and livelihoods to human development, the objectives set forth in UNDP’s Strategic Plan 2018-2021 and beyond, and its proven comparative advantages and strengths. The Strategic Plan embraces an intended Outcome with direct relevance to jobs and livelihoods in crisis and post-crisis situations as follows:

* **Strategic Plan Outcome 3: Strengthen resilience to shocks and crises.**

*Output 3.1.1 Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displace and return to sustainable development path within the framework of national policies and frameworks*

Toward this Outcome, UNDP envisions supporting the generation of jobs and other environmentally sustainable livelihoods opportunities for crisis-affected men and women, including those in fragile situations. In designing and implementing livelihoods and economic recovery initiatives, the multi-sectoral/issue based, and area based recovery and development are made possible building on UNDP’s key areas of focus in the Strategic Plan: Democratic governance, sustainable development and resilience, with gender and youth as key cross cutting pillars.

**UNDP’s capacity for an integrated approach is its central comparative advantage in job and livelihoods.** Looking ahead, UNDP enhances the integration of three dimensions of: 1) across sectors and issues (horizontal); 2) from the macro-level coordination and recovery planning to projects on the ground (vertical); and 3) across interventions focused on the short, medium, and long-term (temporal):

1. **Integration across sectors and issues (horizontal):** To achieve greater impact, projects and activities are designed and implemented in a complementary manner for the implementation of P4P. For instance, the restoration of basic services and public infrastructure, and clearing and recycling of debris are at the same time creating employment opportunities. By bringing people together to work for the community cause, UNDP promotes social dialogues and cohesion. Women, youth, and PWDs are given special attention in all livelihoods interventions. Interventions are also implemented in partnership with local partners starting from planning, delivering and following up to ensure capacity development and sustainability.
2. **Macro-micro integration (vertical):** UNDP coordinates as the cluster lead on Early Recovery and Livelihoods. UNDP, through the Early Recovery and Livelihoods cluster, commissions various key livelihoods assessments including: livelihoods impact assessment; economic and employment opportunity assessment and value chain analysis. It also leads in strategic discussions that will feed into the development a livelihoods and economic recovery strategy, linking humanitarian response to sustainable recovery. Proposed interventions to be supported by P4P will create evidence and lessons- learnt, which will be largely shared with other UN agencies and NGOs/CBOs and local partners.
3. **Short- Medium, and – long-term integration (temporal):** UNDP has globally adapted the three-track (Track A, B and C) approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) for its livelihoods and economic recovery programming in crisis situations. Track A programming responds to the urgent needs of crisis-affected groups with interventions to help stabilize livelihoods. Track B programming focuses on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration. Track C programming focuses on long-term employment creation and inclusive economic growth. Interventions in Track C help to strengthen the national systems and policies that are needed in order to sustain the progress achieved in Tracks A and B. These three tracks are represented through all phases of recovery, however their intensity peaks at different times in the post-crisis period, as shown on the left in a contiguum. UNDP, with P4P support, has gradually shifted its weight towards Track B, where conditions allow. The current proposal further strengthens the sustainability and impacts of interventions.

### 3.3.2 Definitions and concepts of jobs and livelihoods

**UNDP defines a job as a position of regular employment- a package of duties that an employee is hired to perform. Employment is a relationship between an employer and an employee in which the employee provides labour on a regular basis in exchange for a salary, wages, or another form of compensation. Self-employment is a situation in which a person works for him or herself, for example in the form of a micro or small business.**

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

They include as following:

1. **Human Assets:** Skill levels and educational attainment; The extent to which local skills match the needs of existing or emerging local businesses; Knowledge base and local use of science and technology; Livelihood aspirations; and Access to food, education, and health care
2. **Natural capital assets:** Environmental conditions in which people live and work; and Natural resource management issues affecting livelihoods (e.g., land tenure, disputed natural resources)
3. **Physical capital assets:** Access to adequate housing; Access to safe water and sanitation; and Access to and use of infrastructure (roads, bridges, schools, hospitals, agriculture systems, etc.)
4. **Financial capital assets:** Access to finance, including microcredit; and coping and adaptive strategies for responding to financial shocks (e.g., drawing down savings, borrowing from friends, relatives, or money-lenders, and selling or trading assets)
5. **Social capital assets:** Participation in social groups and networks that provide support (financial or psychosocial), e.g., community-based organizations, NGOs, faith-based organizations, women’s organizations, and extended family networks; and Perceived levels of safety and security
6. **Political/governance capital assets:** Access to and participation in government decision-making processes; Gender relations and power structures influencing control over decision making within households, communities, and the wider society; and Access to judicial systems and security sector institutions.

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

**The core principle of UNDP’s approach is to create a sustainable livelihood that can recover from shocks and stresses, and maintain or enhance its capabilities and these six assets without undermining the natural resources base. UNDP Syria’s jobs and livelihoods programming aims to strengthen six assets through the above mentioned horizontal and vertical approaches, while paving a way for long-term economic recovery.**

The expansion and diversification of livelihoods is central to the ability of Syrian people in Syria, and their communities, and the country to return to the mainstream of sustainable development.

UNDP Syria’s coverage of jobs and livelihoods interventions

Figure: The relationship among jobs/employment, productive activities and livelihoods.

### 3.3.3 UNDP Syria’s achievements under P4P

The partnership between UNDP Syria and the Federal Republic of Germany through KfW, has produced a framework that, focusing on livelihoods, job creation and income-generating activities is now implemented across the country regardless of the areas of control, providing probably the first country-wide mechanism for provision of assistance in both emergency and longer-term job creation within Syria during the crisis. This mechanism is proving to be effective in assisting the evolving needs of targeted population as described in section 2.

So far, UNDP-BMZ/KfW partnership under P4P has undergone two phases. The first phase was kickstarted by an agreement signed in late 2016 for six months, with a total funding of Euro 20 million. The initiative aimed at creating 33,190 job opportunities through rehabilitation of basic infrastructure and income generation to foster the recovery of disrupted livelihoods across Syria. It was implemented through 130 local projects whereby almost 3.5 million Syrians benefitted from enhanced access to basic infrastructure and delivery of essential services. Moreover, 46,988 job opportunities where created, overachieving by almost 50% the established main target.

A second phase of P4P started in December 2017 with an initial duration of 9 months and a total funding of Euro 10 million and it is currently ongoing. It targets job creation with an emphasis on medium to long-term job opportunities for the most vulnerable Syrians. Despite a suspension of four month requested by the donor in April 2018, activities resumed in August 2018 and progress of results on the ground show that the action has so far impacted the lives of more than 1.5 million Syrians and created 5,900 jobs – more than 50% of the target. Through job creation, this project is designed to contribute at creating an enabling environment for enhancing resilience in affected communities for both IDPs and host communities, reducing their dependence on humanitarian assistance as the sole source of food and non-food items.

Third phase of P4P will enhance its focus on sustainable livelihoods creation (Track B) while providing emergency job opportunities in geographical areas where this approach (Track A) is still needed.

## 3.4 UNDP Syria’s Strategy for P4P

Building upon the achievements made through the previous two tranches of P4P, UNDP Syria proposes this current proposal with interventions to translate the vision and objective of P4P to create jobs with two outputs along lines of three tracks (Track A, B and C), with a focus on Track A and B. The current proposal further emphasizes Track B to enhance resilience building and sustainable livelihoods creation.

**Key objective: Building resilience in Syria through livelihoods stabilization and sustainable job creation**

**Targets:**

1. Beneficiary target:

UNDP defines that greatest vulnerability in terms of jobs and livelihoods are those with low access to and ownership of livelihood assets, those surviving on negative coping strategies, those working informally, vulnerable workers, those engaged in unpaid family work, workers in temporary arrangements or without contracts, those with low skills or whose skills are poorly matched to the market, the unemployed. IDPs, host communities, and the families and communities left behind, returnees and PWDs are becoming increasingly relevant in UNDP’s targeting in Syria.

Each activity will have slightly different selection criteria to match with types of activities, however the common selection process especially for Output 2 (sustainable job creation) is as below:

First, community outreach and selection of the participants will be conducted through collaborating with NGOs and local committee. Following the collection of applications, the applicants will be shortlisted according to the eligibility criteria of:

- Age: above 18 years old

- Unemployed for more than 3 months; and

- Living in the targeted municipality.

The shortlisted applicants will be interviewed by the local committee composed of balanced and diversified representatives of communities and UNDP. The list of beneficiaries will be finalized based on the below Selection Criteria:

- Vulnerability (PWDs, women-headed households);

- Candidates who are members of households with income of less than 100 USD/month;

- Candidates who are members of households without any cash assistance from other projects; and

- Candidates within age group between 18 and 30, especially new graduates

It will be ensured that at least 40 percent of the Jordanian beneficiaries are women.

1. Geographical target:

The administrative structure of Syria consists of 14 governorates, 61 districts and 272 sub-districts, each has boundaries, governance mechanisms, populations and settlements. Total number of settlements in the country exceeds 7,000 villages and towns, in which around 18 million Syrian citizens live and work. To prioritize UNDP’s geographical targets, UNDP developed a scenario of indexes, where five indicators have been combined to prioritize UNDP’s interventions at sub-districts level. The five indicators are:

1. Presence of IDPs
2. Accessibility
3. UNDP Severity scale (built on data collected yearly in the 272 sub-districts across the country)
4. Complementarity between UNDP portfolios
5. Outcomes of a study on Livelihoods conducted by Syrian Centre for Policy Research (SCPR, a UNDP research partner) encompassing 5,628 communities across the country

The five indicators are then combined with their respective weight into one single list of ranked locations, which form the long-list of locations to be discussed and agreed upon with KfW.

As soon as the selection of the sub-district under this proposal has been finalized UNDP will provide a list of all sub-districts, including the indicators to KfW on a no-objection basis. The implementation of the following activities cannot start without finalizing this process.

**Key indicators and targets:**

* Overall indicator:
* A total number of jobs created for men and women (=a total number of direct beneficiaries)
* Target (direct beneficiaries): 15,740 jobs created
* Sub-indicators:

1. 12,280 men and women provided with short-term employment opportunities for a minimum of two months (minimum 20 working days/month) or stabilization of agricultural livelihoods .
2. 3,460 men and women provided support for long-term employment creation

UNDP Syria also makes available gender and disability disaggregated data. A minimum of 35 % of the whole targets will be women and 4 % will be PWDs. UNDP and UN Women are the focal points to coordinate implementation and reporting on the indicator 18 in the annual report of the Secretary-General on women and peace and security in tracking the implementation of resolution 1325 (2000). The indicator 18, “percentage of (monetary equivalent, estimate) benefits from temporary employment in the context of early economic recovery programmes received by women and girls” seeks to measure the proportion of payments – both direct monetary payments and the equivalent value of in-kind payments – received by women and girls. As a key agency in coordinating the implementation of this indicator, UNDP sees it paramount to include the achievement of P4P in reporting against this indicator 18 as a show of commitment, as well as scaling up its own support to women’s economic empowerment.

In terms of quality of jobs, UNDP Syria respects the ILO-defined criteria for decent work, such as fair income, security in the workplace, social protection for families, prospects for personal development and social integration, and equality of opportunity and treatment.

# Programme Outputs and Activities

## Output 1 (Track A Stabilizing Livelihoods): Strengthening positive local coping mechanism for individuals, communities, institutions and networks through emergency employment

### Activity 1-1. Emergency Employment

The extreme rise in mass poverty, destruction of health and education services, and large-scale displacement of Syrians pose huge challenges. Considerable resources will need to go to rebuilding the lives of internally displaced people, and to encouraging the return and reintegration of IDPs and refugees[[16]](#footnote-16). Further, the conflict has exacerbated existing, and created new, sectarian divisions and tensions between different communities across the country that will need to be addressed in a meaningful way to promote social cohesion. In this regard, emergency employment projects are intended to bring people together and reduce vulnerability, while rehabilitating key socio-economic infrastructure, enhancing basic service delivery and social cohesion. The short-term work created under these projects aims to boost the purchasing power and consumption of crisis-affected communities, enabling them to meet their immediate needs and reduce their vulnerability to additional shocks.

##### *Waste and Debris Management; and Rehabilitation of Socio-Economic Community Infrastructure*

UNDP in cooperation with local partners identifies and implements the community initiatives in the field of basic infrastructure rehabilitation and solid waste removal and disposal in highly affected governorates with the aim to bolster the livelihoods of the most vulnerable and accelerate return to homes. The concept of infrastructure encompasses both social services (schools & health care facilities) and basic infrastructure (water, sewage, electricity networks). Under this component 7,450 men and women will be provided with short-term employment opportunities for restoring/ sustaining increasing demands for solid waste and debris management services, quick social services repairs in schools and health centers and other basic infrastructure such as water, sewage, and electricity networks. This will provide the chance for local communities to improve their income while improving their surrounding and services.

Through the activities around 150,000 Ton of SW/Debris will be removed, 6 of social services and 60 Km of basic infrastructure networks will be rehabilitated/maintained. Furthermore, tools and materials will be provided to undertake the work.

To implement this component, UNDP will undertake the following course of actions:

* Select locations for waste and debris management, and infrastructure rehabilitation based on need and feasibility assessment, and develop action plans.
* Select local private sector partners for conducting activities.
* Conduct awareness raising in target communities to ensure community engagement and inclusiveness.
* Select beneficiaries for short-term labor-intensive work in waste and debris management, and infrastructure rehabilitation based on a set of selection criteria that ensure inclusiveness of women and PWDs.
* Conduct labor intensive waste and debris management, and infrastructure rehabilitation.
* Develop maintenance plans for rehabilitated infrastructure.
* Procure necessary tools and equipment

The modalities that UNDP uses include: contracting private sector companies with a condition to hire vulnerable populations, cash for work, and hybrid of these two. It applies the wage of **between $125 to $150/month for 20 to 22 working days/month.** It creates short-term employment opportunities for crisis-affected populations **for a minimum of two months**, enable infusion of cash into the local economy, and mobilize initiatives that benefit the community as a whole. It targets a total of 7,450 men and women for two months (12-15 % women and a 4 % PWDs).

The key principles of UNDP Syria’s debris and solid management and infrastructure rehabilitation are as below:

* **Community involvement**: UNDP selects schemes based on community needs, priorities and aspirations with a vision for community participation in implementation, monitoring, and follow-up maintenance, including the utilization of local, unskilled and skilled labor.
* **Inclusiveness**: UNDP uses schemes that should enable women and PWDs and other vulnerable groups to participate in implementation at the extent possible. **PWDs are targeted at minimum of 4 %**, and UNDP provides technical support to private sector companies to ensure building codes are integrated in designs of infrastructure for accessibility and inclusive use of the resulting infrastructure.
* **Maintenance plan**: Maintenance is an integral part of the lifecycle of infrastructure for sustainability and for ensuring access of the whole community and enhancing social cohesion. The design of infrastructure scheme will include maintenance systems that utilize local available resources and skill, and sustainable management of spaces with inclusiveness.
* **Environmental responsibility**: The selection of infrastructure rehabilitation and waste and debris management should be informed by the risks and opportunities that local ecosystems and natural resources present. Priority is given to initiatives that utilize green materials, minimize waste, pollution and energy consumption.

##### *Youth engagement and Social cohesion through cash for work modality*

It focusses on youth’s participation for three months in community services to develop community-oriented projects aimed to stabilize livelihoods, reinforce social cohesion by working together. This will start to prepare the youth participants with training to strengthen first, self-awareness, communication skills and values, second; the professional; planning, designing the initiatives and skills to help youth develop critical thinking, third; a responsible citizen; which incorporates civic engagement, awareness on all aspects of the social cohesion, community participation and environment.

Prioritization will be given to two types of activities: i) activities to foster community trust and enhance social cohesion including participatory and innovative communications such as community theatres covering the dilemmas and choices faced by people in the crisis in day to day life, examining events around social cohesion from the viewpoint of a range of characters and explore the interplay of individuals, families and communities and the impact of decisions of people's actions on wider society. It will be complementary to a wide array of community members as participants; and ii) rehabilitation of the infrastructure that plays a key role in enhancing dialogue and trust within the communities to promote social cohesion (i.e. common spaces, cultural centers, youth centers, etc.); and in facilitating the restoration of the local economy (i.e. agricultural livelihoods assets, markets, small roads etc.). Activities will include the following:

* Select and train 30 team leaders on team building and community organizing; conflict management; and respecting the other; positive thinking and Problem solving; inclusiveness (disability, diversity on religious and/or ethnic backgrounds); stress management; and life skills and communication skills.
* Select 3000 beneficiaries and implement social cohesion community initiatives through the cash for work modality for two months. The selected beneficiaries will be attached with the team leaders, and enroll in a soft skill training to prepare the beneficiaries to design and implement social cohesion community initiatives.
* Train team leaders on conflict analysis, response planning, dialogue facilitation, dispute mediation and negotiation skills to be community-based peace-agents.

Community services (cash for work activities) provide immediate individual income (i.e. incentive) in the amount of **between $125 to $150/month for 20 to 22 working days/month**, injects money into local economies and helps revive the production and service sectors, which are potential sources of more sustainable income and employment. It targets 3030 young men and women.

Key Indicators and targets:

10,480 jobs created

1. 10,480 men and women provided with short-term employment opportunities (cash for work) for at least of the two months (minimum 20 working days/month);

### Activity 1-2. Targeted self-employment of small folder farmers in rural areas

The major livelihoods in rural areas in Syria has been agriculture, which used to account for 40 percent of employment and 27 percent of GDP. The agricultural sector has been devastated by the loss of cultivated land, destruction of farm machinery and irrigation systems, shortages of and high costs of farming inputs and fuel, severely damaged infrastructure, compromised power supplies and out-migration of farmers towards more secure areas. Stabilizing agricultural livelihoods in rural areas, especially in the newly accessible areas and targeting returnees, it is critical to start with distribution of agricultural productive assets including livestock, seeds/seedlings, and rudimentary tools as emergency job creation that will then lead towards more sustainable agricultural livelihoods with access to market. This activity targets 1800 beneficiaries.

Key indicator and target:

1800 jobs created

* 1800 of men and women provided with agricultural productive assets

## Output 2 (Track B: Local Economic Recovery for Income, Employment and Reintegration of IDPs): Strengthening Labour Market and MSME Development for Sustainable Employment Creation

This output focuses on medium- to long-term local economic recovery through vocational and skills training, leading to self-employment; and MSMEs development to boost sustainable employment, income generation, and reintegration of IDPs and future returnees. UNDP will ensure that all interventions to promote employment, income generation, and reintegration with a careful balance between stimulating local economic growth and ensuring that growth is inclusive.

### Activity 2-1. Inclusive and sustainable private sector recovery and development

The underpinnings of private sector activities—including a business-friendly policy environment, access to finance and markets, value chain linkages, capacity, and infrastructure—are heavily damaged, destroyed, or in an early stage of development in Syria. As a result, markets tend to favour existing elites and to reinforce established patterns of inequality and social exclusion. When obstacles can be overcome, the micro, small, and medium enterprise (MSME) sector can be the most resilient part of the economy recovery process, with the potential to generate broad-based employment and income generation. UNDP aims at both strengthening local market systems and improving the provision of crisis-affected people and communities that are adversely affected by the conflict through two approaches as below:

##### *Inclusive private sector recovery and development with a focus on Micro-Small and Medium Enterprises (MSMEs)*

The project aims to support both start-up and acceleration of new and existing MSMEs, targeting 1000 men and women. Support will include entrepreneurship training and start-up support, acceleration support with advance business training, access to finance and access to market (e.g. branding, marketing etc.). UNDP promotes supportive initiatives of social enterprises with a high potential for competitiveness, job creation and social innovation, focusing on the needs of communities such as clean energy and waste management (production and maintenance of solar panels, reuse and recycling etc.), youth centres hosting social activities, and specialized workshops targeting PWDs. The approaches also include innovative entrepreneurship development such as innovation challenges and hackathon.

##### *Inclusive market development through value chain development*

In order to facilitate access and competitive market development, UNDP aims to develop value chains on key commodities for livelihoods and economic recovery. It will identify value chains in which market demand is substantial and crisis-affected people are—or could be—strongly represented as entrepreneurs or employees. Interventions will be designed through the establishment and management of cooperatives, farmers markets and rural development centres targeting a total of 500 men and women. UNDP will support them through access to raw materials, production and access to market , creating forward and backward linkages where wider crisis-affected people can participate. The members of cooperatives will be further supported as a community-based platform for social network and cohesion.

Key indicator and target:

1500 of jobs created

* 1500 men and women provided support for long-term employment creation

##### 

### Activity 2-2. Market-driven vocational and skills training and placement services

UNDP designs training matched with the demand for skills in the labour market in order to prepare people for productive participation in the labour market through providing with the knowledge and skills that are required for particular occupations. Vocational and skills training of crisis-affected population is efficient, as it can prevent the deterioration and obsolescence of skills and qualification, and raise enterprise productivity.

##### *Targeted vocational and Skills Training:*

Vocational and skills training prepares the crisis-affected Syrians for productive participation in the labour market by providing them with the knowledge and skills that are required for occupations. UNDP will conduct an in-depth market assessment and capacity assessment of existing vocational and skills training service providers with a focus on national vocational training centres. Based on the assessment, UNDP will focus on coordinating with other agencies in supporting the capacity development of actors on vocational and skills training given emerging increase need of this area in economic recovery in Syria. It includes not only low skills but also high skills, including managerial and operational labour (finance, human resources, procurement etc.), which can be linked to private sector and civil society organizations.

Support will include the following:

* Identify skills and interests of target groups. The appropriate selection criteria will be developed with communities and other stakeholders, placing a priority on women, youth and vulnerable groups. Once the target groups are selected, a profile of their existing knowledge, skills, experience, and interests will be developed. Existing skills, knowledge, and experience are usually valuable assets for livelihoods development, community rebuilding, and economic recovery, and UNDP aims to design interventions building upon these assets to the greatest extent possible.
* Conduct an in-depth capacity assessment of existing national vocational and skills training centes with the perspectives to mainstream women and PWDs. This assessment will examine their capacity in terms of trainers; equipment; child care facilities; curriculum and transportation situation.
* Provide support to vocational and skills training service providers in accordance with the capacity assessment.
* Review the existing training curriculum used by vocational and skills training service providers and quick revamping in accordance with national and local economic recovery plans. Courses should be designed to enable and encourage women to develop skills for use in viable occupations, including those that are not traditionally pursued by women. Complementary training on employment readiness and life skills will be included to enhance trainees’ ability to participate in society and to succeed in the labour market, and this is particularly important as it is targeting youth.
* Targeted vocational and skills training by the supported national vocational training centres in the sectors with high demands in the labour market for selected 1200 men and women, and 100 PWDs through supported vocational and skills training service providers. The location and duration of training will be determined based on core skills areas for vocations- some skills will require shorter training, while others demand a longer period.

##### *Employment Services (job placement and apprenticeship):*

UNDP will facilitate employment services including apprenticeship and job placement for a total of 500 men and women, including the graduates of vocational and skills training. UNDP will ensure that the beneficiaries will be qualified and accredited/certified at the completion of vocational and skills training. At the same time, employment opportunities with private sectors- both informal and formal- will be mapped for facilitation of job placement. Based on mapping, UNDP will identify employers and facilitate apprenticeship and job-placement with incentives for employers to expand their businesses.

Key indicator and target:

1800 jobs created

* 1800 men and women (disaggregated as PwDs) provided support (vocational and skills training; apprenticeship; job placement) for long-term employment creation

### Activity 2-3. Sustainable job creation for Persons with Disabilities (PWDs) provided with physical support

PWDs face increased level of vulnerability during crises as they are more prone and at risk of marginalization due to physical barriers, social attitude and legislative norms related to the disabling environment they live and interact with. Adding to that other aspects such as gender, age, poverty makes it substantially challenging to break this multi-layers of vulnerability. Tackling only the activity limitation resulting from body function impairment will not necessarily result in increased participation. More support is needed on the psychosocial level and improving accessibility to socioeconomic opportunities. UNDP is committed to support the vulnerable groups of PWDs in Syria including physical impairment resulting from amputation that is reported to account for 15% of conflict related trauma. In this regard, this activity is dedicated to PWDs in addition to mainstreaming PWDs across aforementioned various economic recovery activities.

Syria has only three functional national prosthetic service centers (Ministry of Defense, Ministry of Health and Syrian Arab Red Crescent facilities) and are all located in Damascus, providing free of charge services and they struggle to keep steady production facing the high demands and scarcity of resources. Several private workshops provide wide range of quality prosthetic services; however, the cost is extremely high and still incapable of covering the national needs. UNDP has adopted the strategy to support CBOs capacities to deliver this technically and financially depending services, and thus far five prosthetic workshops have been supported in Hasake, Aleppo, Damascus and Tartous with including the support from KFW through the previous P4P.

The current activity will invest on the success UNDP achieved in supporting prosthetic services by targeting specific group of beneficiaries who carry the potential to quickly engage in livelihood activities after benefitting from the rehabilitation services. This intervention aims at expanding the positive impact on the life of PWDs by targeting several aspects of their vulnerability. Activities will include the following:

* Select three workshops to support for continued and expanded services.
* Select 200 PWDs with lower limb amputation and Support the to provide lower limb prosthetic devices and other rehabilitation treatment to selected beneficiaries.
* Support 160 PWDs out of 200 PWDs through provision of sustainable livelihoods opportunities. The recipients of start-up package are the PWDs who lost some or all their livelihoods assets but have work experience, or some remaining assets that can be used or reactivated in livelihoods activities with short-cycles.

Key indicator and target:

160 jobs created

* 160 PWDs (disaggregated by gender) provided with sustainable livelihoods support (vocational and skills training; apprenticeship; job placement) for long-term employment creation

# Cross-cutting themes and principles

* **“Humanitarian (, Peace) and Development Nexus”:** Bridging the gap between humanitarian, recovery and development: The Programme strives to contribute to longer-term recovery and development, emphasizing continued resilience building through implementing quick wins to pave the way for a medium to long term gains.
* **Gender equality and women’s empowerment:** Reflecting the pivotal significance of gender equality and women’s empowerment, the interventions target women at an average of 40 %. In order to ensure such, safe and fair working conditions will be ensured. In addition to ensuring equitable wages, the projects will involve arrangement for separate and secure latrine, transportation to worksites, childcare assistance, supervision by both men and women, and confidential reporting procedures for addressing gender-related concerns.
* **Conflict sensitivity:** All proposed livelihoods and economic recovery interventions are intended to bring people together and reduce vulnerability. All the interventions will contain safeguard against the risks of creating social divisions or exacerbating conflict, and further strive to prevent future conflicts. Given that the projects potentially involve young ex-fighters, substance abuse and a lack of education and skills can compromise participants’ ability to make constructive use of the cash payments they receive, which can then dissipate into negative channels that do not support longer- term economic security in the target communities. The interventions will include soft skills training to turn youth into peace agents in the communities, while having them economically active and contribute to local economic recovery.
* **Market sensitivity:** To avoid the market distortions that livelihoods interventions, especially emergency employment interventions can create, such as wage and price inflation, the project design will consider all available information about local market. The design will include information on the markets for skilled and unskilled labour and the markets for other inputs (equipment, tools materials, and supplies) to be procured for the emergency employment interventions. Also, through the Early Recovery and Livelihoods Cluster, UNDP will take the lead in coordinating and standardizing wage and work condition.
* **Combating Child Labor:** Recognizing the importance of combating child labour in Syria, the interventions will incorporate specific activities to combat the worst forms of child labour, including advocacy against the use of child labour at the MSMEs level.
* E**nvironmental sustainability and Disaster Risk Reduction:** The sustainable use of natural resources and environmental sustainability of livelihoods activities are a priority for UNDP. Important entry points are the creation of green jobs as well as opportunities for recycling and reduction of waste, and instalment of climate smart energy and water supply systems in rehabilitation of infrastructure. It will be essential that the identification and implementation of livelihoods and local economic activities operate through a disaster risk reduction lens to ensure that initiatives do not per se contribute to disasters or have negative impacts; and that concerted efforts are made to safeguard recovery and development gains.
* **Partnership, communication and coordination:** Throughout the implementation, UNDP promotes coherent and coordinated efforts amongst all partnerships to ensure harmonization, avoid conflict and reduce duplication. Through its lead role in the Early Recovery and Livelihoods Cluster, UNDP coordinates, acts as a catalyst to advocate for resilience building. Achievements and lessons-learnt of this programme will feed into the development of a livelihoods and economic recovery strategy.

# Implementation Modality

UNDP will identify the best modality among two key modalities for each component based on an assessment of feasibility: i) direct implementation and ii) implementing and responsible party agreements with implementing partners. The former is often used in crisis and post-crisis situations to facilitate delivery and decision-making swiftly, starting the project faster. The latter will facilitate the implementation through both implementing and responsible parties based on an assessment of the partner’s capacity to effectively manage the project and deliver the intended outputs. UNDP’s experience demonstrates that engaging existing organizations (e.g. NGO/CBOs, local partners) as responsible parties and building their capacity, wherever possible, will yield more sustainable results than establishing new institutions. In addition, UNDP, by adopting an area-based approach to all its interventions, supports the development of local committees and engages them to ensure local ownership in selecting and implementing the interventions.

For activities to be implemented from inside Syria, relevant coordination/clearances will be sought with concerned ministries and contractual agreements established with implementing partners (NGOs, CBOs and FBOs).

Moreover, UNDP will engage thorugh its NGOs/CBOs capacity development programme, in line with the adopted UNDP’s strategy set for CSOs Capacity Development, in order to reinforce the capacities of implementing partners on the ground, which will also increase efficiency and impact of KfW resources.

* More specifically, below a description of what kind of support to NGOs will be provided (what and how):
  + On the level of skills and knowledge of staff and volunteers: Interactive training workshops for 200 NGOs’ staff members and volunteers, with special focus on management, reporting and financial management, participatory planning, productive workshops management, social enterprises management, in addition to soft skills for services providers including: effective communication, negotiation skills and conflict management.
  + On institutional level of the NGOs:
    - Mentoring and coaching that is tailored to bridging the gap of institutional capacity of the targeted NGOs, with special focus on strategy and organizational structure, communication and visual identity for better communication and positioning of the NGOs, Effective utilization of ICT to better manage outreach and beneficiaries’ follow-up, among other organization’s activities.
    - Exchange visits to provide exposure to best practices with special focus on: Job placement and entrepreneurship.
* Selection criteria for NGOs (who and why):
  + - The selection criteria will focus on NGOs implementing projects with UNDP and the prospected NGOs with collaborative advantages of outreach to targeted people in need in prioritized locations, as well as the technical knowledge.
    - An invitation letter to express interest will be shared with the targeted NGOs to nominate staff and volunteers, the nominees will be asked to fill an application, covering their background and experiences as well as a narrative to explain why they are interested in the training workshops, and how they are planning to invest the obtained skills and knowledge for the best of the NGOs beneficiaries.

For cross border activities please refer to the annexed concept note on cross border implementation modality.

Both lists of partnering NGOs and CBOs and private sector companies for procurement will be shared with KfW for clearance, and for UNDP to expedite implementation. The Financing Agreement will keep article 8 of the latest Financing Agreement between KfW and UNDP, specifically its paragraph 8.4, as per KfW request and in accordance with the status, privileges and immunities of the United Nations and its applicable rules, policies and procedures.

Recruitment of staff and procurement of all necessary inputs will take place in accordance with UNDP’s rules and regulations.

# Monitoring, Evaluation and Reporting

This programme is designed with various interventions with a focus on two Tracks of the Three-Track Approach to achieve the impact with an aggregated key indicator of “number of jobs created” and to contribute to the overall objective of P4P. Monitoring evidence indicates whether, to what extent, and how efficiently the expected outputs are produced and the activities are implemented. The lessons learned can contribute to the development of livelihoods and economic recovery strategy through the Early Recovery and Livelihoods Cluster, and to global knowledge on early recovery.

As for Track A, UNDP ensures within its in-house capacity, technical expertise for effective M&E for infrastructure rehabilitation projects. The M&E process will ascertain, for example, whether start-up packages and grants reach participants, how they are used, impacts on local markets, impacts on participants’ households, and the project’s overall contribution to livelihoods and economic recovery. The monitoring process captures key issues and lessons learned.

Under Track B, in addition to the aggregated key indicator of job creation, UNDP aims to measure the expected result of sustainable livelihoods creation. For instance, the following will be collected among samples of the participants beyond the completion of vocational and skills training.

* # percent of graduates are employed or are self-employed six months after training
* # percent have increased income three months after leaving training

Monitoring of such determines the quality of the training provided, whether participants are attending their training and making progress with the curriculum, whether training, job placement, and referrals are effectively leading to employment, and whether graduates achieve sustained employment and income generation using the skills they obtained.

The collected data (baselines, monitoring data, etc.) will feed the UNDP’s information management system that can generate reports using both quantitative and qualitative data. This information management system will support UNDP in the following:

* Greater accountability for resources allocated and efforts made in promoting sustainable livelihoods in the targeted communities
* Greater opportunities for management decisions informed by reliable data.
* Greater opportunities to learn lessons (almost on real time) and influence policy with evidence based information.

It will allow UNDP to assess the impacts of activity, output and objective levels, which will be captured in the below reports and evaluation:

* An Issue Log: An issue log shall be activated in Atlas and updated by UNDP.
* Risk Log: A risk log shall be activated in UNDPs project management system and will be regularly updated.
* Field visits and quarterly reports: UNDP will prepare regular progress reports for the Project Review Board (PRB), accompanied by financial reports.
* Review Meetings: UNDP will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings.
* Annual Work-Plan and Budget: The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results.
* Lessons Learnt: A project Lesson-learned log shall be activated and regularly updated.
* Evaluation and Audit: The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP’s Office of Audit and Performance Review.
* IMRP as an internal monitoring and reporting system that tracks and monitors progress achieved against the preset targets
* UNDP Transparency Dashboard will capture achieved results versus targets at the output and corporate levels.
* Monthly update spreadsheets, a mid-term report and final report capturing the progress of activities and disbursements shall also be submitted to KfW.

The above, in addition to regular reporting to the donor across the two-year duration of the project: two progress reports per year plus the progress overview shared every other month with KfW.

A final narrative and financial report will be submitted to KfW at the end of the project, as per previous phases, in accordance to UNDP standards, rules and regulations.

Lastly, this current project will enhance its knowledge and information management through potential partnership with a German-based think-tank to better understand the situation of Syrian refugees’ conditions and perspectives in particular in Germany and the neighbouring countries in the region, and the situation inside Syria. The information made available inside Syria, including socio-economic situation or provided early recovery support, will be reviewed by a research institute for evidence-based impact analysis. This will eventually allow UNDP and partners to be better prepared to support the planning for the regional refuge return process, when conditions will allow. The TORs will be discussed uprfront with KfW on a no-objection basis. The information will be prepared, made available and presented to KfW and BMZ in an adequate format (study).

# Risk Log

| **Area** | **Conflict/Disaster/Risk** | **Impact &**  **Probability** | **Mitigation Measures** | **Management Options & Response** |
| --- | --- | --- | --- | --- |
| **Change in context** | * Unstable and/or unpredictable security situation within the target areas | **P 3**  **I 4** | * Continuous monitoring of the security situation will be undertaken and work plan revised at regular stages. In the case of serious worsening of the local context, activities will be contained to safer areas / issues. * Encourage continuous dialogues at the local level * Implementation through local partners | * Scale down of project activities * In case of drastic change, UNDP will withhold any further support until acceptable level of stability is restored |
| * Increase of tensions within the target areas | **P 3**  **I 3** | * Continuous monitoring of the situation * Partnerships established with communities and local authorities * Monitoring communicated to KfW for preparedness | * Adjust the programme to focus on means that are more likely to diffuse tensions * Focus on short-term aspects of the programme, depending on the situation * Expand rapid responses and conflict mitigation mechanisms |
| **Financial** | * Downturn and worsening of economic conditions, exchange rate change and inflation rates. | **P4**  **I 3** | * Proper planning and execution, transparent budget monitoring mechanism, analysis of spending trends and early adjustment | * Downscale activities in case of serious shortfall of financial resources |
| **Management** | * Government approval process taking longer, causing delay in the implementation * Biased, non-participatory selection criteria of beneficiaries and interventions * Ad-hoc coordination mechanisms * Limited market capacities and high prices of material, tools and equipment | **P4**  **I 4** | * Consult with PIC early on to expertize the approval process * Develop and facilitate consensus on the project selection criteria for equitable and inclusive resource distribution * Adopt participatory consultation mechanisms for the identification and design of projects targeting women and youth * Continuous context monitoring to ensure no harm approach and implementation of results * Institutionalization of sustainable coordination mechanism and ensure synergies and coherence with on-going mechanism * Carry out ad-hoc market price surveys of certain commodities and in the market | * Consultations with PIC and preparation of the implementation in pararel to minimize the delay. * Consultations with communities and their representatives * Regular board meetings to review progress and mitigate any potential conflict situation * Continue to lead coordination of Early Recovery and Livelihoods Cluster/Sector |
| **Environmental/ physical** | * Decisions on intervention types and locations do not take into consideration environmental issues * Difficulty in integrating community projects into wider sector planning for future maintenance and development | **P 3**  **I 3** | * Include environmental selection criteria * Establish standard operating procedures * Involve concerned local community members as early as possible to foster ownership and synergies | * Mainstream awareness raising on environment as part of interventions * Constant monitoring |
| **Institutional** | * Limited capacities of local implementing institutions * Lack of clarity on division of responsibilities as well as different agenda amongst stakeholders. | **P4**  **I 3** | * Provide NGOs/CBOs capacity development to ensure appropriate project and financial management, transparent implementation, monitoring and reporting * Depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector. * Follow a participatory consultative approach to assist NGOs/CBOs in reaching a consensus and agreement on division of labour | * Engage a wide range of local project partners and stakeholders to facilitate and enable the implementation and ensure the ownership by the communities/target groups * Web based information management and reporting system to monitor the progress online |
| **High Expectations** | * Negative perception of segments of the public regarding project due to limited information of the programme activities and un-managed expectation | **P2**  **I 2** | * Stronger focus on communicating results and working with communities * In critical locations UNDP focuses on rapid delivery of highly visible support to communities | * Communication strategy (Ensuring information on the action objective and eligibility clear to all stakeholders from the onset in orientation meetings and media campaigns.) |

# Log Frame

|  |  |  |
| --- | --- | --- |
| **Job creation for resilience building in Syria**  **Objective:**  **Building resilience in Syria through stabilisation of livelihoods and sustainable job creation** | | |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS** | **INDICATIVE ACTIVITIES** |
| **Output 1 (Track A Stabilizing Livelihoods): Strengthening positive local coping mechanism for individuals, communities, institutions and networks through emergency employment, targeted self-employment support, social cohesion and rehabilitation of PWDs** |  |  |
| **Activity 1-1. Emergency Employment**  **Baseline:**   * Job opportunities not available in target areas   **Indicators:**   * No. of men and women provided with short-term employment opportunities for at least two months (minimum 20 working days/month) * Ton of SW/Debris removal & collection, * No. of social services rehabilitated, * Km of basic infrastructure rehabilitated/maintained. * No. of community initiatives implemented for enhancing social cohesion * No. of youth trained to be peace-agents in communities | **Targets:**  **9400 jobs created**  **1.1.a**   * 7,450 men and women provided with short-term employment opportunities for at least two months (minimum 20 working days/month). * 150,000 Ton of SW/Debris removal & collection. * 6 of social services rehabilitated. * 60 Km of basic infrastructure rehabilitated/maintained.   **1.1.b**   * 3000 men and women provided with short-term employment opportunities for at least two months (minimum 20 working days/month). * At least 30 community initiatives implemented for enhancing social cohesion * 30 youth trained to be peace-agents in communities. | **Activity Result 1.1.a: Waste and Debris Management; and Rehabilitation of Socio-Economic Infrastructure through private sector engagement**   * Select locations for waste and debris management, and infrastructure rehabilitation based on need and feasibility assessment, and development of action plans. * Select local private sector partners for conducting activities. * Conduct awareness raising in target communities to ensure community engagement and inclusiveness. * Select 7,450 beneficiaries for short-term labour intensive work based on a set of selection criteria. * Ensure inclusiveness of women and PWDs in selection process and work place through facilitating separated latrines, both female and male supervisors and child care facilities for women, and accessibility for PWDs. * Conduct labour intensive waste and debris management, and infrastructure rehabilitation. * Develop maintenance plans for rehabilitated infrastructure.   **Activity Result 1.1.b: Youth engagement and Social cohesion through cash for work modality**   * Select social cohesion community initiatives to foster community trust and enhance social cohesion. * Select and train 30 team leaders on team building and community organizing; conflict management; and respecting the other; positive thinking and Problem solving; inclusiveness (disability, diversity on religious and/or ethnic backgrounds); stress management; and life skills and communication skills. * Select 3000 beneficiaries. * Implement social cohesion community initiatives through the cash for work modality for two months. * Train team leaders to be become the community-based peace agents with more specialized training Conflict analysis, response planning, Dialogue facilitation, Dispute mediation and Negotiation skills. |
| **Activity 1-2. Targeted self-employment of small folder farmers in rural areas**  **Baseline:**   * People lost agricultural livelihoods assets in rural areas   **Indicators:**   * No. of men and women provided with agricultural productive assets   . | **Target:**  **1800 jobs created**   * 1800 men and women provided with agricultural productive assets | **Activity Result 1.2: Targeted self-employment of small folder farmers in rural areas**   * Conduct rapid assessment in rural areas to identify the needs of productive assets to kick start livelihoods activities * Identify areas and target populations and distribute productive assets in conflict sensitive ways |
| **Output 2 (Track B: Local Economic Recovery for Income, Employment and Reintegration of IDPs): Strengthening MSME Development and Sustainable Employment Creation** |  |  |
| **Activity 2-1. Inclusive and sustainable private sector recovery and development**  **Baselines:**   * Job opportunities not available in target areas   **Indicators:**   * No. of men and women provided with support for long-term employment creation * # percent of graduates are employed or are self-employed six months after training | **Target:**  **1500 jobs created**   * 1500 men and women provided with support for long-term employment creation * 70 percent of graduates are employed or are self-employed six months after training and other support | **Activity result 2-1. a) Inclusive private sector recovery and development with a focus on Micro-Small and Medium Enterprises (MSMEs)**   * Provide entrepreneurship development and growth training and support to 1000 men and women through various approaches including innovation challenges, through business development centres and MFIs.   **Activity result 2-1. b) Inclusive market development through value chain development**   * Identify two key commodities for value chain development. * Conduct value chain analysis to identify entry points for upgrading value chains using cooperatives and rural development centres * Support development of cooperatives, rural development centres, farmers markets targeting 500 men and women |
| **Activity 2-2. Market-driven vocational and skills training and placement services**  **Baseline:**   * Job opportunities not available in target areas   **Indicators:**   * No. of men and women provided with support for long-term employment creation; * # percent of graduates are employed or are self-employed six months after training | **Target:**  **1800 jobs created**   * 1,800 men and women provided with support for long-term employment creation * 70 percent of graduates are employed or are self-employed six months after training | **Activity result 2-2. a) Targeted vocational and Skills Training:**   * Identify skills and interests of target groups. * Conduct market assessment. * Develop the appropriate selection criteria and select 1200 men and women with a profile of their existing knowledge, skills, experience, and interests will be developed. * Conduct an in-depth capacity assessment of existing national vocational and skills training centres * Provide support to national vocational and skills training centres in accordance with the capacity assessment. * Review the existing training curriculum for quick revamping in accordance with market assessment. * Quick refresher training for the training staff in response to the revamped training course and curriculum. * Vocational and skills training for 1300 selected men and women (100 PWDs) through supported national vocational and skills training service centres.   **Activity result 2-2. b) Job placement and self-employment support:**   * Identify private sector companies (both informal and formal). * Conduct job placement and apprenticeship for 500 men and women * Provide equipment support as incentives for employers |
| **Activity 2.3 Sustainable job creation for Persons with Disabilities (PWDs) provided with physical support**  **Baseline:**   * Physical and psychosocial rehabilitation services for PWDs not available in target areas   **Indicators:**   * No. of PWDs provided with physical and psychosocial support * No. of PWDs provided with support for long-termemployment creation   . | **Target:**  **160 jobs created**   * 200 PWDs provided with physical and psychosocial support * 160 PWDsprovided support for long-term employment creation | **Activity Result 1.2: Targeted self-employment of Persons with Disabilities (PWDs) provided with physical and psychosocial support**   * Conduct assessment to identify persons in dire need for prosthetic services namely lower limb amputation and whose livelihood has been disrupted by the impact of the crisis and can benefit from self-employment. * Select 200 PWDs with lower limb amputation who can be linked with sustainable livelihoods opportunities. * Support community based organization to provide lower limb prosthetic devices and other rehabilitation treatment to selected beneficiaries. * Support sustainable livelihoods to 160 PWDs. |

# Budget

1. ESCWA/UN 2016, Syria at War- Five Years On [↑](#footnote-ref-1)
2. OCHA, HNO, 2017 [↑](#footnote-ref-2)
3. UN 2016 [↑](#footnote-ref-3)
4. Syria Center for Policy Research, March 2015, Syria: Alienation and Violence: Impact of Syria Crisis Report 2014 [↑](#footnote-ref-4)
5. 2017 Humanitarian Response Plan [↑](#footnote-ref-5)
6. Supporting people with disabilities in emergencies <http://www.sphereproject.org/blog/supporting-people-with-disabilities-in-emergencies/> [↑](#footnote-ref-6)
7. WHO and health partners responding to the Syrian Arab Republic heath tragedy <http://www.who.int/features/2014/syria-health-tragedy/en/> [↑](#footnote-ref-7)
8. [HNO2017 http://reliefweb.int/sites/reliefweb.int/files/resources/2016\_hno\_syrian\_arab\_republic.pdf](file:///C:/Users/minako.manome/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/7OSCEG2E/HNO2017%20http:/reliefweb.int/sites/reliefweb.int/files/resources/2016_hno_syrian_arab_republic.pdf) [↑](#footnote-ref-8)
9. ESCWA/UN 2016 [↑](#footnote-ref-9)
10. ESCWA/UN 2016 [↑](#footnote-ref-10)
11. IMF 2016 [↑](#footnote-ref-11)
12. ESCWA and University of St. Andrews 2016, Syria at War-Five Years On [↑](#footnote-ref-12)
13. IMF 2016 [↑](#footnote-ref-13)
14. ESCWA 2016 [↑](#footnote-ref-14)
15. Using the population survey data, the living condition index in each studied region before and during the crisis is constructed from ten equally weighted sub indicators as follows:

    LCIt = 1/10 \* [(HQt) + (HEt) + (CGt) + (HFt) + (ELt) + (DWt) + (SSt) + (SWt) + (COt) + (TRt)] : LCIt is living conditions index, HQt is housing quality indicator; HEt is house equipment availability indicator; CGt is access to cooking gas indicator; HFt is access to heating fuel indicator; ELt is access to electricity indicator; it scores 0 for “bad”, 0.5 for “averagis access to drinking water indicator; SSt is access to appropriate sewage system indicator; SWt is the availability of solid waste collection service indicator; COt is the availability of communication service indicator; TRt is the availability of means of transportation indicator; it scores 0 for “bad”, 0.5 for “average” and 1 for “good”. [↑](#footnote-ref-15)
16. Since late march 2017 an average of 10,000 IDPs have returned to Aleppo. During May and June 2017 around 20,000 Syrian refugees have returned from host neighboring countries. [↑](#footnote-ref-16)