UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Syria

UNDP

Empowered lives.
Resilient nations.

Project Title: Social stabilization in conflict-affected communities through empowering vulnerable communities in Syria

Project Number:
Implementing Partner: **UNDP DIM**
Start Date: Q3 2018   **End Date:** Q3 2019   **PAC Meeting date:**   4th July 2018

Brief Description
The "social stabilization in conflict-affected communities" project will be utilized to strengthen, expand and diversify UNDP's efforts in bolstering social stabilization[1] in the targeted areas by responding to the urgent humanitarian and recovery needs of the vulnerable groups such as IDPs and returnees. The project will support these groups in their reintegration into their communities, as well as in securing their legal rights, and addressing their community security threats.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

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

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

Objective 1 (HRP 2018): 'Ensure Protection'

Objective 3 (HRP 2018): 'Increase Resilience and Access to Services'

GPD-RoLJSHR Output 3: A comprehensive community security approach is developed, strengthened and/or applied.

GPD-RoLJSHR Output 5: Access to justice for all is increased – particularly for vulnerable and marginalized groups, including minorities – and discrimination, exclusion and other drivers of fragility are reduced

Total resources required:		2,000,000 $
Total resources allocated:	**UNDP TRAC:**	
	Donor: DK	1,400,000
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		**600,000 $**

Agreed by (signatures):

UNDP	
Country Director Akiko Suzaki CD a.i.	
Date:	

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[1] Social stabilization, is what we consider a broader concept than social cohesion, where focus is being given to reduce and prevent any thoughts or actions that would further deteriorate social harmony, increase tension, or impact local-level peace, while at the same time working to enhance community security and respond to socioeconomic needs of vulnerable groups. Social stabilization requires working with various religious and ethnic groups within societies to foster harmony and peaceful interaction so that all community and social challenges are addressed.

I.   BACKGROUND

The conflict in Syria has raged for more than seven years with no political solution in sight, although the situation on the ground has substantively evolved, mainly due to military actions.

Protracted violence as well as the overall impact of the long crisis continue to hit daily lives and exacerbates the vulnerability of both internally displaced persons (IDPs) and host communities, particularly children, women, the elderly, youth and the disabled.

The conflict has resulted in widespread displacement and deterioration of security conditions. In addition, it has torn apart the unique social and economic fabric of Syria, compounding immediate suffering, and compromising the country's long-term future.

The conflict is estimated to have claimed over 450,000 lives and over half of the population is estimated to have been displaced either inside or outside the country, while the number of persons of concern inside Syria is estimated to be 13.1 million.[2]

The increasingly complex political situation has also added to the plight of the Syrian people and dimmed prospects for peace.

UNDP in its efforts to provide critical support to the Syrian people has initiated its Resilience Programme supporting affected Syrians through assistance to rehabilitation of basic social infrastructure, emergency employment and other livelihood assistance in 11 governorates. UNDP has placed its country programme document based on a resilience based approach[3] that is integral and complements humanitarian response. This is because resilience-based approach is critical to strengthen communities coping mechanisms and promotes early recovery through addressing immediate needs of the affected people through rehabilitation of basic services, infrastructure, livelihoods and socio-economic recovery. However, and equally important, a resilience approach also seeks to maintain the social fabric of communities against defragmentation, increase communities' ability to manage internal conflict peacefully and mitigate community security threats and violence. Resilience is also strengthened by ensuring solidarity through bringing communities together, sharing experiences and fostering ownership for solutions and a vision of a joint future.

In the context of Syria, social cohesion is of particular importance given the protracted conflict resulting in mass displacement of Syrians internally, in neighbouring countries and beyond. Such displacement has contributed to the unravelling of community's social fabric.

UNDP's context analysis and area-based assessments conducted between Q4 2017 and Q1 2018 showed that many of the challenges to social cohesion, community security and local-level peace are attributed to several factors, including social segregation and tensions among host communities and IDPs, spread of inter-communal violence and petty crime, abuse of drugs, especially among young adults, increased circulation of small arms and light weapons, sexual and gender based violence, corruption and abuse of power, and limited access and competition over resources and opportunities, which all have further increased the vulnerability of already disadvantage groups.

On the other hand, the crisis has also created new and unprecedented legal problems, and they are particularly impacting the rights of the most vulnerable, including IDPs, refugees, and returnees. For example, the lack and loss of civil documentation compound protection risks and existing vulnerabilities. Without proper documentation, such as birth and marriage certificates, identity cards, and other important civil documents, people can't move freely, access aid services, or even claim the ownership of their properties, which is another important dimension that links civil documentation to Housing, Land and Property (HLP) rights. Securing people's HLP rights, will

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[2] 2018 Humanitarian Needs Overview: Syrian Arab Republic
[3] Regional UNDG guidance note, 'The Resilience-based Development Response to the Syria Crisis,' 2014

reduce the risk of eviction and/or exploitation, as well as risks of rights violations and future disputes over ownership of properties.

II. JUSTIFICATION

UNDP Syria has been providing support under the framework of Syria Humanitarian Response Plan for 2018, as well as the crisis response capacity support under the UN Strategic Framework (2016-2018), and its Country Programme Document (CPD 2016 – 2018, now extended until 2019). The main objective is to enhance the resilience of affected population and their ability to cope with the impact of the crisis and mitigate displacement. As such, it provides emergency livelihoods support to the most vulnerable populations, and restores and rehabilitates basic services and infrastructure in order to enable economic recovery and social cohesion.

However social and/or community security challenges continue to only receive limited support, and such challenges could range from mobility issues within a given area to disputes between individuals and the resort to violence and/or tensions, emanating from competition over resources and existence of IDPs within a host community; as in almost all conflicts, security challenges disproportionately affect the already vulnerable groups like children, girls, women, elderly and people with disability. For example, community security needs pertaining to youth may include their stigmatization and/or exclusion within their communities, especially given a context where divisions are along intersecting lines of politics, ethnicity and religion. In addition, conflicts over resources, opportunities, property and in particular land have the potential to escalate into violence.

This project will seek to address the aforementioned challenges by building on the support received from Denmark through EDRCR window earlier this year, where two local conflict-sensitive context analyses were produced in Raqqa and Deir Ez Zour, which helped to identify risk factors and outline a number of practical recommendations for UNDP programming, such as ensuring inclusiveness and supporting local dispute resolution mechanisms. UNDP is utilizing these analyses to ensuring that all its interventions are designed, planned and implemented in conflict sensitive ways, both programmatically and operationally.

Conflict-sensitive[4] context analyses will continue to be regularly produced and updated, with the support of the hired international consultant, to inform programming design and implementation. In addition, local context analyses will be conducted in each targeted community prior the planned interventions to ensure that all responses are appropriate to the local context, harm-free, and adequately representing the needs of communities.

With the new funding from EDRCR window, UNDP will help targeted communities to protect their rights and mitigate their social and community security threats, while at the same time supporting rehabilitation of critical basic infrastructures and providing sustainable livelihoods opportunities. Support will increase community's ability to cope and strengthen their resilience, especially that the planned social cohesion and community security interventions will be complemented by socio-economic initiatives including recovery and livelihoods activities. As such, the project will allow

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[4] Conflict sensitivity is an approach to delivering humanitarian and development assistance in a way that takes into account the impact of that assistance on the broader conflict environment. It does this in two ways: it firstly tries to minimise any potential negative impacts of assistance on conflict through a do no harm approach; and it tries to identify ways to maximise positive impacts of assistance on the drivers of conflict.

Conflict sensitivity is not about transforming every intervention, whether humanitarian, recovery or development oriented, into an explicit peacebuilding project. By understanding the interaction between conflict and assistance, however, efforts can be made to maximise the positive contributions assistance can provide towards promoting peace, and sustainable development and humanitarian outcomes in a responsible manner.

Conflict sensitivity requires assistance providers to consider two questions. First is to understand how the conflict environment affects assistance, often by increasing uncertainty and risk, affecting access, changing programming priorities and changing how we work with partners. Second is to understand how assistance affects conflict. Assistance can influence actors through empowering stakeholders and changing relationships between them. It can also affect the drivers of conflict, directly or indirectly, positively or negatively, and intentionally or unintentionally.

At the heart of a conflict sensitive approach is a need for ongoing, high-quality analysis that can identify risk factors, help inform programming design and implementation, and assist with monitoring and evaluation.

UNDP to meet the urgent humanitarian and recovery needs of vulnerable groups, such as IDPs and returnees, and also enhance social stabilisation in the targeted areas.

The project considers vulnerable groups as potential drivers of change especially in the field of social cohesion and peaceful coexistence. They are exposed to considerable risks on human security but if they have an opportunity to be socially and economically integrated, they can bring significant positive changes to their communities. However, if vulnerable groups of these communities do not receive any support, they may become rather a factor for tensions and conflicts to emerge/surface.

Therefore, the new funding will be utilized to strengthen, expand and diversify UNDP efforts in responding to the needs of vulnerable groups, in particular those heavily impacted by the conflict, and supporting them in securing their legal rights, and addressing their community security threats.

Proposed community security and social cohesion activities aim to contribute to stabilization and community violence reduction, through addressing day to day challenges facing individuals within the community. The interventions will work to reduce and prevent the security threats, which could result from lack of livelihood opportunities, severely disrupted basic infrastructure, tension between IDPs and host communities, communal disputes and violence, in addition to other forms of abuse and harassment targeting women and children. As the community security challenges have different impact on each gender and age group, the project will give particular attention to women, youth, elderly and children.

The legal support will be provided to enhance the knowledge and understanding of conflict-affected population of their rights and introduce them to various ways of obtaining and protecting these rights using the available mechanisms, including informal justice and alternative dispute resolution (ADR) mechanisms. Through partnership and coordination with ADRs, community leaders, youth and women groups, and local service providers, community needs will be identified and community-based solutions will be supported.

The project will also support urgent rehabilitation services to the essential community resources and critical basic infrastructures, solid waste and debris management.

Activities to enhance economic resilience for conflict-affected populations will be supported by providing sustainable livelihoods opportunities through promoting sustainable agricultural practices, introducing demand-driven vocational and skills training, in addition to strengthening the role of women and youth in local development/recovery.

Where possible, interventions will be implemented in close coordination and cooperation with relevant UN agencies and community-based actors, including NGOs, CBOs and FBOs.

Targeted areas

The project will cover four Syrian governorates that are more in need and severely hit by the conflict. Selection and prioritization of those communities has been based on the following:
- Hard-to-reach areas (Deir Ez-Zour and Raqqa)
- Newly accessible areas (East Ghouta/Rural Damascus)
- Areas of current and possibly major current and future refugee and IDPs return (East Ghouta, Deir Ez-Zour and Raqqa)
- Communities heavily stressed because of large numbers of IDPs (Al-Hassakeh)
- Communities with populations of acute needs (East Ghouta, Deir Ez-Zour and Ar-Raqqa)
- Social conflicts with an ethnic or religious dimension (Hassakeh)

East Ghouta in Rural Damascus Governorate, has long been a besieged enclave, and only recently has become partially accessible following an intense military operation, which led to high levels of civilian casualties, and caused a dire humanitarian situation, with tens of thousands of civilians taking shelter in overcrowded and unsanitary basements with minimal access to basic commodities and services. The estimated number of population inside East Ghouta is currently 120,000 who didn't leave the area or early returnees, and this number is expected to increase as more people are leaving the shelters where they were hosted immediately after the evacuation

and returning to their devastated areas, which need multifaceted support services to allow return to normal life.

Raqqa and Deir Ez Zour, both suffered for more than 3 years from the presence of ISIS, which punished, targeted and displaced families and individuals who resisted its control or refused to fight alongside with it, while imposing its extremely violent "ideology" on remaining residents. Raqqa city was regarded by ISIS as the Syrian capital of its self-declared caliphate. In 2017, the struggle against ISIS intensified, where fierce battles started in Raqqa and Deir Ez Zour, whereby by October same year, both provincial capital cities were liberated from ISIS. This has resulted in the defeat and expulsion of ISIS fighters from most urban areas. Raqqa is currently ISIS-free also in rural areas, while Deir ez-Zour still experiences certain ISIS presence, particularly in rural areas both under GoS and SDF control. In return, the intensive fighting has left severe humanitarian impact on the civilian population who faced multiple levels of displacement, and huge destruction to their properties, in addition to other critical basic and social infrastructure.

Al-Hassakeh governorate has its own level of complexities, such as the presence of two power structures: one under the Kurdish-led self-administration, and another under the Syrian government. The governorate, which has received a large number of IDPs from Ar-Raqqa, Deir Ez Zour and other areas, has also a unique mixture of the Syrian social, religious, and ethnic fabric, that was severely impacted due to the repeated clashes, security incidents and social mistrust. In Hassakeh, support will be provided to vulnerable IDPs till they are able to return back to their original communities, and to host communities towards enhancing social cohesion and reducing community security threats, which resulted from tension among ethnic groups, mainly Arabs and Kurds.

Under this project, a large focus will be given to East Ghouta for the following reasons:
- It is one of the most recent accessible areas that require immediate support and attention
- Existing shortage of funds to meet the various urgent needs of population
- Thousands of IDPs are returning on daily basis to their original communities
- East Ghouta is a large geographical area with over 35 towns, and the population is expected to reach 200,000 as more people are returning

Gender

Women, like men, will be fully and equally involved as active participants in all interventions and capacity development opportunities. Women's rights and gender equality will be core areas of focus under the project. This will be embodied in the number of community initiatives that will be dedicated for women issues, in addition also to the number of women beneficiaries and participants who will exceed 50% throughout the project implementation. Mapping of women's roles and capabilities though the conducted assessments will help support women's participation and leadership in the CO's assistance projects. The gender dimension will be embedded in all activities. UNDP's targets, indicators and interventions will be gender sensitive throughout their design, implementation, monitoring and evaluation.

III. STRATEGY

Theory of Change

The project's theory of change assumes that any change should be appropriate to the local context and representative to the needs and desires of targeted communities, as such the community engagement and participation will be encouraged and systemized throughout the implementation of planned activities.

The project will ensure all its interventions be conflict sensitive. The UN has recognized a need to maintain a better understanding of the conflict situation at both the strategic and local levels in Syria, as well as to have in place more established mechanisms and appropriate capacity-building to ensure staff and assistance are more conflict sensitive. INGOs and local partners have also identified a need for better understanding and to promote conflict sensitive approaches within their organizations. This could be further strengthened by improved coordination and sharing, with due regard to sensitivities.

The project believes that addressing the community security threats through locally-driven interventions is critical in ensuring the sense of safety, particularly among vulnerable groups, and thus enhancing community resilience.

In parallel to that, the project will make large efforts to help crisis-affected people be more aware and cognizant about their legal rights, in addition to the mechanisms and tools that allow them to obtain remedies for their legal problems, which is something that is expected to change their lives and circumstances for better.

The project will promote local ownership as a means of ensuring sustainability and this will be achieved through investing in and developing local capacities, including women and youth groups, community figures, legal practitioners, and others. In this regard, the project will work closely with communities' representatives, local NGOs, grass-roots and faith-based organizations, as well as academic institutions other relevant professional bodies.

By addressing the various needs, the effectiveness and relevance of assistance and its positive impact for people in need can be maximized.

Through this project, and the previous EDRCR window funding, UNDP intends to strengthen its ability and the ability of other UN organisations and their partners, including donors, to understand conflict in Syria and to ensure the conflict sensitivity of the assistance they provide.

The project team will also work to support conflict sensitivity networks of UN, INGO, donors and other stakeholders in Damascus and other hubs, and to support conflict sensitivity. These mechanisms will help better share information and experience and build networks between analysts.

UNDP is the logical home for such activities given its ability to leverage its global expertise in conflict sensitivity, analysis and linking conflict analysis with programming, its existing conflict analysis and conflict sensitivity work in Syria and its access on the ground, as well as its existing role as a leader in promoting conflict analysis and conflict sensitivity within the UN family in Syria.

Outputs

Building on the approach outlined in the theory of change, the project has two outputs:

1. Increase capacity of vulnerable groups, such as women and IDPs, through trainings and sensitization campaigns on legal issues, and promotion of social cohesion and community security

2. Support conflict-affected communities to implement interventions that promote social cohesion and reduce community security threats, with special focus on livelihood restoration and rehabilitation of social and basic infrastructures

Links to National Needs

The project contributes to the 2018 Humanitarian Response Plan's Strategic Objective Two: 'Ensure Protection', as well as to Strategic Objective Three: 'Increase Resilience and Access to Services', which notably aims at strengthening early prevention mechanisms and promoting social cohesion.

In addition, the project is also in line with outcome 1 and 2 of UNDP Syria Country Programme Document.

Moreover, all the proposed responses under this project are based on the actual needs of communities, which were revealed during the context analysis and community-based assessments conducted by UNDP in the targeted areas during the past few months.

IV.   ACTIVITIES, RESULTS AND PARTNERSHIPS

Activities and Expected Results

Output 1: Increase capacity of vulnerable groups, such as women and IDPs, through trainings and sensitization campaigns on legal issues, and promotion of social cohesion and community security

Output 1 includes three activity results.

Activity 1.1: Provide training opportunities on social cohesion, community security, access to justice and prevention of violent extremism

The training opportunities will mainly target youth from both genders and peace agents[5]. youth aged 15-35 are both the main victims and the main perpetrators of armed violence in most countries. A critical trend impacting on the security of communities is the growth in size and proportion of the youth population[6]. The results of UNDP assessments showed that many young people have chosen to join formal or informal military structures to secure monthly income due to lack of opportunities and jobs. Limited freedom of movement due to security situation, lack of legal documentation and fear of arrest and kidnapping, has negatively impacted the ability of young people to find work or live normally. These harsh realities have forced them to resort to different negative coping mechanisms, such as drug misuse, gambling that's usually associated with violence, and other practices, including sexual harassment.

During the conflict, Syria has lost large numbers of its youth, scores have been killed, while others have chosen to immigrate. 55% of Syrians who left Syria to Europe in the past years were youth[7].

Developing the capacities of youth, enhancing their positive engagement and addressing their community security and justice needs all are to ensure stability and security at the local level. As such, the project will support the implementation of specialized trainings for youth and peace agents on team building, community participation, civic engagement, communication skills and respecting the other, self-awareness and values, conflict and stress management.

In addition, the project will enhance the engagement of senior law students and fresh graduates in supporting the legal needs of vulnerable groups.

Activity 1.2: Develop and implement specific awareness campaigns at community-level, particularly targeting IDPs, women and marginalized/disadvantaged segments of society, to provide them with clear knowledge on their rights and existing justice mechanisms and procedures

Inaccessible justice is negatively correlated with development, contributes to growing poverty and social exclusion, diminishes access to economic opportunity, and undermines human potential[8]. Problems relating to access to justice in crisis and post-conflict countries are usually more pronounced and pervasive than in non-crisis contexts[9].

For Syrians, the lack of access to justice means continued displacement, hindered access to assistance, enhanced exclusion, and deprived rights. An example of that is lack or loss of personal civil documents, which is highly affecting IDPs who lost their documents because of conflict and displacement. Many other Syrians didn't even have these documents in the first place or were unable to register the new vital events, such as birth, marriage or death.

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[5] Peace agents may include, but are not necessarily limited to, elders, influential community members, religious leaders, members of civil society organizations, youth or activists. It will also be essential to identify and include women from the local community in such discussions, both to ensure that women's voices are heard and to ensure that conflict response mechanisms can reach women more easily

[6] UNDP Document 2009: Community Security and Social Cohesion Towards a UNDP Approach

[7] http://www.pewresearch.org/fact-tank/2015/10/08/refugee-surge-brings-youth-to-an-aging-europe/

[8] 2016 Understanding Effective Access to Justice – Workshop Paper (OSI and OECD)

[9] 2004 UNDP Practice Note on Access to Justice.

Without proper documentation, such as birth and marriage certificates, identity cards, and other important civil documents, people can't move freely, access aid services, or even claim the ownership of their properties.

The project will build on UNDP efforts in this area, and will contribute to raising awareness of vulnerable groups on their basic rights, and introduce them to the available mechanisms, either formal or informal, to obtain these rights. This will include launching community-level awareness and consultation campaigns targeting the most vulnerable groups, including women and IDPs. These initiatives will be implemented with the support of community-based partners, and will cover a wide range of legal topics, with special focus on the laws and issues that are pertinent to the current situation, and affecting large populations in Syria, such as family status law and civil documentation, women rights and gender equality, in addition to property rights law

Activity 1.3: Support the peaceful resolution of local disputes by strengthening the role and capacity of alternative dispute resolution (ADR) and community justice actors

ADR and informal mechanisms derive their power from social groups or community structures and are not part of the government. They are fast becoming the preferred method of out-of-court resolution of disputes and conflicts. This shift has been necessitated by the realization of the need to avoid the costly, lengthy and public exhibition of differences that characterize the litigation process. ADR is also perceived to be an inclusive, conciliative and less acrimonious process thereby granting it legitimacy for both dispute and conflict resolution.

Earlier this year, UNDP has built on the existing available mechanisms for local conflict resolution, and supported the establishment of the first ADR committee in Hassakeh, which comprises from community leaders representing different religious and ethnic backgrounds. The first meeting between formal and informal justice actors was organized to bridge the gap between the two systems and improve mutual understanding. It was agreed to enhance cooperation and consultations for quick and fair resolution of disputes. The members of the ADR committee are now connected with a senior female lawyer from the local community who provides the necessary legal knowledge that support the judgments of ADR actors.

Through this project, UNDP plans to maintain the initiated momentum, and establish new local ADR committees, and at the same time work to develop the capacities of committees' members to positively influence their decisions especially in relation to women rights, and HLP disputes.

Activity 1.4 Convene training for active local partners (NGOs/FBOs and community members) on project management, finance, managing productive workshops, soft skills training, fund raising &, social enterprises management among other topics.

Output 2: Support conflict-affected communities to implement interventions that promote social cohesion and reduce community security threats, with special focus on livelihood restoration and rehabilitation of social and basic infrastructures

Output 2 includes four activity results.

Activity 2.1 Conduct new, and update existing conflict analysis in targeted areas

The new analyses that will be supported through this project will build on, update and maintain existing local level conflict analyses which UNDP has prepared as baselines. Analyses of 3 new areas will also be prepared. Each analysis will be updated on an ongoing basis to reflect changes in the situation.

The purpose of the analyses will be:
- To inform the design and implementation of existing and new programming by providing reliable data relating to the issues driving instability and insecurity at the local level, as well as the key needs of local communities;

- Provide conflict early warning of local areas to UNDP and its partners through identification of deteriorating trends and of incidents that may trigger violence to be used to inform responses and identify possible opportunities for preventative action;
- Understand the impact of conflict on particular groups, such as women and youth;
- Inform risk mitigation and management for assistance programmes; and
- Contribute to the measuring of impact of assistance on conflict, both directly and indirectly.

Using tools such as the UN Common System CDA framework, the analyses will be directly relevant to the programming needs of UN organisations and partners working, or seeking to work, in those areas. They will include components such as:
- Tracking major risk and conflict events on an ongoing basis;
- Defining key factors which impact instability and insecurity;
- Mapping relevant stakeholders;
- Intervention tracking;
- Identifying opportunities and threats for programming; and
- Making recommendations for conflict sensitive assistance.

The analysis process and all analyses will incorporate a strong gender and youth perspective, by ensuring that the voices of women and youth are not excluded from research and that analysis explicitly considers the role of women and youth and the issues that they face in terms of conflict.

The conflict analyses will be made available to senior UNDP staff, project staff and relevant staff within the UN and with partners as appropriate. They are intended to directly inform strategic planning, project design, project implementation, conflict sensitive approaches to assistance and monitoring and evaluation.

Activity 2.2 Support interventions to address community security and social cohesion threats

The project will support community-based initiatives to promote social cohesion and community security with the purpose of fostering community trust and building local peace.
Proposed activities include:

- Develop and support community campaigns on key community security and social cohesion priorities, involving IDP and host communities
- Support the establishment of common spaces where people from all layers of community meet, interact and implement their joint activities
- Facilitate dialogue and discussions between targeted communities and various service providers to enhance mutual trust and increase safety and dignity of targeted beneficiaries
- Support innovative approaches towards reducing violence targeting girls and women, including utilizing skills of youth, the use of theatre performance, local and social media, and artistic activities
- Support the design and implementation of youth-led initiatives that respond to the needs of community members

Activity 2.3 Support need-based socioeconomic and infrastructure rehabilitation initiatives to enhance social cohesion and community security

The project will respond to the urgent needs of crisis-affected communities with interventions to help stabilize livelihoods, at the same time it will focus on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration of IDPs and returnees. Such sustainable livelihood can recover from shocks and stresses, and maintain or enhance its capabilities and assets, including social asset which is of importance in the context of Syria where destruction of such is major.

In this regard, the project will support local service delivery, livelihoods restoration and economic recovery through the following:
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- Support rehabilitation services to the essential community resources and critical basic infrastructures, solid waste and debris management.
- Support activities to enhance economic resilience for conflict-affected populations by providing sustainable livelihoods opportunities including the following based on the community recovery plan:
  - Sustainable agricultural practice through conflict-sensitive natural resource management and drought management and Inclusive market development through crisis-sensitive value chain development on key agricultural commodities;
  - Inclusive market recovery for the poor and inclusive financial sector recovery and development for the poor
  - Demand-driven vocational and skills training and employment services for sustainable employment creation
  - Support initiatives to promote the role of women and youth in local development/recovery

Activities will be selected based on the context analysis and other relevant market assessments to ensure context sensitive interventions, meeting the needs and demands of local markets.

Activity 2.4 Strengthen the existing legal advice and referral help desks, and support the establishment of new ones

During 2018, UNDP has supported the establishment of three legal counselling and referral help desks in rural Damascus, Hasakah and Qamishli.

As of May 2018, over 2,500 people (65% women) have received legal awareness on critical legal topics, such as civil documentation, inheritance rights, and other family status law provisions, like marriage and divorce. IDPs represented more than 35% of the participants in the awareness workshops, while their percentage was higher during legal consultations, making 70% out of the 400 beneficiaries. At least 50 more cases were referred to external service providers for judicial representation.

This project will help UNDP to expand its services and respond to the increasing demand of legal knowledge and assistance.

UNDP will establish new partnerships with community-based actors in the targeted area to improve the outreach for legal service delivery. Also, in conjunction with local faculties of law and lawyers' organizations, the project will enhance the engagement of senior law students and fresh graduates in supporting the legal needs of vulnerable groups

Resources Required to Achieve the Expected Results

A detailed review of the required resources is provided for within the Multi-Year Workplan below.

The project team will consist of the following:

- International project manager P4
- A National project officer (SC-9) full time;
- National officer (SC-7) to provide legal aid and counselling services, full time.

UNDP will engage consultants to support various activities during the project period, such as training and analyses. These consultants are expected to include (estimates of working days are across the entire project period):
- International consultant
- National trainers and consultant(s)

Additional procurement requirements are expected to include:
- Provisioning of a computer based conflict analysis platform, either adapted from products available in the marketplace or developed especially; and
- Travel, training and workshops costs.

Complementing Existing Activities

The project team will work side by side with UNDP's Information Management Unit, which prepares quantitative analyses of the situation in Syria and contributes to monitoring and evaluation. Both teams will benefit by combining the qualitative products of the project with the existing information management unit.

The project team will be part of UNDP's Social Cohesion and Community Security team, will work together with other members of the team.

Partnerships

The interventions under this project will be implemented in close coordination and cooperation with relevant UN agencies, relevant (by thematic expertise and/or presence on the ground) INGOs and community-based actors, including NGOs, CBOs and FBOs.
With their support, UNDP will be able to maximize the outreach to vulnerable groups, and other people affected from the conflict.

The project will maintain strategic cooperation with relevant professional bodies and academic institutions to enhance their engagement in the critical community issues.

V. RISKS MATRIX

Risk	Impact 1Low /5 High	Mitigation Measures
Security		
Deterioration of security situation and escalation of violence in programming areas	2	The project team will assume constant monitoring of potential spots and evaluation of access/consideration in the project through UNDP network of local civil society partners. Rolling risk analysis and close coordination with UNDP and UNCT programmes will be maintained and to place early warning tools to adjust the assessment methodology, coverage and locations.
Political sensitivities around the issue of conflict analysis means that UN receives pressure from national stakeholders, such as limitation of visas.	3	UNDP communicates the principles and purposes for the conflict sensitivity project team clearly and openly; UNDP identifies ways to work more flexibly, such as through consultants based remotely working with local staff.
Inaccessibility to target areas due security situation or lack of approvals	3	UNDP will strengthen field teams and operations and utilise implementing partners at the local level (CBOs/NGOs/Private sector/local authorities) while developing partnerships for all of the above-mentioned measures.
Resource mobilisation is unsuccessful in fully funding all project activities.	3	UNDP interacts closely with donor community on resource mobilisation and conditions assistance based on funds raised; project board priorities activities based on resources mobilised.
Recruitment of qualified project staff takes longer than expected.	3	Prepare recruitment processes early and manage effectively; existing social cohesion and local development unit teams can temporarily fill the gap and ensure the launch of the project.
Absorption capacity of national and local stakeholders and implementing partners	3	Develop a detailed operational plan (including procurement and recruitment plans to support the implementation of activities). Development of capacity of the partners through on-the-job and targeted project management trainings.
Delay in partnerships agreement with UN agencies and NGOs/CBOs	4	UNDP senior management and partners to advocate with MoFA. UNDP will maintain current partnership agreements approved by MoFA and launch clearance process well in advance of planned activities where possible.

VI. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project promotes cost efficiency and effectiveness by leveraging:
- UNDP's existing staffing capacities through its social cohesion and community security programme in field offices around the country to support collection and review of information;
- UNDP's access and networks at the community level within Syria, due to its presence and its extensive programming within the country;
- Complementarities with UNDP's existing knowledge management systems, including its Information Management Unit, through which additional insights regarding the conflict situation and the impact of assistance can be gained by combining qualitative and quantitative data;
- UNDP's existing role as a leader in promoting conflict analysis and conflict sensitivity within the UN system in Syria, and its networks with NGOs, donors and other partners.

Additionally, the project aims to improve the efficiency and effectiveness of conflict analysis as a whole among assistance providers working in and on Syria. It will do this by sharing analysis and facilitating networks aimed at promoting conflict sensitivity, allowing the UN system more broadly, donors, NGOs and other partners to benefit from the project activities.

General Management Support

The GMS fee encompasses costs incurred in providing general management and oversight functions of UNDP as a whole. These represent the costs to UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structures, management and oversight costs of the organisation.

The GMS rate is set by the UNDP Executive Board. For newly signed agreements, the GMS rate is equal to 8% of the programmable budget.

Direct Project Costing

As needed, additional support will be provided to the project team from existing capacity within the UNDP Syria Country Office. Such support may include programme, administrative and operational activities in support of the project, including:
- Project assurance and compliance;
- Human resources;
- Procurement;
- Communications; and
- Administration.

Such support represents direct costs of programme, administrative and operational support activities, contribute to the true cost of achieving results and are part of the project input. In accordance with UNDP policies, these costs are recovered from the project through UNDP's Direct Project Costing (DPC) mechanism. Budget values for DPC for future years have not yet been calculated and will be incorporated by estimating the direct support required from country office to deliver project activities.

Communications and Visibility

UNDP, in consultation with donors, shall take appropriate measures to publicise the project and to give due credit to donors and agencies. UNDP will include and ensure due recognition of the role of donors in all external communications relating to the project, with due regard to risks and sensitivities concerning activities in Syria.

VII. RESULTS FRAMEWORK

Relevant Outcomes in the UNDP's Country Programme Document (2016-2018):
Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery
Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilie
UNDP Syria Strategic Framework (2016-2018):
Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilie
Outcome 3: Households and communities benefit from sustainable livelihood opportunities, including economic recovery
Intended Outcome as stated in the 2018 HRP:
Strategic Objective Two: 'Ensure Protection'
Strategic Objective Three: 'Increase Resilience and Access to Services'
Partnership Strategy: The project will be directly executed by UNDP Syria in close cooperation with relevant local part
faith-based organizations, academic institutions (private and public law schools) and other professional bodies such a
sought with UN agencies, such as UNHCR, UNICEF and UNFPA, as well as INGO, including NRC. The project will bu
mechanisms, and utilize the comparative advantage and technical expertise of each agency.

Intended Outputs Including baselines and targets	Output Indicators	Data Sources Means of Verification	Activit
Output 1: Capacity of vulnerable groups, such as women and IDPs, enhanced through trainings and sensitization campaigns on legal issues, and promotion of social cohesion and community security	# of youth and peace agents trained and/or benefitted from coaching **Target:** 30 peace agents # of law students and fresh graduates received trainings **Target:** 200 students/lawyers # of community awareness initiatives and campaigns organized **Target:** 10 campaigns	Monthly field progress update through IMRP[10]	Activity 1.1: Provide train social cohesion, commur to justice and prevention Activity 1.2: Develop and awareness campaigns ai particularly targeting IDP marginalized/disadvanta society, to provide them on their rights and existir mechanisms and proced Activity 1.3: Support the local disputes by strength capacity of alternative dis

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[10] IMRP is an internal UNDP electronic monitoring tool. Integrated Monitoring and Reporting Platform

Indicators / Targets	Means of Verification	Activities	Budget
# of ADR actors and local community leaders and members receiving capacity development **Target:** 50 ADR actor/local community members		(ADR) and community justice actors 1.4 Convene training for active local partners (NGOs/FBOs and community members) on project management, finance, managing productive workshops, soft skills training, fund raising & e-marketing, social enterprises management among other topics.	50000
# of NGOs/FBOs and community members trained			
Output 2: Support conflict-affected communities to implement interventions that promote social cohesion and reduce community security threats, with special focus on livelihood restoration and rehabilitation of social and basic infrastructures # of local area analyses developed and updated. **Target:** 3 conflict analysis	Monthly field progress update through IMRP	Activity 2.1 Conduct new, and update existing conflict analysis in targeted areas	35,000
# of community security and social cohesion initiatives undertaken to foster community trust and build peace **Target:** 5 initiatives		Activity 2.2 Support interventions to address community security and social cohesion threats	110,000
# of community initiatives undertaken **Target:** 5 initiatives		Activity 2.3 Support need-based socioeconomic and infrastructure rehabilitation initiatives to enhance social cohesion and community security	430000
# of beneficiaries provided with sustainable livelihood opportunities **Target:** 100		Activity 2.4 Strengthen the existing legal advice and referral help desks, and support the establishment of new ones.	115,000
# of basic infrastructure units rehabilitated			
# cubic meters of debris collected and removed			
# of legal referral and help desks established at community-based partners **Target:** 2			

VIII. Budget (EDRCR Budget)

Expected Outputs	Planned Activities	Q1	Q2	Q3	Q4	Responsible Party	Donor	Source of Funds	Budget Description	Amount (USD) 2018
Output 1: Capacity of vulnerable groups, such as women and IDPs, enhanced through trainings and sensitization campaigns on legal issues, and promotion of social cohesion and community security	1.1 Provide training opportunities on social cohesion, community security, access to justice and prevention of violent extremism	x	x	x	x	UNDP	12711	30000	71200- International Consultants	15,000
									71400- Contractual Services - Individ	15,000
									75700 - Training, Workshops and Confer	12,000
									72100 - Contractual Services -Companies	20,000
									72300- Materials & Goods	12,000
	1.2 Develop and implement specific awareness campaigns at community-level, particularly targeting IDPs, women and marginalized/disadvantaged segments of society, to provide them with clear knowledge on their rights and existing justice mechanisms and procedures	x	x	x	x	UNDP	12711	30000	71400- Contractual Services - Individ	20,000
									75700 - Training, Workshops and Confer	15,000
									72500-supplies	10,051
									72300- Materials & Goods	10,000
	1.3 Support the peaceful resolution of local disputes by strengthening the role and capacity of alternative dispute resolution (ADR) and community justice actors	x	x	x	x	UNDP	12711	30000	75700 - Training, Workshops and Confer	10,000
									72100 - Contractual Services -Companies	15,000
									71400- Contractual Services - Individ	14,000
	1.4 Convene training for active local partners (NGOs/FBOs and community members) on project management, finance, managing productive workshops,	x	x	x	x	UNDP	12711	30000	75700 - Training, Workshops and Confer	10,000
									72100 - Contractual Services -Companies	20,000
									71400- Contractual Services - Individ	20,000
	Sub-total Output 1									**218,051**
Output 2: Support conflict-affected communities to implement interventions that promote social cohesion and reduce community security threats, with special focus on livelihood restoration and rehabilitation of social and basic infrastructures	2.1 Conduct new, and update existing conflict analysis in targeted areas	x	x	x	x	UNDP	12711	30000	71400 - Contractual Services - Individ	25,000
									72300- Materials & Goods	10,000
	2.2 Support interventions to address community security and social cohesion threats	x	x	x	x	UNDP	12711	30000	72600 - Grants	90,000
									72300- Materials & Goods	20,000
									71400- Contractual Services	90,000
	2.3 Support need-based socioeconomic and infrastructure rehabilitation initiatives to enhance social cohesion and community security	x	x	x	x	UNDP	12711	30000	72100 - Contractual Services - Companies	100,000
									72300- Materials and Goods	50,000
									72600 - Grants	190,000
	2.4 Strengthen the existing legal advice and referral help desks, and support the establishment of new ones.	x	x	x	x	UNDP	12711	30000	72600 - Grants	50,000
									71400- Contractual Services	40,000
									72300- Materials and Goods	25,000
	Sub-total Output 2									**690,000**
	Net programmable									**908,061**
project Staff and other personnel costs										
	international Project manager	x	x	x	x	UNDP	12711	30000	61100- Salary Costs - NP Staff	200,000
	National Programme Technical Officer (SC 9)								71400 -Contractual Services	36,000
	National Programme Associate (SC 7)								71400 -Contractual Services	24,000
	Sub-total staff costs									**260,000**
		x	x	x	x	UNDP	Danish	30000	71600- Travel	24,465
	Logistics & Support								72800 -Information Technology Equipmt (IT materials)	15,000
	Sub Total									**1,207,516**
	General Management Support (7%)	x	x	x	x	UNDP	Danish	30000	75100- GMS	91,589
	Direct Project Costing for Output (10%)	x	x	x	x	UNDP	Danish	30000		100,895
	Grand Total EDRCR Project									**1,400,000**

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IX. 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	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the Results Framework 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.	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.	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.	Quarterly, annually, and at the end of the project (final report)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
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.	Every six months.	

X.   GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented as a UNDP Direct Implementation Project (DIM) in accordance with UNDP rules, policies and procedures, and the relevant legal frameworks.
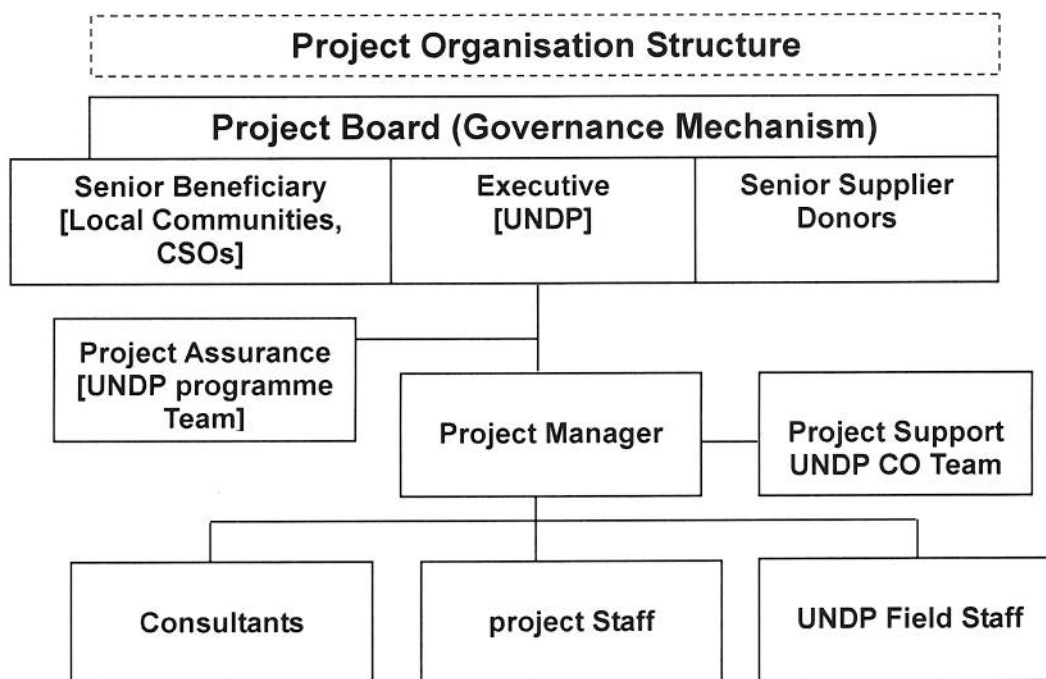
Project Board

A Project Board will be established to ensure strategic direction and oversee the implementation of the project. The project board will be chaired by UNDP as the Executive, representative(s) of the donor(s) as Key Supplier, and a representative of the UNCT and of CSOs as beneficiaries. The Project Board will meet every six months to review the project progress, challenges and direction.

The Project Board is the group responsible for making, by consensus, management decisions for the project when guidance is required by the project manager including recommendations for approval of project annual work plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions are made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition processes. In the event a consensus cannot be reached within the Board, the final decision will rest with the UNDP Resident Representative/Country Director as per UNDP policy.

The Project Board has the following responsibilities:

- Provide overall guidance and direction to the project, ensuring its functions within any specified constraints;
- Address challenges raised by the project manager, technical advisors or any project partner;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on the Project Manager's priorities in the Annual Work Plan;
- Conduct regular meetings to review the progress of the project against the workplan, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily, according to plans;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Review and approve the end of project Final Report, and make recommendations for follow-on actions;
- Assess and decide on changes required in project implementation and project activities as well as project budgets through revisions.

Project Organisational Structure

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╎                   Project Organisation Structure                     ╎
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        │          Project Board (Governance Mechanism)           │
        ├──────────────────────┬─────────────────┬────────────────┤
        │  Senior Beneficiary  │    Executive    │ Senior Supplier│
        │  [Local Communities, │     [UNDP]      │     Donors     │
        │        CSOs]         │                 │                │
        └──────────────────────┴─────────────────┴────────────────┘

   ┌──────────────────┐      ┌───────────────────┐   ┌──────────────────┐
   │ Project Assurance│      │                   │   │  Project Support │
   │ [UNDP programme  │──────│  Project Manager  │───│   UNDP CO Team   │
   │      Team]       │      │                   │   │                  │
   └──────────────────┘      └───────────────────┘   └──────────────────┘

   ┌──────────────────┐      ┌───────────────────┐   ┌──────────────────┐
   │   Consultants    │      │   project Staff   │   │  UNDP Field Staff│
   │                  │      │                   │   │                  │
   └──────────────────┘      └───────────────────┘   └──────────────────┘
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XI. 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."

Risk Management Standard Clauses

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 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.