

### Budget Revision

Award ID: 00106910

Award Title: Technical Cooperation for long-term capacity building for Syrian experts-Training for All-Phase II

Start Year: 2018

End Year: 2019

Implementing Partner:  
UNDP  
Responsible Party:  
UNDP


Revision Type: Substantive  
Revision 1

Budget (US\$)		
	Description	Amount in US\$
<b>Distribution by Donor</b>	<b>00141 (JSB)</b>	<b>6,000,000</b>
<b>Distribution by Output</b>	00107403-Capacity for energy policy and implementation enhanced	432,000
	00109710-Capacity for basic infrastructure rehabilitation enhanced.	432,000
	00109711-National CSOs institutional capacity developed & CSOs engagement with other active local partners enhanced.	756,000
	00109712-nstitutional capacity development for sustainable employment and self-employment creation.	756,000
	00109713-Develop the capacity of national institution to deliver sustainable learning opportunities for prosthetic technicians	756,000
	00109714-Local capacity for Conflict sensitivity, social cohesion and peace building enhanced	453,600
	00109715-Capacity of Syrian experts in the fields of governance and media enhanced	837,000
	00109716-Capacity of Syrian cultural heritage experts enhanced	616,200
	00109717-Project management and joint project coordination	961,200
Total Budget (Onward)		<b>6,000,000</b>
Total Expenditure as of 18 Dec 2017		<b>0.00</b>
Award Total		<b>6,000,000</b>
Unprogrammed/Unfunded		<b>0.00</b>




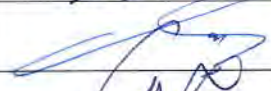




Revision Justification:

To reflect the initiation Budget of T4All Phase II and the outputs breakdown.

Approved By:

 David Akopyan  
UNDP Country Director

  22.04.2018  
Date:

<b>LPAC meeting dated 28<sup>th</sup> of January 2018</b>	
<b>Case title</b>	<b>Technical cooperation for long-term capacity building for Syrian experts – Training for All phase 2</b>
Type of meeting	Virtual
Chair of the meeting	Akiko Suzuki, Deputy Country Director
Attendees:	
<ul style="list-style-type: none"> <li>- Hayan Saffour, Recovery and Reconstruction team leader</li> <li>- Minako Manome, Socio Economic recovery team leader</li> <li>- Hala Rizk, Social Cohesion team leader</li> <li>- Linda Abdul Aziz, NGO Capacity Building Liaison officer</li> <li>- Giacomo Negrotto, Partnership officer</li> <li>- Mirvat Hammoud, Procurement specialists</li> <li>- Yasser Drei, Finance Associate</li> </ul>	
Secretariat	Alissar Al Joundi, Programme associate
Representor of the case	Risa Fujimura, Programme Specialist
Attachments:	Project Document
Brief of the case / Main objective:	
<p>The project aims to maintain and improve Syrian human capital in various fields by providing multi-sectoral training opportunities to keep up and upgrade the skills and knowledge of Syrian women and men for mid- and long-term resilience building.</p>	
<b>Comments of the committee</b>	
<b>Programme response</b>	
<b>Committee recommendation</b>	<b>PD is approved by committee as it is.</b>
<b>Signatures of members:</b>	
Hayan Saffour	
Minako Manome	
Hala Rizk	
Linda Abdul Aziz	
Giacomo Negrotto	
Mirvat Hammoud	
Yasser Drei	
<b>Signature of Akiko Suzuki (Chair)</b>	

Technical Cooperation for Long-Term Capacity Building for Syrian Experts “Training for All” II

UNDP Syria

Project Document

JOINT PROJECT	
Title	Technical Cooperation for Long-Term Capacity Building for Syrian Experts “Training for All” II
UN Strategic Framework 2016-2018	Outcome 1: Targeted institutions have mechanisms to develop, implement and monitor evidence based policies, strategies, plans and resilience programmes.
Budget of the joint project	Total: USD \$7,717,394.6 UNDP: \$ 6,000,000 WHO: \$ 68,723 UNFPA: \$ 389,901.6 UNIDO: \$ 258,770 FAO: \$ 600,000 UN Habitat: 400,000
Project duration	1 year (March 2018 – March 2019)
Implementing Agencies and focal points	UNDP (lead): Risa Fujimura, Programme Specialist (risa.fujimura@undp.org) WHO: Noha Alarabi, Donor and Reporting Officer (alarabin@who.int) UNFPA: Marta Perez Del Pulgar, Deputy Representative (perezdelpulgar@unfpa.org) UNIDO: Ygor Scarcia, Programme Advisor (y.scarcia@unido.org) FAO: Haya Abou Assaf, Programme Officer (Haya.AbouAssaf@fao.org) UN Habitat: Nawal Haidar, Urban Information Analyst (Nawal.Haidar@unhabitat.org)
Brief Description:	The project aims to maintain and improve Syrian human capital in various fields by providing multi-sectoral training opportunities to keep up and upgrade the skills and knowledge of Syrian women and men for mid- and long-term resilience building.
Outputs	Output 1 (UNDP): Capacity for energy policy and implementation enhanced Output 2 (UNDP): Capacity for basic infrastructure rehabilitation enhanced Output 3 (UNDP): 100 national CSOs institutional capacities will be developed and the CSO’s engagement with other active local partners will be enhanced. Output 4 (UNDP): Institutional capacity development for sustainable employment and self-employment creation. Output 5 (UNDP): Institutional and community’s capacities developed to deliver sustainable learning opportunities for national prosthetic technicians, in addition to supporting national associations and NGOs/CBOs to deliver community-based psychosocial support (PSS) services Output 6 (UNDP): Local capacity for conflict sensitivity, social cohesion and peacebuilding enhanced Output 7 (UNDP): Capacity of Syrian experts in the fields of governance and media enhanced Output 8 (UNDP): Capacity of Syrian cultural heritage experts enhanced Output 9 (WHO): Build the capacity of Syrian engineers in the field of operating health facilities

	<p>Output 10 (UNFPA): Increased capacity of Service Providers to deliver high-quality integrated services</p> <p>Output 11 (UNIDO): Key institutions endowed with technical knowledge to support debris clean-up and waste removal</p> <p>Output 12 (FAO): Capacity of technical staff and their relevant institutes in key priorities areas is built</p> <p>Output 13 (UN Habitat): Output 13: 100 municipality staff have the capacity for urban area based recovery planning and service delivery in 10 municipalities</p>
<b>JOINT PROJECT OUTPUT 1-8: UNDP PROJECT</b>	
Expected Output(s):	<p>Output 1: Capacity for energy policy and implementation enhanced</p> <p>Output 2: Capacity for basic infrastructure rehabilitation enhanced</p> <p>Output 3: 100 national CSOs institutional capacities will be developed and the CSO's engagement with other active local partners will be enhanced.</p> <p>Output 4: Institutional capacity development for sustainable employment and self-employment creation.</p> <p>Output 5: Institutional and community's capacities developed to deliver sustainable learning opportunities for national prosthetic technicians, in addition to supporting national associations and NGOs/CBOs to deliver community-based psychosocial support (PSS) services</p> <p>Output 6: Local capacity for conflict sensitivity, social cohesion and peacebuilding enhanced</p> <p>Output 7: Capacity of Syrian experts in the fields of governance and media enhanced</p> <p>Output 8: Capacity of Syrian cultural heritage experts enhanced</p>
Implementing Agencies:	UNDP
Budget	USD 6 Million
Period	1 year ( March 2018 – March 2019)

Agreed by (signatures):

UNDP

Print Name: Mr. David Akopyan, UNDP Syria Country Director
Date: 19 March 2018



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## I. SITUATION ANALYSIS

Seven years of crisis have devastated the whole country resulting in the deterioration of basic living conditions. Beyond violence and insecurity resulting from military activities and others, people inside Syria face multiple human insecurities. An estimated 5.5 million refugees fled Syria. 6.1 million are internally displaced. At least 13.1 million Syrians are in dire need of humanitarian assistance. More than 69% of the population lives in extreme poverty due to the crisis, with over 50 % of Syrians are currently unemployed. Human capital is also severely affected with an increased death toll, injuries, disabilities and brain drain. Furthermore, the social fabric of the country has severely damaged by the protracted conflict. The society is divided by multiple lines and the protracted nature of the conflict deepened and widened fissures in the social fabric. The crisis has resulted in the quasi collapse or serious decline of all institutions. As a result, access to essential basic and social services and infrastructure including water, electricity, health and education has dramatically reduced.

Throughout the crisis, Syrian human capital and institutional capacity have significantly declined. If this issue remains unaddressed, the capacity of the Syrians and their institutions to address people's immediate needs and deliver essential services (electricity, health, water and others) will be seriously affected. Furthermore, over half of the working age population are now unemployed. Since the onset of the crisis, training/learning opportunities have been limited, creating a significant deficiency, and therefore pressing needs, in skills development in various segments of the population. This is particularly the case for young people who tend to be more vulnerable to recruitment by armed groups.

In this context, providing emergency humanitarian assistance alone can no longer sustain long-term resilience of Syrian people and institutions. More innovative approaches are needed not only to improve the lives and livelihoods of the affected individuals and communities but also to sustain human capacity and vital institutions in Syria. Adopting a resilience building approach proved to be more efficient in helping people and communities withstand the negative shocks of the protracted crisis in Syria through empowering the local affected populations and institutions and building effective partnerships among them and with their supporters in the humanitarian response sphere.

Since early recovery aims at turning the dividends of humanitarian action into sustainable recovery, development of human capital is one of most effective means to enhance the resilience of men and women and improve adaptability to the changing contexts. Capacity development – in its various forms and types - will equip affected people and institutions with adequate skills needed at the crisis and post crisis times. This will also contribute to improving preparedness and ensuring preservation of human capital for a recovery programmes.

The "Training for All" I project has been ongoing since March 2017. As of January 2018, UNDP, UN Habitat, FAO, UNFPA and WHO have already initiated the capacity building activities. Given the changing status of the Syrian crisis during this time, additional priority capacity building needs have emerged and been identified. These additional needs were beyond the scope, however of high relevance, of the existing project. This project will address these unpredicted and emerging capacity development priorities so as to enable Syrians to more effectively respond to the pressing needs of the affected population in the current crisis context.

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## II. OBJECTIVE

Building on the achievements of the "Training for All" project Part I, UNDP, WHO, UN Habitat, UNFPA, UNIDO and FAO jointly propose the project, Technical Cooperation for Long-Term Capacity Building of Syrian Experts "Training for All" II. The joint UN effort aims to maintain and improve Syrian human capital in various fields by providing multi-sectoral training opportunities to keep up and upgrade their skills and knowledge for mid- and long-term resilience building. This will enable Syrian women and men from all backgrounds, who constitute the basis for sustaining functionality and capacity of institutions, to participate in the processes leading to the recovery phases including productive and economic infrastructure rehabilitation and basic and social services restoration.

The "Training for All" II project seeks to broaden the range of capacity building programmes (psychosocial support, operation and maintenance of heavy equipment, water and wastewater management, and biogas), deepen the

scope of the capacity building programmes offered under the Part 1 (cultural heritage, prosthetics, agriculture, municipal planning, health and reproductive health), and adopt more impactful approaches (institutional capacity development for technical and vocational training, training of trainers) beyond direct delivery of training sessions, and strengthen partnerships, especially with Japanese organizations (Kashihara Institute, Komatsu Ltd., private sector in the electricity sector, prosthetics and psychosocial support). Over 2900 Syrians will receive various types of capacity development support.

The project falls under the overall framework of the UN Strategic Framework (2016-2018), which was signed by the Government of Syria and the UN agencies in Syria. In particular, it contributes to the Focus Area I of the Strategic Framework, "Capacity development and Support for Institutions" as well as the other two Focus Areas. The project is also in line with the draft Humanitarian Response Plan 2018. This project will contribute to achieving the Goals 1, 2, 3, 4, 5, 7, 8, 9, 11, 15, 16, and 17 of the Sustainable Development Goals (SDGs).

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### III. STRATEGY

The joint Training for All II project takes a multi-sectoral approach to address the human capital deficit in the country by maintaining and upgrading Syrian human capital in various fields for mid- and long-term resilience building. Given the multi-dimensional and sectoral nature of this capacity development project, the six UN agencies and partners will collaborate in implementing this programme in their area of expertise to ensure the utmost benefit of their specialization. The participating UN organizations will ensure complementarity of interventions through close coordination.

**Human Security:** The project is aligned with the principles of human security approach. The proposed project is a comprehensive response to address the multiple aspects of human insecurities people in Syria are experiencing and to strengthen resilience within a fluid environment. The project will take a people-centered approach by focusing on building resilience of people and communities through strengthening their ability to cope, recover, and lay the foundations for better recovery during and after the crisis. This project also includes youth-specific interventions that focus on strengthening the leadership role of young women and men, building their capacities, and supporting their empowerment and participation. The project adopts a conflict sensitive approach and ensures the application of the do-no-harm principles.

**Humanitarian-development nexus:** UN agencies and partners in Syria have been providing immediate humanitarian assistance to the most affected people in the country. In the past years, there has been a realisation that resilience-based approach is necessary to respond to the protracted crisis so as to build sustainable solutions for addressing the various effects of a seven-year conflict. This approach requires removing unnecessary barriers between humanitarian and development actors, so that they jointly work towards strengthened interventions to address needs through sustainable solutions with a stronger resilience focus, which is one of the prominent features of humanitarian-development nexus. Therefore, the participating humanitarian and development UN agencies will team up together to jointly implement and "deliver as one" this project to respond to people's needs in the short term and empower them over time to reach better outcomes. This project is implemented under the New Way of Working (NWW) approach focusing on the collective outcome of enhancing the human capital inside Syria.

**Gender equality and women's empowerment:** The participating UN agencies will ensure the mainstreaming of gender equality and women's empowerment. Under this project, the UN agencies will promote women's participation in the capacity development activities, identifying pre-existing skill and encouraging the participation of female experts and addressing female experts and participants' needs in order to empower them to play an active role in their own areas of work.

Where community participation is involved, attention will be paid to ensuring that women are consulted and involved in all consultation processes. Where necessary extra training will be provided to ensure women have the capacity to participate. Training components will encourage the participation of women from female headed households. The training programmes will be designed to advance gender equality and to enhance the trainees' understanding of gendered aspects of their work in terms of the difference in male and female needs, abilities, challenges and concerns. This will enable those participating in the training to effectively address different needs of men, women, girls and boys in their own work.

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#### IV. PARTNERSHIP AND VISIBILITY OF JAPAN

The Government of Japan has been one of the key supporters of building resilience of Syrian people inside the country. With the support of the Government of Japan, participating agencies have been jointly implementing the first part of the "Training for All" project since March 2017. Building on the achievements of and lessons learnt from the first part of "Training for ALL" project, the second part will scale up the interventions to broaden the range of capacity building programmes, deepen the scope of the programmes, adopt more impactful approaches, and strengthen partnerships.

In accordance with the policies of the participating agencies, the utmost effort will be made to publicize the partnership with Japan for this project, taking into consideration the sensitive political situation in Syria. The participating agencies will undertake measures to ensure Japan's visibility, which include:

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

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

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#### V. OUTPUT AND ACTIVITIES

##### OUTPUT 1: CAPACITY FOR ENERGY POLICY AND IMPLEMENTATION ENHANCED

Stabilizing electricity supply will positively contribute to improving living conditions and income generation opportunities and will also contribute to reducing soaring poverty to mitigate further deterioration and to achieve maximal outcomes from electricity services. Sustaining electricity provision is a lifesaving act as it enables the continuous functioning of vital health systems and services, the preservation of essential livelihoods and production activities and reduces risks of protection problems. Therefore, training and capacity building of electricity sector is highly required to deliver essential services to affected local communities and support the rehabilitation of productive infrastructures.

In 2017, UNDP and Japan were working with local partners on refurbishing and re-equipping the training center in Jandar power plant, identifying gaps and weak points in generation, transmission and distribution institutions of the Ministry of Electricity and developing capacities to acknowledge and enhance their roles as central actors in services provision and recovery. This has been partially accomplished through the provision of professional training in phase 1 of the project. Phase 2 will focus on the continuation of empowering and enhancing the technical and planning capacities at both the local and national levels with special mentoring and career development support provided for female trainees. Training shall also include how to assess technically the actual situation of electricity networks all over Syria as a key step to establish an effective plan to reduce the current humongous losses in the generated electricity power. Additionally, training courses shall be provided in relation to solar systems for lighting and water

supply. Moreover, developing training courses in cost analysis to achieve a unified tariff that covers operating costs, investments and rate of return.

- Activity result 1.1: Provide technical training courses in distribution, transmission and generation for selected engineers inside and outside the country to complement the first phase of the training project
- Activity result 1.2: Provide training to upgrade skills of electrical engineers/technician on technical assessment of the transmission and distribution grids
- Activity result 1.3: Provide training courses for the installation, commissioning and maintenance of solar systems for lighting and water supply with special mentoring and career development support provided for female trainees
- Activity result 1.4: Provide training courses in cost analysis for generation plants, transmission and distribution networks.

#### OUTPUT 2: CAPACITY FOR BASIC INFRASTRUCTURE REHABILITATION ENHANCED

Basic infrastructures for potable water and wastewater were severely affected during the last years of instability in most governorates, where many installation networks were out of service due to complete or partial damage, poor maintenance or high discharge due to the demographic change resulted from internal displacement. This was combined with decrease in institutional financial and physical and human resources capacities which hindered the related institution to respond to the priority needs for the rehabilitation of the networks and treatment facilities. Noting that more than 50 % of skilled manpower were lost, through Training for all programme, UNDP will work closely with Ministry of Water Resources and related institution to design a tailored training programme to regain and build the human resources capacities. The capacity building programme will be developed based on detailed assessment for institutions and individual needs with a focus on the engineers and technician.

The support will include the following:

- Conducting an in-depth assessment to identify gaps and needs at institutional level responsible for planning and monitoring and at individual level particularly for field practitioner engineers.
  - Developing training program for water and wastewater network and facilities rehabilitation and maintenance. in addition to wastewater treatment.
  - Providing the training programme: UNDP will transfer the know-how and knowledge and share best practices and practical experiences in each specific programme through specialized national and international expertise combined with practical training where feasible.
  - It is anticipated that the outcome of this support will result in better capacities, practical knowledge and skills for the targeted trainees and the related institutions are enabled to better respond and provide technical support and services.
- Activity result 2.1: Training programme for basic infrastructure rehabilitation to upgrade skills of engineers and technician
  - Activity result 2.2: Provide training for the rehabilitation and maintenance of sewage and water networks
  - Activity result 2.3: Provide training for the rehabilitation and maintenance of sewage treatment plants
  - Activity result 2.4: Provide training for the treatment of sewage and excess industrial wastewater that fulfils the strict specifications of irrigation regulations to be used for agricultural purposes.

#### OUTPUT 3: 100 NATIONAL CSOS INSTITUTIONAL CAPACITIES WILL BE DEVELOPED AND THE CSO'S ENGAGEMENT WITH OTHER ACTIVE LOCAL PARTNERS WILL BE ENHANCED.

UNDP Syria sees its engagement with NGOs as a fundamental cornerstone of its programmatic approach to early recovery, social cohesion, and the potential expansion for human development in the long run. Syrian NGOs play a vital role in connecting humanitarian actors with affected communities, establishing the needed delivery channels, mobilizing volunteers, and developing solutions that address the persisting needs of affected people.

However, the NGO sector in Syria, which was mainly focused on charity and philanthropic approaches and interventions, is currently facing mounting challenges in fulfilling a more advanced role in project management, early recovery and livelihoods sector, among others. Challenges include lack of specialized technical capacity, weak



internal management and structures, limited capacity for executing large-scale projects, difficult legal environment, complex operational and security contexts. As such, there is a need to improve the NGOs' management skills, strengthen their capacities to cooperate with one another, and promote for more active engagement with the supported communities in terms of planning, development of interventions and their implementation.

Therefore, UNDP developed a comprehensive "NGOs Development Strategy" aiming at mobilizing the NGO sector and developing the capacity of its active members to put up with the encountered challenges and lead this sector towards an active and efficient engagement with local communities.

UNDP recognizes the multiple functions NGOs and civil society organizations play in addressing the main challenges of Humanitarian and livelihood situation, conflict and disaster from the local to the global. To design and sustain genuine partnerships with NGOs and CBOs, it is essential to understand the NGO sector, assess its capacities and weaknesses, and develop appropriate and effective tools to develop its capacities.

The UNDP definition of capacity development reflects the viewpoint that capacity resides within individuals, as well as at the level of organizations and within the institutional level. UNDP outlines that capacity development takes place on multi levels figure 1:

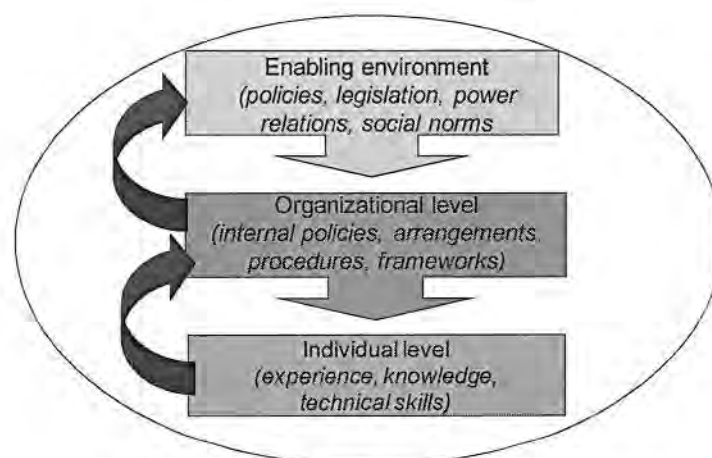


Figure 1 levels of capacity development

**Individual level /Human capacity:** strengthen individual competencies in relation to the planning, programming, structuring and marketing of early recovery and livelihood programs and projects.

**Organizational level:** identify limitations in processes and systems, service delivery arrangements and human resource management and provide suggestion to enhance NGOs abilities to plan, program, and structure.

**Enabling environment Level:** Capacities at this level include policies, legislation, power relations and social norms, all of which govern the mandates, priorities, modes of operation and civic engagement across different parts of society.

These three various levels of capacity development are indeed equally important and strictly interdependent because capacity development interventions at one level are likely to have an impact on other levels as well. Likewise, if investments in capacity are made only at one of these three levels, neglecting the others, the results might not be long lasting and sustainable as they might be confined to a small group of individuals or organizations.

For Syrian NGOs 'hard' capacities such as physical facilities and equipment, technology and finances (the gaps of which are often related to funding) are key capacities that need development on a broader organizational level. At the same time, UNDP Syria recognizes that developing capacities of NGOs requires more than conventional skills and management procedures. Besides hard capacities, developing soft capacities, such as leadership skills and negotiating, communication and networking are equally important. While these types of skills may not necessarily be easily transferred, the development of specific soft skill competencies can aid in the transfer of hard skills. Soft capacities are also important to organizational or institutional capacity development, which refers to the process of building up organizations and transforming NGOs to become learning organizations.

During the first phase of Training for All, UNDP had reached 44 NGOs and provided different types of capacity development approaches covering more than 76 staff members and volunteers on PCM and Participatory planning

approaches. We still have 1 remaining training on Participatory planning approaches, 2 on Evidence based programming and 4 on Youth engagement. These training workshops covering the NGOs and staffs from Homs, Hama, Damascus, and Rural Damascus. By the end of Feb 2018, it's planned to reach 200 staff members and volunteers received capacity development. UNDP has contracted in Oct 2017 with an expert to develop 3 eLearning curriculums on PCM, M&E, and Warehouse Management. The PCM e-curriculum has been developed. The M&E, and Warehouse Management e-curriculums are in process to be developed. The 3 e-curriculums are planned to be activated online by the end of Feb 2018.

Optimization and supporting capacities of the Syrian CSO's need continuous efforts, and evidence based planning, therefore, UNDP with the support of the Japanese funding will convene institutional capacities needs assessment for selected active CSOs (NGOs & FBOs) including gender analysis, and consequently will provide on-the-job coaching and consultancies to the assessed CSOs based on special developed selection criteria.

Moreover, specialized training workshops will be conducted for CSOs management, staff members and volunteers on several thematic areas, providing not only skills and knowledges, but providing also healthy and safe platforms for CSOs to meet and exchange best practices, lessons learned and challenges. UNDP will provide legal and institutional consultancies to CSOs in need, in order to leverage their representation and active participation in the public concerns.

One approach that proved to be of great impact is the Exchange visits / Study tours, therefore UNDP will pursue to enhance capacity of Syrian NGOs working in the fields of services provision to PWD, Social Cohesion and Livelihood, Four Exchange visits will convene covering selected NGOs and CSOs in the said domains. The NGO's representatives will be given the opportunity for exposure to CSO's in the region that had a successful track record and hands on experience in thematic areas to be identified in consultation with other portfolios.

Moreover, the study tours/exchange programmes will provide a great networking opportunities and lay the ground for enhanced linkages and exchanging expertise, lessons learned and challenges among participating NGOs. A follow up workshop will be conducted post the exchange visits to enable identifying further needs, and extra miles that might be considered for future development a networking. Participants will be encouraged to share knowledge with other NGOs that couldn't join the programme to capitalize on knowledge sharing among national NGOs.

This project will empower CSOs staff and institutional capacities through the following activities:

- Activity result 3.1: Institutional Capacity needs assessment to be conducted
- Activity result 3.2: Provide on the job coaching for selected CSOs based on the needs assessment
- Activity result 3.3: Specialized training to develop knowledges and skills of CSO's management, staff and volunteers
- Activity Result 3.4: Exchange visits/Study tours to be conducted to expose Syrian NGOs in the fields of service provision to PWD, Social Cohesion, and Social Enterprises, to specialized and successful NGOs in the region.

#### OUTPUT 4: INSTITUTIONAL CAPACITY DEVELOPMENT FOR SUSTAINABLE EMPLOYMENT AND SELF-EMPLOYMENT CREATION

Vocational and skills training prepares the crisis-affected people for productive participation in the labour market by providing them with the knowledge and skills that are required for occupations. UNDP Syria, with support including from JSB2016, has been activity providing vocational and skills training at the micro-level. Building upon its experiences on the ground, and for sustainable resilience building, UNDP recognizes the needs to strengthen the capacity of national technical and vocational training system. At the same time, UNDP aims at analysing emerging opportunities for self-employment creation based on the market assessment, mapping potential actors and supporting

UNDP will conduct an in-depth market assessment and capacity assessment of existing vocational and skills training system including employment services such as on the job training, job placement and mentoring etc. Based on the assessment, UNDP will focus on coordinating with other agencies in supporting the capacity development of this sector given emerging increase need of this area in economic recovery in Syria, focusing in particular on the needs of women given the increase in female headed households.

In addition, UNDP aims at enhancing the capacity of the relevant national institutions (e.g. economic commission) to build a cohesive eco-system for supporting the development and growth of micro, small and medium enterprises (MSMEs), which will be drivers for employment creation.

Support will include the following:

- Analyzing the economic opportunity assessment that is being conducted by UNDP to anticipate skills needs and labour market trends in economic recovery.
- Conducting an in-depth capacity assessment of existing national vocational and skills training centres, as well as employment services to match demand and supply of labour market. This assessment will examine their capacity in terms of vocational and skills training centres; trainers; equipment; child care facilities; curriculum, and other employment services of on the job training, job placement etc.
- Based on the above capacity assessment, the project aims at building the capacity of this sector through the following:
  - Rehabilitating at least two national vocational and skills training centres to operationalise market-driven vocational training and employment services. 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.
  - Piloting employment services for job-matching on selected one sector and/or location.
- Based on the economic assessment that UNDP is currently conducting, identifying key entry points to support the national institutions to enhance MSMEs development and growth (e.g. incubation and acceleration centres).
- Activity Result 4.1: Analysing the economic opportunity assessment to anticipate skills needs and labour market trends in economic recovery.
- Activity Result 4.2: Conducting an in-depth capacity assessment of existing national vocational and skills training centres, ensuring needs and opportunities for women
- Activity Result 4.3: Rehabilitating at least two vocational and skills training centres based on the assessment (Activity 4.2).
- Activity Result 4.4: Piloting sector-focused on the job training and job placement for demand-driven employment creation.
- Activity Result 4.5: Building capacity for enhancing cohesive eco-system for supporting the development and growth of micro, small and medium enterprises (MSMEs)

#### OUTPUT 5: NATIONAL INSTITUTIONAL AND COMMUNITY'S CAPACITIES DEVELOPED TO DELIVER COMPREHENSIVE LEARNING OPPORTUNITIES FOR NATIONAL PROSTHETIC TECHNICIANS, COMMUNITY-BASED PSYCHOSOCIAL SUPPORT (PSS) SERVICES IN ADDITION TO ENHANCING NATIONAL PARALYMPIC CAPACITIES.

The current situation demands major effort to develop the national capacities in a comprehensive manner on the long term. Despite the lack of official data on prevalence and needs, priorities can be identified for areas of interventions based on the information received from the partners in the field for instance via the feedback, severity of the situation and the types of service to be delivered. This is apparent in the field of prosthetic service where the large numbers of people are in need, and it carries lifesaving criterion and will shift the persons in need from a lower physical functional level to another complete independent active functional level to enable them fully participate independently in socioeconomic daily life activities.

On the other hand, while there is no prominent challenge of the physical wounds and the needs to address the physical wellbeing of war injured, psychosocial interventions should be included as a part of the immediate and long-term response to crisis. The psychosocial support should go side by side with physical rehabilitation and other health and non-health related service delivery.

#### Develop the capacity of national institution for health / prosthetic department:

It is estimated that there are over 80,000 cases of traumatic amputations that require prosthetic fitting in Syria. UNDP has conducted a field survey for prosthetic services in Syria in 2015 and it was revealed by the time of the report that there are around 12 prosthetic centres in Damascus with a cumulative productive capacity of approximately 300 devices per month, and there is no clear data about the availability of major prosthetic services in other governorates.

Within the current capacity, it is impossible for the existing prosthetic services to cope with the demands. While funds might be available to create and support prosthetic workshops in Syria and enhance productive capacity, the major problem lies under the lack of national skilled professionals. Low technical capacities carry the risk of providing ill fitted prosthetic devices that deliver more harm to the users than having no prosthetic at all. The only institution providing official training in prosthetic technology in Syria is the health institution of Ministry of Health. The theoretical curriculum is outdated with no actual hands-on practice. Scattered interventions and crash-courses to provide up-to-date training are not sufficient to raise the capacities to the required level.

Therefore, the project will target national health institutions to develop its capacity in providing accredited and sustainable technical education and training by identifying partner international academic institutions or organizations active in capacity development in the physical rehabilitation field and establish a collaboration mechanism in order to achieve the following objectives:

- a. Support in equipping the training workshops within the national institution(s)
- b. Training of trainers and academic staff within the institution(s) on hands-on practice.

The expected outcome from these activities is to provide all students within the health institution(s) for prosthetic training with the required skills and knowledge to become professional practitioners. This will enhance the overall national capacity in responding to the needs of this vital service.

*Develop the national capacities on provision of psychosocial support (PSS) services:*

Psychosocial support will not only enhance the mental wellbeing of people in needs, but it is also a long term means for self-esteem and reestablishment of social trust.

To this end, adequate training of staff and volunteers is a cornerstone for successful psychosocial interventions, and it is a key recommendation in all internationally recognized guidelines.

This project aims at developing the national capacities on the evidence-based practice to provide community-based psychosocial support (PSS) to people affected by the crisis with special focus on the most vulnerable including persons with disabilities and war injured.

Training for trainers of national staff, social workers and volunteers representing NGOs and other local initiatives is sought to be conducted to provide those personnel with the required skills on delivering community-based PSS service and training. These trainers will in turn transfer the acquired knowledge to more in-depth community level groups and initiatives that can be involved in providing community-based PSS. A pilot project will try to cover at least one governorate and the impact will be measured to assess coverage and changes on community mental health and other aspects related to resilience and reconciliation.

Upon training and developing national capacities on assessing, designing and implementing PSS project, a meeting and or workshop/conference between Syrian and Japanese experts will be conducted to exchange information and experiences, and develop a platform for discussion and communication from which further initiatives can be launched to develop the capacities of national staff and communities in delivering PSS services and how to link this to further enhance peacebuilding and social cohesion initiatives.

The approach is designed to transfer the knowledge in a pyramidal manner to reach the community for sustainable self-support mechanism as follows:

1. Conduct training for trainers of national staff, social workers and volunteers representing NGOs and other local initiatives to provide those personnel with the required skills on delivering solid PSS services and training with special focus on war-injury and resulted disabilities.
2. Trained trainers will in turn transfer the acquired knowledge to more in-depth community level groups and initiatives that can be involved in providing community-based PSS. The pilot training project will try to cover at least one governorate.
3. The exchange meeting/workshop between experts from Syria and Japan to identify in-depth needs for PSS in Syria related to mild and undetected cases and ways to prevent and reduce the impact of mental trauma.

The expected outcome of developing the communities' capacity to deliver PSS services is to induce positive changes on community mental health and other aspects related to resilience and reconciliation.

#### Develop the capacities of national Paralympic association and teams

In addition, the project will launch an innovative approach targeting untapped area of sports for PWDs and Paralympic that will help in highlighting PWDs' abilities. This in turn is expected to enhance and facilitate PSS and social inclusion efforts. UNDP will provide support to athletic PWDs with substantial potential in order to set them as role models for peer support. Paralympic sports team support initiative, ensuring gender balance, will enhance performance and athletic achievements. For this purpose, the project will work on developing the capacities of coaches through training that can be conducted by experts in the field. Seven coaches from at least two types of Paralympic sports will be trained on advanced training modalities, in addition to provide specialized equipment and assistive devices to enhance the capacities and performance of Paralympic teams.

UNDP will achieve the objectives and target of this project through the implementation of the following activities:

- Activity result 5.1: National institution for health / prosthetic department capacity developed to deliver comprehensive and sustainable training
- Activity result 5.2: National capacities for provision of community based psychosocial support (PSS) services developed
- Activity result 5.3: National Paralympic capacities developed

#### OUTPUT 6: LOCAL CAPACITY FOR CONFLICT SENSITIVITY, SOCIAL COHESION AND PEACEBUILDING ENHANCED

The level of social cohesion in Syria is directly linked to conflict in the country, both undermined by and contributing to instability and insecurity. While different geographic areas within Syria have had very different experiences of conflict, no area has been left untouched. Conflict has undermined trust between groups: communities are increasingly likely to adhere to in-group/out-group interpretations of others and of events and to express intolerant attitudes towards cultural diversity; some members of communities are increasingly likely to resort to the threat, or use, of violence in their interactions with people of different backgrounds. These tendencies contribute to the localization of conflict dynamics in Syria and their independence from the broader political disputes discussed within the political process. It is unlikely that such effects can be immediately addressed through a political settlement and, as a result, they pose an ongoing threat to future stability in the country and to the individual security and well-being of Syrians.

UNDP will engage more rigorously in building on/scaling up the experiences accrued training for all Part I, in the emerging thematic areas of support, namely conflict and context analysis, peace building and social cohesion, interfaith dialogue and reconciliation. Under this output, promotion of social cohesion and conflict sensitivity, UNDP has identified ways in which a realistic and achievable contribution can be made to support peacebuilding in Syria now, at community and local level, in a context of ongoing uncertainty prior to the agreement of political settlement, while preparing groundwork for more extensive peacebuilding activities immediately after an agreement is reached.

Moreover, Religious actors may be catalysts for the promotion of values, such as peace, forgiveness and human dignity. They can mobilize their constituencies to change attitudes and behaviours in accordance with those values. Genuine inter-faith dialogue is likely to strengthen the impact of their engagement and be conducive for communities of different backgrounds to engage jointly in supporting the vulnerable, setting the ground for truth and reconciliation and promoting peace.

Under this project, UNDP will develop the capacities of agents of change to support peacebuilding, social cohesion and reconciliation processes. This capacity-development work will aim to:

1. Enable communities and empower agents of change to analyse local contexts and identify socio-economic, political, ethnical, religious and other dynamics and tensions; map risks, resources and priorities; identify, implement and monitor a response that addresses drivers of conflict, minimize violence and strengthens connectors; Programmes will be based on a rigorous conflict analysis. The analysis will provide an understanding of the context of operation, the underlying causes and dynamics of conflict, the stakeholders and their areas of influence and control, as well as the conflict's historical, political and socio-economic profile. Such an analysis will help finding entry-points for targeted programming addressing the substantial issues of fragility and strengthening peace engines, while making more efficient use of resources. It will allow conflict-sensitivity, contingency planning and risk management. Care will be taken to ensure that women from the community are included in all levels of the process.

2. Facilitate local dialogues, involving men and women, on socio-economic issues; support mediation and other kinds of alternative dispute resolution; support communal activities as an entry point to fostering interaction and dialogue across divisions, including interactive theatres;
3. Provide social cohesion actors with opportunities to connect and support each other through shared experience;
4. Gather existing faith-based partners and other actors who support social cohesion activities and aim to nurture positive attitude and engagement between communities, minimise or reverse the social fragmentation, reduce the drivers of conflict and strengthen connectors between groups at local level.
5. Create space for genuine dialogue among groups from different faiths and cultures locally, nationally and internationally, ensuring equal participation of men and women throughout all dialogue processes. It fosters understanding and cooperation, supports the development of community and civil society leaders for peace and justice, and builds the capacity of community and civil society groups to be catalysts for peace.

A training programme for UNDP's peacebuilding and social cohesion agents of change to make them as relevant as possible to the specific needs of local communities. A network of local partners working on peacebuilding and social cohesion across Syria will be established. This will provide an opportunity for sharing experiences, and foster dialogue between people from different geographic and social backgrounds.

- Activity Result 6.1: Capacity development of local partners on conflict analysis and sensitivity
- Activity Result 6.2: Specialized training for community response actors on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation
- Activity Result 6.3: Capacity development through the Implementation of local peacebuilding and social cohesion initiatives
- Activity Result 6.4: Create space for genuine dialogue among groups from different faiths and cultures locally

#### OUTPUT 7: CAPACITY OF MALE AND FEMALE SYRIAN EXPERTS IN THE FIELDS OF GOVERNANCE AND MEDIA ENHANCED

In view of the development of the intra-Syrian talks in Geneva, and in line with relevant thematic areas identified under the UN post-agreement planning process, UNDP Syria have been implementing the Governance component of the Training for All 1. To prepare the ground for intra-Syrian dialogues in the future and to enhance the capacity of Syrian experts in the field of governance, UNDP has set up a Platform for Syrians. The Platform with its expanding participation addresses key governance-related issues that are under-represented in the different existing fora. These issues include 1) private sector & recovery, capacity development, social entrepreneurship, shared vision of future economy, and the role of SGDs in the recovery process; 2) civil society, community, tribal leaders or religious leaders, experts, SCOs and FBOs, etc.; and 3) local governance, inclusion and decision-making.

The governance component under the Training for All II will scale up the initiative to reach out to wider group of Syrian male and female experts, broaden and deepen the scope of discussions, and strengthen the linkage to the ongoing political processes. Reflecting on the experiences gained in the phase I of the Training for All program particularly through the "Lessons Learned from Japan for the Future Recovery and Reconstruction of Syria" held in Japan in January 2018, UNDP, in close consultation with the Embassy of Japan in Syria, will pursue possibility of holding meetings in Japan or other locations to develop the capacities of and foster dialogs among Syrian experts in governance, in possible partnership with independent and relevant institution(s) that have technical capacity and networks such as the Chatham House. By so doing, UNDP will further promote activities of the "Platform to Support the Capacity of Syrian Experts in Governance".

In the recent years, news and analysis publications in/on Syria have become increasingly embroiled by politics through the personalization and politicization of ownership of media outlets with limited application of journalistic standards. In addition, since 2011, there is a growing polarization among the Syrian polity, preventing the development of common grounds for communication and mobilization despite the plentiful existence of overlapping interests across broad sectors of Syrian society. There is a need to enhance professional journalistic standards in/on Syria.

Through the Training for All project, UNDP has been developing an online platform Salon Syria, that serves as both a communication tool and an end-product forum that showcases the best of curated and available journalistic articles. The online platform has been launched and attracting increasing number of visitors. As a forum, the online platform provides an outlet for the best written products of rising and serve as an inclusive space for communication and

discussion that involves and represents a broad range of views from across the Syrian social and political spectrum to nurture mutual respect, trust, and confidence.

Within the framework of the Training for All II, UNDP will consolidate the operation of the established online platform and to encourage more contributors and site visitors both Syrians and non-Syrians to actively engage in the positive and constructive discussions and exchanges on the online forum. Building on the Training for All I, UNDP also seeks to scale up the training of rising Syrian male and female journalists to build capacity and acquire skills and knowledge needed for objective, balanced, conflict-sensitive journalistic work in accordance with journalistic standards. The training programme under this project will give a particular focus on the role of journalism and media for promoting social cohesion and building peace.

- Activity Result 7.1: Organization of meetings on long-term governance-related issues
- Activity Result 7.2: A governance workshop convening Syrians in Japan or other locations
- Activity Result 7.3: Continue running the online platform “Salon Syria” and ensure its sustainability
- Activity Result 7.4: Professional training targeting rising Syrian male and female journalists

#### OUTPUT 8: CAPACITY OF SYRIAN CULTURAL HERITAGE EXPERTS ENHANCED

Damages and destruction of archaeological sites as a result of the crisis have been devastating. Heritage sites such as Palmyra, Aleppo and Homs that have been source of pride for many Syrians, and part of their social and economic life, have been severely damaged. The Directorate General of Antiquities and Museums (DGAM) of Syria has been working to protect the valuable Syrian cultural heritage despite all the challenges arising during the crisis.

In July 2017, the international conference, “Saving Syrian Cultural Heritage for the Next Generation – Palmyra”, was convened in Nara, Japan. At the closing of the conference, the Nara message was adopted. The Nara Message affirmed commitment to support the Syrian people in the tasks of restoration and conservation of their heritage with training, tools and new technologies.

Under the Training for All I project, UNDP in partnership with the Kashihara Institute is supporting the capacity development of Syrian experts. In addition to the provision of needed equipment for the DGAM, the capacity building programme of the project covers documentation, conservation and reconstruction, search for archaeological features, analysis of materials and structural components of artifacts, and exhibition and storage of artifacts.

Given the scale of damages and the limited capacity of the staff as a consequence of the crisis, the DGAM urgently needs additional capacity development support to continue and expand their current and future work the areas including conservation, restoration, renovation, reconstruction, preventive maintenance, backup, protecting data, and safety storage, and collection and archive management. Under this project, UNDP will continue the partnership with the Kashihara Institute to provide the training programme on the above mentioned subjects targeting the female and male experts. In addition, the project envisages to provide DGAM with needed equipment for the above mentioned areas of work.

- Activity Result 8.1: Training of experts in partnership with Kashihara Institute
- Activity Result 8.2: DGAM is equipped with needed tools and equipment for archaeological restoration and conservation

#### Assessing learning outcomes

For each area of training, UNDP will introduce a tool to quantitatively and qualitatively assess the learning outcomes, such as pre/post-training tests and trainees’ self-evaluation. UNDP will also assess how the activities contribute to capacity development at the organizational and institutional levels. The results will be reported in the narrative reports to be submitted to the donor, together with other types of result evidences such as trainees’ success stories.

VI. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>Outcome 1. Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion</p> <p>Outcome 2. Basic and social services and infrastructure restored, improved and sustained to enhance community resilience</p> <p>Applicable Key Result Area: UNDP Strategic Plan 2018-2021 Signature Solution 3: Enhance national prevention and recovery capacities for resilient societies.</p> <p>Partnership Strategy: The programme will be implemented in close partnership and cooperation with i) WHO, UNFPA, FAO, UNIDO and UN Habitat, ii) Local entities; iii) NGOs/CBOs; iv) the private sector; v) other UN Agencies, vi) target groups and affected populations. Engagement of all concerned stakeholders will be sought for identification of needs, planning, decision-making, consultation, resource mobilization, implementation, monitoring, feedback and supervision. In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices, knowledge management and information sharing with all partners will be considered involving the beneficiaries/target groups as well.</p>			
<p>Project title and ID (ATLAS Award ID): Technical Cooperation for Long-Term Capacity Building of Syrian Experts "Training for All" II</p>			
<p>Output 1: Capacity for energy policy and implementation enhanced.</p> <p><u>Indicators:</u></p> <p># of engineers and technician trained</p> <p># of national /international technical expert provided</p> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for urgent rehabilitation and maintenance procedures</p> <p><u>Targets:</u></p> <p>85 engineers and technicians trained including 10 qualified trainers (at least 20% women)</p> <p>4 national and international technical experts provided</p>	<p>INDICATIVE ACTIVITIES</p> <p>1.1: Provide technical training courses in distribution, transmission and generation for selected engineers inside and outside the country to complement the first phase of the training project</p> <p>1.2: Provide training to upgrade skills of electrical engineers/technician on technical assessment of the transmission and distribution grids</p> <p>1.3: Provide training courses for the installation, commissioning and maintenance of solar systems for lighting and water supply with special mentoring and career development support provided for female trainees</p> <p>1.4: Provide training courses in cost analysis for generation plants, transmission and distribution networks.</p>	<p>RESPONSIBLE PARTIES</p> <p>UNDP</p>	<p>INPUTS</p> <p>Training, technical assistance, travel \$300,000</p> <p>Personnel and experts \$100,000</p>



<p>Output 2: Capacity for basic infrastructure rehabilitation enhanced</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of engineers and technician trained;</li> <li># of national/international technical expert provided</li> <li># of training programme established</li> </ul> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for urgent rehabilitation and maintenance procedures</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>150 engineers/technicians trained (at least 20% women)</li> <li>4 international technical experts provided</li> <li>3 Training programmes established</li> </ul>	<p>2.1: Training programme for basic infrastructure rehabilitation to upgrade skills of engineers and technician</p> <p>2.2: Provide training for the rehabilitation and maintenance of sewage and water networks</p> <p>2.3: Provide training for the rehabilitation and maintenance of sewage treatment plants</p> <p>2.4: Provide training for the treatment of sewage and excess industrial wastewater that fulfills the strict specifications of irrigation regulations to be used for agricultural purposes.</p>	<p>UNDP</p>	<p>Training, technical assistance, travel \$250,000</p> <p>Personnel and experts \$125,000</p> <p>Goods and materials (training materials; toolkits) \$25,000</p>
<p>Output 3: 100 national CSOs institutional capacities will be developed and the CSO's engagement with other active local partners will be enhanced.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of CSOs covered with capacity development activities</li> <li># of CSOs staff &amp; volunteers received Capacity Development</li> <li># of Coaching and consultancies sessions</li> <li># of Exchange Visits</li> <li># of representatives to participate in the exchange visits</li> <li># of NGOs to participate in the exchange visits</li> </ul> <p><u>Baseline:</u></p> <p>100 NGOs &amp; CBOs staff received basic training</p>	<p>3.1: Institutional Capacity needs assessment to be conducted:</p> <p>3.2: Provide on the job coaching for selected CSOs based on the needs assessment.</p> <p>3.3: Specialized training to develop knowledges and skills of CSO's management, staff and volunteers.</p> <p>3.4. Exchange visits/Study tours to be conducted to expose Syrian NGOs in the fields of service provision to PWD, Social Cohesion, and Social Enterprises, to specialized and successful NGOs in the region.</p>	<p>UNDP</p>	<p>Goods and material (office equipment for NGOs e.g. printers, scanners, computers), contractual services \$40,000</p> <p>Personnel and experts \$10,000</p> <p>Contractual services-companies \$ 445,000</p> <p>Contractual services-individual \$ 50,000</p>

<p><u>Targets:</u></p> <p>100 CSOs received institutional capacity Development.  650 CSO's staff and volunteers participated in capacity development activities (at least 50% women)  280 Coaching and consultancies sessions  4 Exchange Visits  40 representatives of NGOs to participate in the exchange visits (at least 50% women)  25 NGOs participate in the exchange visits</p> <p>Output 4: Institutional capacity development for sustainable employment and self-employment creation.</p> <p><u>Indicators:</u></p> <p># of labour market assessments analyzed  # of capacity assessment conducted  # of VTC rehabilitated  # of trainers trained for VTET  # of employment created through employment services  # of capacity development opportunities provided for national institutions for MSMEs development and growth</p> <p><u>Baseline:</u></p> <p>Lack of data and analysis about labour market and economic opportunities; lack of national and local capacity on TVET and MSMEs</p> <p><u>Target:</u></p> <p>2 labour market assessments analyzed  1 capacity assessment conducted  2 VTC rehabilitated</p>			<p>Travel</p> <p>\$ 97,000</p> <p>Training, workshops and conference</p> <p>\$58,000</p>
<p>4.1 Analysing the economic opportunity assessment to anticipate skills needs and labour market trends in economic recover</p> <p>4.2 Conducting an in-depth capacity assessment of existing national vocational and skills training centres, ensuring needs and opportunities for women</p> <p>4.3 Rehabilitating at least two vocational and skills training centres based on the assessment (Activity 4.2).</p> <p>4.4 Piloting sector-focused on the job training and job placement for demand-driven employment creation.</p> <p>4.5 Building capacity for enhancing cohesive eco-system for supporting the development and growth of micro, small and medium enterprises (MSMEs)</p>	<p>UNDP</p>	<p>Goods and material (vocational training material; vocational toolkits; start up kits; equipment and machinery for the vocational training centers), contractual services</p> <p>\$450,000</p> <p>Training, technical assistance, travel</p> <p>\$200,000</p> <p>Personnel and experts</p> <p>\$50,000</p>	

<p>100 trainers trained for VTET (at least 40 % women)</p> <p>100 employment created through employment services (at least 40 % for women )</p> <p>2 capacity development opportunities provided for national institutions for MSMEs development and growth</p>			
<p>Output 5: Institutional and community's capacities developed to deliver sustainable learning opportunities for national prosthetic technicians, in addition to supporting national associations and NGOs/CBOs to deliver community-based psychosocial support (PSS) services</p> <p><u>Indicators:</u></p> <p>National academic institution for prosthetic science 's Workshop rehabilitated</p> <p># of academic staff and/or trainers trained</p> <p># of social workers capacity developed on community-based PSS</p> <p># of national experts participating in expert meetings</p> <p># of training workshop conducted on community-based PSS</p> <p># Paralympics coaches trained</p> <p># of specialized assistive devices provided for national Paralympic teams</p> <p># of sport event conducted</p> <p><u>Baseline:</u></p> <p>Workshop laboratory for the national academic institution for prosthetic science is not available</p> <p>Academic staff and trainers require substantial capacity development and training</p> <p>PSS services are provided only through counselling with no expertise on community-based PSS for wider reach out and coverage for mild undetected or non-referred cases.</p> <p>Lack of experience and exposure of Paralympic in Syria</p> <p><u>Targets:</u></p>	<p>5.1: National institution for health / prosthetic department capacity developed to deliver comprehensive and sustainable training</p> <p>5.2: National capacities for provision of community based psychosocial support (PSS) services developed</p> <p>5.3: National Paralympic capacities developed</p>	<p>UNDP</p>	<p>Goods and material (prosthetic workshop machines; prosthetic raw material; specialised Paralympic equipment), contractual services \$415,000</p> <p>Training, technical assistance, travel \$140,000</p> <p>Personnel and experts \$145,000</p>

<p>One workshop laboratory rehabilitated</p> <p>10 trainers and academic staff at health institution capacity developed (at least 50% women)</p> <p>15 social workers trained for training on community based PSS (at least 50% women)</p> <p>6 experts participating in expert meeting on PSS (at least 30% women)</p> <p>5 workshops conducted on community-based PSS</p> <p>7 Paralympic coaches trained (at least 2 women)</p> <p>12 specialized assistive devices provided for Paralympic teams</p> <p>1 sport event conducted</p>			
<p>Output 6: Local capacity for conflict sensitivity, social cohesion and peacebuilding enhanced</p> <p><u>Indicators:</u></p> <p># of staff of local partners benefitted from conflict analysis and sensitivity programme</p> <p># of community actors benefitted from on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation programme</p> <p># of community activities undertaken by partners to support social cohesion.</p> <p># of workshops, consultation sessions and roundtable discussions.</p> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for conflict sensitivity, social cohesion and peacebuilding</p> <p><u>Targets:</u></p> <p>30 staff of local partners benefitted from conflict analysis</p>	<p>6.1: Capacity development of local partners on conflict analysis and sensitivity</p> <p>6.2: Specialized training for community response actors on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation</p> <p>6.3: Capacity development through the implementation of local peacebuilding and social cohesion initiatives</p> <p>6.4: Create space for genuine dialogue among groups from different faiths and cultures locally</p>	<p>UNDP</p>	<p>Technical assistance (Personnel and experts) \$ 75,000</p> <p>Training workshops and conferences \$100,000</p> <p>Grants \$120,000</p> <p>Contractual services \$100,000</p> <p>Travel \$25,000</p>

<p>and sensitivity training programme (at least 40% women)</p> <p>30 community actors benefitted from training on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation programme (at least 40% women)</p> <p>10 community activities undertaken by partners to support social cohesion.</p> <p>4 workshops, consultation sessions and roundtable discussions.</p>			
<p>Output 7: Capacity of Syrian experts in the fields of governance and media enhanced</p> <p><u>Indicators:</u></p> <p># of meetings on governance conducted</p> <p># of Syrians benefitted from capacity development in the area of governance</p> <p># of daily unique visitors to Salon Syria</p> <p># of journalists trained</p> <p><u>Baseline:</u></p> <p>Lack of technical expertise in the field of governance and journalism</p> <p># daily unique visitors to Salon Syria (TBD)</p> <p><u>Target:</u></p> <p>3 meetings on governance conducted</p> <p>60 Syrians benefitted from capacity development in the area of governance (at least 30% women)</p> <p># daily unique visitors to Salon Syria (TBD)</p> <p>60 journalists trained (at least 40% women)</p>	<p>7.1: Organization of meetings on long-term governance-related issues</p> <p>7.2: A governance workshop convening Syrians in Japan or other locations</p> <p>7.3: Continue running the online platform "Salon Syria" and ensure its sustainability</p> <p>7.4: Professional training targeting rising Syrian male and female journalists</p>	<p>UNDP</p>	<p>Contractual services - training, workshops and conference \$500,000</p> <p>Technical assistance (Personnel and experts) \$60,000</p> <p>Contractual services –web platform \$180,000</p> <p>Travel \$35,000</p>

<p>Output 8: Capacity of Syrian cultural heritage experts enhanced</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of experts and DGAM personnel benefitting from capacity building</li> <li># of items procured for DGAM</li> </ul> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for preservation and recovery of cultural heritage</p> <p><u>Target:</u></p> <ul style="list-style-type: none"> <li>20 of experts and DGAM personnel benefitting from capacity building (at least 40% women)</li> <li># of items procured for DGAM (TBD)</li> </ul>	<p>8.1: Training of experts in partnership with Kashihara Institute</p> <p>8.2: DGAM is equipped with needed tools and equipment for archaeological restoration and conservation</p>	<p>UNDP Kashihara Institute</p>	<p>Contractual services – training, workshops and conference \$325,000</p> <p>Tools and equipment \$220,556</p> <p>Technical assistance (Personnel and experts) \$10,000</p> <p>Travel \$15,000</p>
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VII. ANNUAL WORK PLAN:

MARCH 2018 – MARCH 2019

EXPECTED OUTPUTS	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET	
		2018		2019		Funding Source		Budget Description	Amount in USD
		Q2	Q3	Q4	Q1				
<p>Output 1: Capacity for energy policy and implementation enhanced.</p> <p><u>Indicators:</u> # of engineers and technician trained # of national/international technical expert provided</p> <p><u>Baseline:</u> Lack of technical expertise needed for urgent rehabilitation and maintenance procedures</p> <p><u>Targets:</u> 85 engineers/technicians trained including 10 qualified trainers (at least 20% women) 4 national/international technical experts provided;</p>	<p>1.1: Provide technical training courses in distribution, transmission and generation for selected engineers inside and outside the country to complement the first phase of the training project</p> <p>1.2: Provide training to upgrade skills of electrical engineers/technician on technical assessment of the transmission and distribution grids</p> <p>1.3: Provide training courses for the installation, commissioning and maintenance of solar systems for lighting and water supply with special mentoring and career development support provided for female trainees</p> <p>1.4: Provide training courses in cost analysis for generation plants, transmission and distribution networks.</p>	x	x	x	x	x	Japan	<p>Training, technical assistance, travel</p> <p>Personnel and experts</p>	<p>\$300,000</p> <p>\$100,000</p>

<p>Output 2: Capacity for basic infrastructure rehabilitation enhanced</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of engineers and technician trained;</li> <li># of national/international technical expert provided</li> <li># of training programme established</li> </ul>	<p>2.1: Training programme for basic infrastructure rehabilitation to upgrade skills of engineers and technician</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Japan</p>	<p>Training, technical assistance, travel Personnel and experts Goods and materials</p>	<p>\$250,000 \$125,000 \$25,000</p>
<p><u>Baseline:</u></p> <p>Lack of technical expertise needed for urgent rehabilitation and maintenance procedures</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>150 engineers/technicians trained (at least 20% women)</li> <li>4 international technical experts provided</li> <li>3 Training programmes established</li> </ul>	<p>2.2: Provide training for the rehabilitation and maintenance of sewage and water networks</p> <p>2.3: Provide training for the rehabilitation and maintenance of sewage treatment plants</p> <p>2.4: Provide training for the treatment of sewage and excess industrial wastewater that fulfils the strict specifications of irrigation regulations to be used for agricultural purposes.</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Japan</p>		
<p>Output 3: 100 national CSOs institutional capacities will be developed and the CSO's engagement with other active local partners will be enhanced.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of CSOs covered with capacity development activities</li> <li># of CSOs staff &amp; volunteers received Capacity Development</li> <li># of Coaching and consultancies sessions</li> </ul>	<p>3.1: Institutional Capacity needs assessment to be conducted:</p> <p>3.2: Provide on the job coaching for selected CSOs based on the needs assessment.</p> <p>3.3: Specialized training to develop knowledges and skills of CSO's management, staff and volunteers.</p>	<p>X</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Japan</p>	<p>Goods and material, contractual services Personnel and experts Contractual services-companies Contractual services-individual Travel</p>	<p>\$40,000 \$10,000 \$445,000 \$50,000 \$97,000</p>



<p># of Exchange Visits</p> <p># of representatives of NGOs to participate in the exchange visits</p> <p># of NGOs to participate in the exchange visits</p> <p><u>Baseline:</u></p> <p>100 NGOs &amp; CBOs staff received basic training</p> <p><u>Targets:</u></p> <p>100 CSOs received institutional capacity Development.</p> <p>650 CSO's staff and volunteers participated in capacity development activities (at least 50% women)</p> <p>280 Coaching and consultancies sessions</p> <p>4 Exchange Visits</p> <p>40 representatives to participate in the exchange visits (at least 50% women)</p> <p>25 NGOs participate in the exchange visits</p>	<p>3.4. Exchange visits/Study tours to be conducted to expose Syrian NGOs in the fields of service provision to PWD, Social Cohesion, and Social Enterprises, to specialized and successful NGOs in the region.</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>		<p>Training, workshops and conference</p>	<p>\$58,000</p>
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<p>Output 4: Institutional capacity development for sustainable employment and self-employment creation.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of labour market assessments analyzed</li> <li># of capacity assessment conducted</li> <li># of VTC rehabilitated</li> <li># of trainers trained for VTET</li> <li># of employment created through employment services</li> <li># of capacity development opportunities provided for national institutions for MSMEs development and growth</li> </ul> <p><u>Baseline:</u></p> <p>Lack of data and analysis about labour market and economic opportunities; lack of national and local capacity on TVET and MSMEs</p> <p><u>Target:</u></p> <ul style="list-style-type: none"> <li>2 labour market assessments analyzed</li> <li>1 capacity assessment conducted</li> <li>2 VTC rehabilitated</li> <li>100 trainers trained for VTET (at least 40% for women)</li> <li>100 employment created through employment services (at least 40% for women)</li> <li>2 capacity development opportunities provided for national institutions for MSMEs development and growth</li> </ul>	<p>4.1 Analysing the economic opportunity assessment to anticipate skills needs and labour market trends in economic recover.</p> <p>4.2 Conducting an in-depth capacity assessment of existing national vocational and skills training centres, ensuring needs and opportunities for women</p> <p>4.3 Rehabilitating at least two vocational and skills training centres based on the assessment (Activity 4.2).</p> <p>4.4 Piloting sector-focused on the job training and job placement for demand-driven employment creation.</p> <p>4.5 Building capacity for enhancing cohesive eco-system for supporting the development and growth of micro, small and medium enterprises (MSMEs)</p>	<p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p>	<p>x</p> <p>x</p>	<p>UNDP</p>	<p>Japan</p>	<p>Goods and material, contractual services</p> <p>Training, technical assistance, travel</p> <p>Personnel and experts</p>	<p>\$450,000</p> <p>\$200,000</p> <p>\$50,000</p>
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<p>community-based PSS for wider reach out and coverage for mild undetected or non-referred cases.</p> <p>Lack of experience and exposure of Paralympic in Syria</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>One workshop laboratory rehabilitated</li> <li>10 trainers and academic staff at health institution capacity developed (at least 50% women)</li> <li>15 social workers trained for training on community based PSS (at least 50% women)</li> <li>6 experts participating in expert meeting on PSS (at least 30% women)</li> <li>5 workshops conducted on community-based PSS</li> <li>7 Paralympic coaches trained (at least 2% women)</li> <li>12 specialized assistive devices provided for Paralympic teams</li> <li>1 sport event conducted</li> </ul>							
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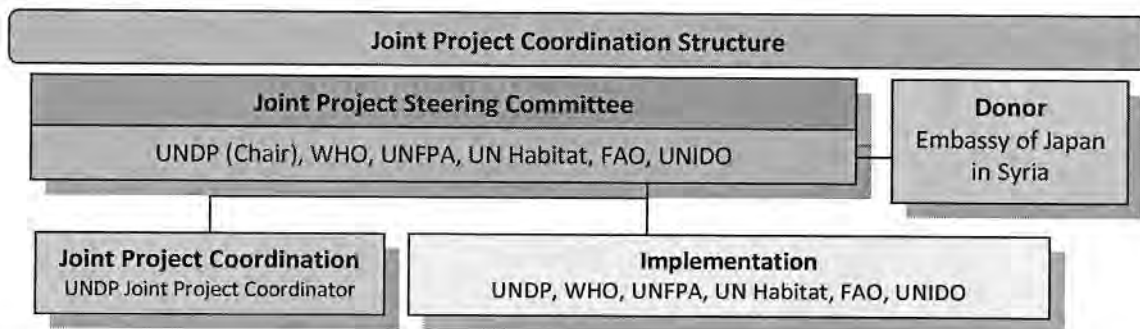
<p>Output 6: Local capacity for conflict sensitivity, social cohesion and peacebuilding enhanced</p> <p><u>Indicators:</u></p> <p># of staff of local partners benefitted from training programme on conflict analysis and sensitivity</p> <p># of community actors benefitted from training programme on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation.</p> <p># of community activities undertaken by partners to support social cohesion.</p> <p># of workshops, consultation sessions and roundtable discussions.</p> <p><u>Baseline:</u> Lack of technical expertise needed for conflict sensitivity, social cohesion and peacebuilding</p> <p><u>Targets:</u></p> <p>30 staff of local partners benefitted from training programme on conflict analysis and sensitivity (at least 40% women)</p> <p>30 community actors benefitted from training programme on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation. (at least 40% women)</p> <p>10 community activities undertaken by partners to support social cohesion.</p> <p>4 workshops, consultation sessions and roundtable discussions.</p>	<p>6.1: Capacity development of local partners on conflict analysis and sensitivity</p> <p>6.2: Specialized training for community response actors on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation</p> <p>6.3: Capacity development through the implementation of local peacebuilding and social cohesion initiatives</p> <p>6.4: Create space for genuine dialogue among groups from different faiths and cultures locally</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>UNDP</p>	<p>Japan</p>	<p>Technical assistance (Personnel and experts)</p> <p>Training workshops and conferences</p> <p>Grants</p> <p>Contractual services</p> <p>Travel</p> <p>\$ 75,000</p> <p>\$100,000</p> <p>\$120,000</p> <p>\$100,000</p> <p>\$25,000</p>
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<p>Output 7: Capacity of Syrian experts in the fields of governance and media enhanced</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of meetings on governance conducted</li> <li># of Syrians benefitted from capacity development in the area of governance</li> <li># of daily unique visitors to Salon Syria</li> <li># of journalists trained</li> </ul> <p><u>Baseline:</u></p> <p>Lack of technical expertise in the field of governance and journalism</p> <p># daily unique visitors to Salon Syria (TBD)</p> <p><u>Target:</u></p> <ul style="list-style-type: none"> <li>3 meetings on governance conducted</li> <li>60 Syrians benefitted from capacity development in the area of governance (at least 30% women)</li> <li># of daily unique visitors to Salon Syria (TBD)</li> <li>60 journalists trained (at least 40% women)</li> </ul>	<p>7.1: Organization of meetings on long-term governance-related issues</p> <p>7.2: A governance workshop convening Syrians in Japan or other locations</p> <p>7.3: Continue running the online platform "Salon Syria" and ensure its sustainability</p> <p>7.4: Professional training targeting rising Syrian male and female journalists</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Japan</p>	<p>Contractual services - training, workshops and conference</p> <p>Technical assistance (Personnel and experts)</p> <p>Contractual services – web platform</p> <p>Travel</p>	<p>\$500,000</p> <p>\$60,000</p> <p>\$180,000</p> <p>\$35,000</p>
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<p>Output 8: Capacity of Syrian cultural heritage experts enhanced</p> <p><u>Indicators:</u></p> <p># of experts and DGAM personnel benefitting from capacity building</p> <p># of items procured for DGAM</p> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for preservation and recovery of cultural heritage</p> <p><u>Target:</u></p> <p>20 of experts and DGAM personnel benefitting from capacity building (at least 40% women)</p> <p># of items procured for DGAM (TBD)</p>	<p>8.1: Training of experts in partnership with Kashihara Institute</p> <p>8.2: DGAM is equipped with needed tools and equipment for archaeological restoration and conservation</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP Kashihara Institute</p>	<p>Japan</p>	<p>Contractual services - training, workshops and conference</p> <p>Tools and equipment</p> <p>Technical assistance (Personnel and experts)</p> <p>Travel</p>	<p>\$325,000</p> <p>\$250,556</p> <p>\$10,000</p> <p>\$15,000</p>
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## VIII. JOINT PROJECT COORDINATION MECHANISM AND REPORTING RESPONSIBILITIES

For effective implementation of the joint project, a joint project steering committee, chaired by UNDP and consisting of representatives of participating agencies, will be established to provide strategic direction and oversight with a decision-making authority. UNDP will assume the secretariat function of the joint project steering committee, and will be responsible for the overall coordination of the joint project including communication and advocacy, preparing a joint chapeau of project report and liaising with the donor. The project coordinator will solicit inputs from the participating agencies and produce a consolidated chapeau of mid-term and final reports to be submitted by each agency to the Japanese Embassy in Syria, as agreed with the donor. A final financial report will be submitted by each participating agency within 12 months after the project end date to the Embassy of Japan in Syria.



## IX. PROJECT MANAGEMENT ARRANGEMENT

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

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



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## X. LEGAL CONTEXT

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

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## XI. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>1</sup> [UNDP funds received pursuant to the Project Document]<sup>2</sup> 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](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. 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. UNDP as the Implementing Partner will: (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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

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<sup>1</sup> To be used where UNDP is the Implementing Partner

<sup>2</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

UNDP Syria has a comprehensive risk management strategy to manage risks at various levels as outlines in the Annex I.

XII. MONITORING FRAMEWORK AND EVALUATION

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

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

### XIII. ANNEXES

#### ANNEX 1: RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The escalation of violence and armed conflict in Damascus (UNDP CO) and/or other governorates (UNDP field presence)	Project initiation	Political (security)	Impede access and operations in specific locations/governorates or in the country (depending on intensity/scale/geographical areas)  P = 5  I = 4  (depending on available contingency measures and partnerships agreements)	<ul style="list-style-type: none"> <li>▪ Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision</li> <li>▪ Ensure adequate support to UNDP field teams to facilitate remote management</li> <li>▪ Develop and manage partnerships with CBOs and private sector at the local level</li> <li>▪ Identify qualified partner NGOs/CBOs for the implementation, monitoring and supervision of the project activities</li> <li>▪ Set up a back-up office in Damascus or field locations to support the operation from within Syria</li> <li>▪ Maintain an in-depth follow up and analysis of incidents and security situation in the country.</li> </ul>				
2	Inaccessibility to target areas due security situation		Operational	Impede operations and implementation of relevant project activities (cash transfer and distribution of tools, if procurement is not made locally or if tools are not yet distributed)  P = 5  I = 4  (Agreements with implementing partners should be in place, which will lessen the impact)	<ul style="list-style-type: none"> <li>▪ Strengthen field teams and operations</li> <li>▪ Rely on implementing partners at the local level (CBOs/NGOs/Private sector/local authorities)</li> <li>▪ Third party monitoring</li> <li>▪ Rely on available financial transfer mechanisms</li> <li>▪ Develop strong partnerships for all of the above mentioned measures</li> </ul>				Highly variable in time and geographically

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
3	Absorption capacity of national and local stakeholders and implementing partners		Operational Organizational	Slow implementation of the planned activities due to limited capacities of national and local partners	<ul style="list-style-type: none"> <li>▪ Quick on-the-job training for target implementing partners to better implement/perform</li> <li>▪ Develop Standard Operating Procedures (SOPs) to work with each target partner (depending on the nature/type of partnerships)</li> <li>▪ Develop a detailed operational plan (including procurement and recruitment plans to support the implementation of activities)</li> </ul>				
4	Depletion of local markets and long procurement processes and approvals		Operational	Given the situation in Syria, prices and availability of good quality materials might be affected. International bids can be problematic given the sanctions imposed on the country.	<ul style="list-style-type: none"> <li>▪ Application of fast-track procedures for procurement</li> <li>▪ Inform the concerned government entities of any potential international procurement to facilitate import (taking into consideration the imposed sanctions)</li> <li>▪ Inform RACP and ACP of potential cases based on a detailed procurement plan</li> <li>▪ Support the procurement team with an international expert.</li> </ul>				
5	Delay in partnerships agreement with UN agencies and NGOs/CBOs			Partnerships with NGOs/CBOs require long procedures with the government which will delay the implementation pace. P=4 I=5	<ul style="list-style-type: none"> <li>▪ UNDP senior management and partners to advocate with MoFA</li> <li>▪ Maintain UNDP current partnership agreements approved by MoFA</li> <li>▪ Launch clearance process well in advance of planned activities where possible.</li> </ul>				
6	Equal access to all affected populations		Political Strategic	Negatively affect the fair and equal targeting of all affected populations	<ul style="list-style-type: none"> <li>▪ Diversification of national and local partners and target beneficiaries</li> <li>▪ Targeting mechanisms well developed and promoting for local level engagement</li> </ul>				

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt. response	Owner	Submitted, updated by	Last Update	Status
7	Recruitment of highly qualified staff National (brain drain/ migration) International (security)		Operational Strategic	This will affect the delivery of results. P = 3 I = 4	<ul style="list-style-type: none"> <li>▪ Application of fast-track procedures.</li> <li>▪ Pre-identifying and encouraging potentially suitable candidates to apply for vacancies.</li> <li>▪ Look into project pools of consultants who are available and interested.</li> </ul>				
8	Fluctuation of exchange rates		Operational	Change in exchange rate affects the amount of payment in USD if the contract is made in a currency other than USD P=4 I=3	<ul style="list-style-type: none"> <li>▪ Contract in USD for any major procurement cases</li> </ul>				

## ANNEX 2: BUDGET TABLE

Expected outputs	Activity	Activity (USD)	Output (USD)
Output 1: Capacity for energy policy and implementation enhanced	1.1: Provide technical training courses in distribution, transmission and generation for selected engineers inside and outside the country to complement the first phase of the training project	100,000	400,000
	1.2: Provide training courses in technical assessment of the transmission and distribution grids, to identify grid related losses	75,000	
	1.3: Provide training courses for the installation, commissioning and maintenance of solar systems for lighting and water supply with special mentoring and career development support provided for female trainees	125,000	
	1.4: Provide training courses in cost analysis for generation plants, transmission and distribution networks.	100,000	
Output 2: Capacity for basic infrastructure rehabilitation enhanced.	2.1: Training programme for basic infrastructure rehabilitation to upgrade skills of engineers and technician	150,000	400,000
	2.2: Provide training for the rehabilitation and maintenance of sewage and water networks	50,000	
	2.3: Provide training for the rehabilitation and maintenance of sewage treatment plants	100,000	
	2.4: Provide training for the treatment of sewage and excess industrial wastewater that fulfils the strict specifications of irrigation regulations to be used for agricultural purposes	100,000	
Output 3: National CSOs institutional capacity developed & CSOs engagement with other active local partners enhanced.	3.1: Institutional Capacity needs assessment to be conducted	50,000	700,000
	3.2: Provide on the job coaching for selected CSOs based on the needs assessment.	165,000	
	3.3: Specialized training to develop knowledges and skills of CSO's management, staff and volunteers.	335,000	
	3.4: Exchange visits/Study tours to be conducted to expose Syrian NGOs in the fields of service provision to PWD, Social Cohesion, and Social Enterprises; to specialized and successful NGOs in the region.	150,000	
	4.1: Analysing the economic opportunity assessment to anticipate skills needs and labour market trends in economic recover	25,000	
Output 4: Institutional capacity development for sustainable employment and self-employment creation.	4.2: Conducting an in-depth capacity assessment of existing national vocational and skills training centres.	25,000	700,000
	4.3: Rehabilitating at least two vocational and skills training centres based on the assessment (4.2).	300,000	
	4.4: Piloting sector-focused on the job training and job placement for demand-driven employment creation.	250,000	
	4.5: Building capacity for enhancing cohesive eco-system for supporting the development and growth of micro, small and medium enterprises (MSMEs)	100,000	



Output 5 : Develop the capacity of national institution to deliver sustainable learning opportunities for prosthetic technicians, in addition to supporting national associations and NGOs/CBOs to deliver community-based psychosocial support services	5.1: National institution for health / prosthetic department capacity developed to deliver comprehensive and sustainable training	350,000	700,000
	5.2: National capacities for provision of community based psychosocial support (PSS) services developed	205,000	
	5.3: National Paralympic capacities developed	145,000	
Output 6: Local capacity for Conflict sensitivity, social cohesion and peacebuilding enhanced	6.1: Capacity development of local partners on conflict analysis and sensitivity	50,000	420,000
	6.2: Specialized training for community response actors on response planning, social cohesion dialogue facilitation, dispute mediation and negotiation	50,000	
	6.3: Capacity development through the implementation of local peacebuilding and social cohesion initiatives	220,000	
	6.4: Create space for genuine dialogue among groups from different faiths and cultures locally	100,000	
Output 7: Capacity of Syrian experts in the fields of governance and media enhanced	7.1: At least three meetings on long-term governance-related issues organized	290,000	775,000
	7.2: A workshop organized with the participation of 30 to 50 Syrians in Japan or other locations	190,000	
	7.3: Continue running the online platform "Salon Syria"	195,000	
	7.4: Professional training targeting rising Syrian male and female journalists.	100,000	
Output 8: Capacity of Syrian cultural heritage experts enhanced	8.1: Training of experts in partnership with Kashhara Institute	350,000	570,556
	8.2: DGAM is equipped with needed tools and equipment for archaeological restoration and conservation	220,556	
Project management and joint project coordination	Direct project cost including security, premises and facilities, M&E, communications, support staffing cost	600,000	890,000
	Joint project coordination	230,000	
	Advocacy and visibility	60,000	
Subtotal		5,555,556	5,555,556
GMS (8%)		444,444	444,444
TOTAL		6,000,000	6,000,000



## Annual Work Plan

Syrian Arab Republic- Damascus

Project: 00106910  
 Project Title: JSB Training 4 all-Phase II  
 Year: 2018

Report Date: 23/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00107403 Capacity for Energy Policy	Distrib & trans Courses	15/3/2018	31/3/2019	UNDP	32045	JPN	72100	Contractual Services-Companies	144,000.00
				UNDP	32045	JPN	71200	International Consultants	45,000.00
				UNDP	32045	JPN	72300	Materials & Goods	6,000.00
				UNDP	32045	JPN	71400	Contractual Services - Individ	0.00
				UNDP	32045	JPN	75100	Facilities & Administration	19,200.00
				UNDP	32045	JPN	71300	Local Consultants	9,000.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	24,000.00
				UNDP	32045	JPN	71600	Travel	12,000.00
<b>TOTAL</b>								<b>259,200.00</b>	
00109710 Capacity for Basic Infra	Basic infr Rehab Training	15/3/2018	31/3/2019	UNDP	32045	JPN	72100	Contractual Services-Companies	81,000.00
				UNDP	32045	JPN	71200	International Consultants	60,000.00
				UNDP	32045	JPN	71600	Travel	15,000.00
				UNDP	32045	JPN	71300	Local Consultants	9,000.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	60,000.00
				UNDP	32045	JPN	72300	Materials & Goods	15,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	19,200.00
				<b>TOTAL</b>					
00109711 Capacity for National CSOs	Exchange of visits/Study tou	15/3/2018	31/3/2019	UNDP	32045	JPN	72600	Grants	25,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	8,280.00
				UNDP	32045	JPN	71600	Travel	3,500.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	55,000.00
				UNDP	32045	JPN	71300	Local Consultants	20,000.00
	Inst Capacity needs assessn	15/3/2018	31/3/2019	UNDP	32045	JPN	71600	Travel	3,500.00
				UNDP	32045	JPN	71300	Local Consultants	20,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	75,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	7,880.00
	On the job coaching	15/3/2018	31/3/2019	UNDP	32045	JPN	71300	Local Consultants	7,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	80,000.00



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 Year: 2018

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Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	On the job coaching	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration	14,040.00
				UNDP	32045	JPN	71600	Travel	3,500.00
				UNDP	32045	JPN	72600	Grants	85,000.00
	Specialized training	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	50,000.00
				UNDP	32045	JPN	71600	Travel	3,500.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	90,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	11,480.00
	<b>TOTAL</b>								<b>562,680.00</b>
00109713 Capacity for Prosthetic Tech	National institution Capacity	15/3/2018	31/3/2019	UNDP	32045	JPN	71200	International Consultants	50,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	150,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	16,000.00
	National Paralympic capacity	15/3/2018	31/3/2019	UNDP	32045	JPN	71600	Travel	35,000.00
				UNDP	32045	JPN	71200	International Consultants	10,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	20,000.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	30,000.00
	PSS National capacities	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	20,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	9,200.00
				UNDP	32045	JPN	71600	Travel	35,000.00
				UNDP	32045	JPN	72600	Grants	60,000.00
	<b>TOTAL</b>								<b>442,800.00</b>
	00109714 Capacity for Social Cohesion	Local Partner Capacity Dev	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration
UNDP					32045	JPN	71300	Local Consultants	33,000.00
UNDP					32045	JPN	75700	Training, Workshops and Confer	10,000.00
UNDP					32045	JPN	71600	Travel	7,000.00
Peace building & SC Initiativ		15/3/2018	31/3/2019	UNDP	32045	JPN	72100	Contractual Services-Companies	68,000.00
				UNDP	32045	JPN	72600	Grants	120,000.00



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Project: 00106910  
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Report Date: 23/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	Peace building & SC Initiativ	15/3/2018	31/3/2019	UNDP	32045	JPN	71600	Travel	7,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	17,600.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	10,000.00
				UNDP	32045	JPN	71300	Local Consultants	15,000.00
	Space for genuine dialogue	15/3/2018	31/3/2019	UNDP	32045	JPN	71600	Travel	4,000.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	52,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	8,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	32,000.00
				UNDP	32045	JPN	71400	Contractual Services - Individ	12,000.00
	Specialized training for comf	15/3/2018	31/3/2019	UNDP	32045	JPN	71300	Local Consultants	15,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	4,000.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	28,000.00
				UNDP	32045	JPN	71600	Travel	7,000.00
<b>TOTAL</b>								<b>453,600.00</b>	
00109715 Cap for Governance and Media	Conducting a workshop	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	150,000.00
				UNDP	32045	JPN	61100	Salary Costs - NP Staff	40,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	41,200.00
				UNDP	32045	JPN	71600	Travel	25,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	200,000.00
				UNDP	32045	JPN	72600	Grants	100,000.00
<b>TOTAL</b>								<b>556,200.00</b>	
00109716 Capacity for Cultural Heritage	DGAM is equipped	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration	13,600.00
				UNDP	32045	JPN	72300	Materials & Goods	170,000.00
	Training of experts	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	250,000.00
				UNDP	32045	JPN	71600	Travel	12,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	20,960.00
<b>TOTAL</b>								<b>466,560.00</b>	



## Annual Work Plan

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Project: 00106910  
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Report Date: 23/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00109717 Project management	Project Management	15/3/2018	31/3/2019	UNDP	32045	JPN	61100	Salary Costs - NP Staff	360,000.00
				UNDP	32045	JPN	72400	Communic & Audio Visual Equip	70,000.00
				UNDP	32045	JPN	71300	Local Consultants	5,000.00
				UNDP	32045	JPN	77400	Contribution - Shared GOE	380,000.00
				UNDP	32045	JPN	71600	Travel	6,000.00
				UNDP	32045	JPN	71200	International Consultants	45,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	69,280.00
<b>TOTAL</b>								<b>935,280.00</b>	
<b>GRAND TOTAL</b>								<b>3,935,520.00</b>	



## Annual Work Plan

Syrian Arab Republic- Damascus

**Project:** 00106910  
**Project Title:** JSB Training 4 all-Phase II  
**Year:** 2019

**Report Date:** 23/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00107403 Capacity for Energy Policy	Distrib & trans Courses	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration	12,800.00
				UNDP	32045	JPN	71300	Local Consultants	6,000.00
				UNDP	32045	JPN	75700	Training, Workshops and Confer	16,000.00
				UNDP	32045	JPN	72300	Materials & Goods	4,000.00
				UNDP	32045	JPN	71600	Travel	8,000.00
				UNDP	32045	JPN	71200	International Consultants	30,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	96,000.00
<b>TOTAL</b>									<b>172,800.00</b>
00109710 Capacity for Basic Infra	Basic infr Rehab Training	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	40,000.00
				UNDP	32045	JPN	71200	International Consultants	40,000.00
				UNDP	32045	JPN	72300	Materials & Goods	10,000.00
				UNDP	32045	JPN	71300	Local Consultants	6,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	54,000.00
				UNDP	32045	JPN	71600	Travel	10,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	12,800.00
<b>TOTAL</b>									<b>172,800.00</b>
00109711 Capacity for National CSOs	Exchange of visits/Study tou	15/3/2018	31/3/2019	UNDP	32045	JPN	71600	Travel	1,500.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	35,000.00
				UNDP	32045	JPN	71300	Local Consultants	10,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	3,720.00
	Inst Capacity needs assessm	15/3/2018	31/3/2019	UNDP	32045	JPN	72100	Contractual Services-Companies	40,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	4,120.00
				UNDP	32045	JPN	71600	Travel	1,500.00
				UNDP	32045	JPN	71300	Local Consultants	10,000.00
	On the job coaching	15/3/2018	31/3/2019	UNDP	32045	JPN	71300	Local Consultants	3,000.00
				UNDP	32045	JPN	72600	Grants	15,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	3,960.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	30,000.00



## Annual Work Plan

Syrian Arab Republic- Damascus

Project: 00106910  
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Report Date: 23/4/2018

Year: 2019

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	On the job coaching	15/3/2018	31/3/2019	UNDP	32045	JPN	71600	Travel	1,500.00
	Specialized training	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	10,000.00
				UNDP	32045	JPN	71600	Travel	1,500.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	20,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	2,520.00
<b>TOTAL</b>								<b>193,320.00</b>	
00109713 Capacity for Prosthetic Tech	National institution Capacity	15/3/2018	31/3/2019	UNDP	32045	JPN	72100	Contractual Services-Companies	150,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	12,000.00
	National Paralympic capacity	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration	4,000.00
				UNDP	32045	JPN	72100	Contractual Services-Companies	50,000.00
	PSS National capacities	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	20,000.00
				UNDP	32045	JPN	71600	Travel	30,000.00
				UNDP	32045	JPN	71200	International Consultants	40,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	7,200.00
	<b>TOTAL</b>								<b>313,200.00</b>
	00109715 Cap for Governance and Media	Conducting a workshop	15/3/2018	31/3/2019	UNDP	32045	JPN	72600	Grants
UNDP					32045	JPN	75700	Training, Workshops and Confer	50,000.00
UNDP					32045	JPN	75100	Facilities & Administration	20,800.00
UNDP					32045	JPN	71600	Travel	10,000.00
UNDP					32045	JPN	72100	Contractual Services-Companies	100,000.00
UNDP					32045	JPN	61100	Salary Costs - NP Staff	20,000.00
<b>TOTAL</b>								<b>280,800.00</b>	
00109716 Capacity for Cultural Heritage	DGAM is equipped	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration	4,844.00
				UNDP	32045	JPN	72300	Materials & Goods	60,556.00
	Training of experts	15/3/2018	31/3/2019	UNDP	32045	JPN	75700	Training, Workshops and Confer	75,000.00
				UNDP	32045	JPN	75100	Facilities & Administration	6,240.00
				UNDP	32045	JPN	71600	Travel	3,000.00



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Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
<b>TOTAL</b>					<b>149,640.00</b>				
00109717 Project management	Project Management	15/3/2018	31/3/2019	UNDP	32045	JPN	75100	Facilities & Administration	1,920.00
				UNDP	32045	JPN	71200	International Consultants	15,000.00
				UNDP	32045	JPN	72400	Communic & Audio Visual Equip	2,000.00
				UNDP	32045	JPN	71600	Travel	5,000.00
				UNDP	32045	JPN	71300	Local Consultants	2,000.00
<b>TOTAL</b>					<b>25,920.00</b>				
<b>GRAND TOTAL</b>					<b>1,308,480.00</b>				



PERMANENT MISSION OF JAPAN  
TO THE UNITED NATIONS  
NEW YORK

SC/18/069

The Permanent Mission of Japan to the United Nations presents its compliments to the United Nations Development Programme (UNDP) and, under the instructions of the Government of Japan, has the honour to inform the latter that the Government of Japan has decided to contribute sixty eight million nine hundred fifty thousand US dollars (US\$ 68,950,000) (hereinafter referred to as "the Grant") to UNDP for the projects enumerated in the attached list (hereinafter referred to as "the Projects").

The Permanent Mission of Japan to the United Nations has further the honour to request UNDP to assure the following points:

- (1) UNDP will notify the Government of Japan in writing of the number and type of US dollar bank account of UNDP (and the name and address of the bank) in which the Government of Japan is to deposit the Grant.
- (2) The Grant will be used immediately, appropriately and exclusively for the execution of the Projects.
- (3) Every effort will be made to publicize and increase the visibility of the Japanese contribution through, for example, issuing press releases, organizing launching ceremonies, as well as attaching the Japanese national flag, printing "From the People of JAPAN" on UNDP's equipment procured with the Grant, or placing sign boards which identify the contribution of the Government of Japan in appropriate places. However, UNDP will immediately consult with the Government of Japan when UNDP determined that such actions may jeopardize the United Nations privileges and immunities provided under the 1946 Convention on the Privileges and Immunities of the United Nations and the safety and security of UN and UNDP staff. The Government of Japan understands that the UNDP equipment and vehicles routinely carry the UNDP logo and other indications of ownership prominently displayed.
- (4) A detailed report on the use and the effect of the Grant will be submitted to the Embassy of Japan in the country, or in charge of the country, where the projects will take place, upon completion of the Projects and upon request. A copy of the report will be submitted to the Permanent Mission of Japan.

- (5) The Grant will be credited to UNDP accounts in the year received.
- (6) The Projects will be implemented in accordance with the project document, and UNDP will carry out the activities in accordance with its regulations, rules, policies and procedures.
- (7) With the understanding that the activities would be subject exclusively to the internal and external audit laid down in UNDP Financial Regulations and Rules, UNDP will make available relevant reports related to such audit expeditiously to the Permanent Mission of Japan upon its request.
- (8) The Government of Japan and UNDP will consult with each other in respect of any matter that may arise from or in connection with the Grant.
- (9) After the completion of the Projects, the unused balance of Japan's Grant will be refunded to the Government of Japan as soon as possible.

The Permanent Mission of Japan to the United Nations avails itself of this opportunity to renew to United Nations Development Programme (UNDP) the assurances of its highest consideration.

21 February 2018



(Attachment)

The Grant is earmarked for the following projects:

List of projects

Country (or Region)	Project Title	Budget (USD)
<b>1. Support to Middle East, North Africa and Europe: USD38,830,000</b>		
Syria	Technical Cooperation for Long-Term Capacity Building for Syrian Experts "Training for All" II (UNDP)	6,000,000
Iraq	Immediate Stabilization and Resilience Building-Phase III	15,000,000
Turkey	Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion for Syrian Refugees and Host Communities	800,000
Lebanon	Social Stabilization through Comprehensive Agricultural Support for Refugee Host Communities in Lebanon	800,000
Jordan	Preventing and Responding to Violent Extremism in Jordan	1,000,000
Libya	Stabilization Facility for Libya: Towards Recovery and Peace	2,700,000
Yemen	Yemen Stabilization Project	1,500,000
Ukraine	Support to Economic Recovery of Eastern Ukraine	400,000
PAPP	Renewable Energy for All: Photo Voltaic Cells for Gaza Hospitals	500,000
PAPP	Rafah Wastewater Plant and Reuse Plants-Photo Voltaic Solar	500,000
PAPP	Development of Solar Array for JAIP Tenants	3,500,000
PAPP	Construction and Equipping of Two Additional Floors to the Administration Building and Support of the Palestinian Enterprises through the Improvement of Competitiveness of the Products in JAIP, Jericho	4,000,000
Algeria	Youth Empowerment and Employment in Adrar-Medea Phase II	200,000

Iran	Contribution to Lake Urmia Restoration via Local Community Participation in Sustainable Agriculture and Biodiversity Conservation (Phase V)	1,000,000
Egypt	Enhancing Peace, Security and Stability in Africa IV (Support to Peacekeeping Training Centres)	930,000
<b>2. Support to Sub-Saharan Africa: USD21,420,000</b>		
Somalia	Support to the Somali Police Force through Institutional Development, Strengthening Leadership and Improving Community Engagement to Ensure Service Delivery in the Federal Member States	1,000,000
Kenya	Conflict Management and Prevention of Violent Extremism (PVE) in Marsabit and Mandera Counties of Kenya	950,000
Nigeria	Integrated Community Stabilization in North-East Nigeria	2,500,000
Uganda	Strengthening the Humanitarian-Development Nexus in Responding to the South Sudanese Refugee Crisis in West Nile, Northern Uganda	1,500,000
Ethiopia	Enhancing Livelihood Restoration and Resilience of Refugee Hosting Communities and Internally Displaced Peoples in Gambella Regional State	1,500,000
Sudan	Promoting Stability for Communities Hosting Displaced Population in States Adjoining South Sudan	1,000,000
South Sudan	Emergency Support to Women and Vulnerable Groups through Improved Law Enforcement Capacity, including Joint Integrated Police Phase V	800,000
South Sudan	Facilitating Grassroots Peace Initiatives Conducive to an Inclusive and Credible National Dialogue: Phase II	600,000
South Sudan	Public Financial Management (Phase 3)	600,000
DRC	Rapid Response for Social Stabilization and Protection of the Vulnerable in Conflict-affected Communities in Kasai Central and Tanganyika Provinces	2,000,000
CAR	Rapid Assistance for Peace Consolidation and Social Stabilization in Conflict-affected Communities in Central African Republic	1,000,000
Chad	Support to Vulnerable Women in Logone Oriental, Moyen Chari and Sila Regions	850,000
Cameroon	Empowering Youth for Peace, Security and Resilience in the Far North of Cameroon	2,060,000

Cameroon	Providing Assistance to IDPs, Refugees, Returnees and Host Communities in the Far Region of Cameroon	1,000,000
Cameroon	Support to EFORCES' Capacity Building for Security and Peace Interventions (Support to Peacekeeping Training Centres)	1,660,000
Ghana	Improving Response Capacities to Terrorism in Peacekeeping Theatres in Africa (Support to Peacekeeping Training Centres)	500,000
Mali	EMPABB Support to the Professionalization of National Personnel of State and Non-state Actors Involved in Peace, Security and Civil Protection of Civilians within the ECOWAS Region and French-speaking AU States (Support to Peacekeeping Training Centres)	400,000
Ethiopia	Capacity Building Project for the Federal Democratic Republic of Ethiopia-Peace Support Training Centre(FDRE-PSTC) (Support to Peacekeeping Training Centres)	500,000
Benin	Project to Support Peacekeeping and Peacebuilding Operations through Strengthening the Capacities of the Demining and Decontamination Actions Development Centre(Support to Peacekeeping Training Centres)	1,000,000
<b>3. Support to Asia: USD8,700,000</b>		
Indonesia	Fostering Tolerant Religious Education to Prevent Violent Extremism in Indonesia	3,400,000
Indonesia	The Path to Peaceful and Prosperous Indonesia	800,000
The Philippines	Strengthening National and Local Resilience to Risks of Violent Extremism in the Philippines	3,000,000
Thailand	Human Trafficking and Terrorism: Countering Vulnerability to Human Trafficking in Violent Extremism in Southeast Asia	500,000
Bangladesh and Maldives	Partnership for a Tolerant and Inclusive Bangladesh and Maldives	1,000,000

\*General Management Support Service fee (“GMS”) of 8% (to be charged by UNDP) is included in total amount of each project.