

Project Document

Syria

Project Title: Building human capacity for the future generations in Syria

Project Number:

Implementing Partner: UNDP, WHO, UNFPA, UNIDO, FAO, UN Habitat

Start Date: March 2019 End Date: March 2020 PAC Meeting date:

Brief Description

The partnership project 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 resilience building. This will enable Syrians from all backgrounds, who constitute the basis of 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 project falls under the overall framework of the draft Humanitarian Response Plan 2018, specifically Objective 3: Increase the resilience of affected communities by improving access to livelihood opportunities and basic services, especially amongst the most vulnerable households and communities.

Contributing Outcome (UNSF/CPD):

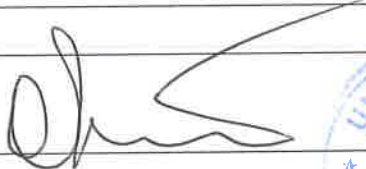
Humanitarian Response Plan 2018, Objective 3: Increase the resilience of affected communities by improving access to livelihood opportunities and basic services, especially amongst the most vulnerable households and communities. UN Strategic Framework (2016-2018), Focus Area I of the Capacity development and Support for Institutions as well as the other two Focal Areas. The project contributes to UNDP Syria Country Programme Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion; and Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience.

Indicative Output(s):

- Output 1.1 Disrupted livelihoods including markets/businesses restored and revived
- Output 1.2 Youth-led initiatives promoting tolerance and acceptance undertaken
- Output 1.4 Rehabilitation and livelihood opportunities provided to persons with disabilities
- Output 2.1 Basic social services and other infrastructure repaired and/or restored in affected areas (schools hospitals health facilities roads electricity)
- Output 2.2 Solid waste management system in identified communities built/restored and functioning
- Output 2.4 Technical capacities at the national and local level to plan develop and deliver basic services strengthened

Total resources required:		6,180,640
Total resources allocated:	Donor: Japan	6,180,640
UNDP component	Donor: Japan	4,107,142
Unfunded:		0

Agreed by (signatures):

UNDP Syria	
Name:	
David Akopyan, Resident Representative, a.i	
Date:	
February 24 th , 2019	



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I. DEVELOPMENT CHALLENGE

The Syrian crisis have devastated the whole country resulting in the deterioration of basic living conditions of all Syrians. Beyond violence and insecurity as a result of the hostilities, people inside Syria face multiple human insecurities. An estimated 5.6 million refugees fled Syria to neighboring countries. 6.6 million are internally displaced. At least 13.1 million Syrians are in dire need of humanitarian assistance. In the last 12 months alone, 13.1 million Syrians were displacements from affected areas of northern and southern Syria. More than 86% of the population lives in poverty due to the crisis, with an increased rate of 57% unemployment. The World Bank in 2017 estimated that 27 percent of the housing stock in 10 major cities have been destroyed or partially damaged.

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 serious decline of all institutions. As a result, people's access to essential basic and social services and infrastructure including water, electricity, health and education has dramatically reduced.

The industrial sector has been particularly affected by the loss in its infrastructure and human capital, which is severally undermining the sector's potential to generate jobs and livelihood opportunities for large portions of the Syrian populations. The on-going crisis in Syria has also caused severe damage to the agriculture sector in the country. Agriculture and the livelihoods that depend on it have suffered massive losses. Today, food production is at a record low and around half the population remaining in Syria are unable to meet their daily food needs. FAO 2017 Comprehensive Damage and Needs Assessment (CDNA) found that USD 16 billion has been lost in terms of production, along with damaged and destroyed assets and infrastructure within the agriculture sector. The magnitude of over seven years of crisis has inflicted a huge impact not only on the agriculture production systems but also on the human resources on which the sector relies. For example, the research and extension fields have lost about 60% of their qualified staff, affecting their ability to provide the technical support for farmers, particularly under the challenging conditions of the crisis and climate change (drought).

During the course of the crisis, Syrian human and institutional capacity has significantly declined. If this issue remains unaddressed, the capacity of the Syrians and their institutions to address people's immediate humanitarian needs and deliver essential services (electricity, health, water and others) will be seriously affected. Since the onset of the crisis, training/learning opportunities have been limited and many working people have become unemployed creating a significant deficiency in human capital, 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. This project, through providing youth with opportunities for positive and productive engagement with community and society, will contribute to the prevention of violent extremism.

In this context, providing emergency humanitarian assistance alone can no longer sustain resilience of Syrian people. More innovative approaches are needed not only to improve the living conditions and livelihoods of the affected individuals and communities but also to sustain human capacity and vital institutions in Syria for the recovery from the crisis when it becomes feasible.

II. STRATEGY

This UN partnership 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. Adopting a resilience-building approach which empowers the local affected populations and communities and build effective partnerships among them is proven to be more effective in helping people and communities withstand the negative shocks of the crisis. Development of human capacities is one of the most effective means to enhance the resilience of men and women and improve adaptability to the changing contexts. This will also contribute to improving preparedness and ensuring preservation of human and institutional capital for a recovery in the future.

The “Training for All” projects funded by the Government of Japan have been ongoing since March 2017. 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 projects. Building on the achievements of the “Training for ALL” projects, and scaling up the interventions to broaden the range of capacity building programmes, deepen the scope of the programmes, adopt more impactful approaches, and strengthen partnerships, 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.

Given the multi-dimensional and sectoral nature of this capacity development project, the UN agencies and partners will collaborate in implementing this partnership initiative in their respective areas of expertise to ensure the utmost benefit of their specialization while ensuring closer coordination within the related thematic areas that are clustered around 7 outputs in order to generate greater complementarity. To advance and advocate capacity development, a technical working group will be set up as a forum to discuss the opportunities, challenges, best practices and lessons learned from capacity development interventions and to advocate for the importance of capacity development even at the time of crisis.

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 that people in Syria are experiencing. 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.

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 work in partnership towards strengthened interventions to address needs through sustainable solutions with a stronger resilience focus, which is one of the key pillars of humanitarian-development nexus. Therefore, the participating humanitarian and development UN agencies will team up together to 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 (NWOW) approach focusing on the collective outcome of enhancing the human capital inside Syria.

Gender equality and women’s empowerment: This proposed project will ensure the mainstreaming of gender equality and women’s empowerment. Under this project, UNDP and the participating UN agencies will promote women’s participation in the capacity development activities (sex-disaggregated targets are thus introduced), 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. 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. Where community participation is required, 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 project falls under the overall framework of the draft Humanitarian Response Plan 2018, specifically Objective 3: Increase the resilience of affected communities by improving access to livelihood opportunities and basic services, especially amongst the most vulnerable households and communities. The project also contributed to the Focus Area I of the UN Strategic Framework (2016-2018), Capacity development and Support for Institutions as well as the other two Focal Areas. This project will also contribute to the Goals 1, 3, 5, 6, 7, 8, 9, 11, 13, 15, 16 of the Sustainable Development Goals (SDGs).

III. RESULTS, OUTPUTS AND ACTIVITIES

UNDP, WHO, UN Habitat, UNFPA, UNIDO and FAO will implement this project with the aim 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 Syrians 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. At least 1,500 Syrians will benefit from the capacity development activities.

OUTPUT 1: CAPACITY IN THE INFRASTRUCTURE, HOUSING AND ESSENTIAL SERVICES SECTORS ENHANCED

Activity 1.1	Building capacity for energy policy, planning, financing, and renewable energy technologies	UNDP
Activity 1.2	Building capacity for essential services for solid waste management enhanced	UNDP
Activity 1.3	Capacity of technical staff and their relevant institutes in areas related to water for irrigation, alternative sources of energy and soil and land management is built	FAO
Activity 1.4	Returning IDPs have improved access to basic housing sector and HLP services in 5 cities through municipalities and/or local service centres	UN Habitat
Activity 1.5	Capacity of Syrian cultural heritage experts enhanced in documenting and safeguarding cultural heritage at risk	UNDP

The crisis has resulted in a large scale damage to the existing infrastructure and essential services, which had a negative impact on the people's access to the essential services such as water, electricity, solid waste and debris management.

Activity 1.1 will focus on empowering and enhancing the technical and planning capacities of Syrian electrical engineers and technicians in the field of energy at both local and national levels including on distribution, transmission and generation for engineers; energy efficiency, project analyses and renewable energy technologies (especially hydro and solar energy); energy management, energy assessment procedures and classifications; as well as empowerment of entrepreneurs, especially women and younger talents, to start income generating enterprises in the renewable energy sector. 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.

Solid waste management services were severely affected during the crisis. The Syrian Government had developed the Master Plan for Solid Waste Management before the crisis. However, the implementation of this plan was put on hold as the crisis resulted in considerable loss and decrease in institutional financial, physical and human resources capacities. Through Activity 1.2, UNDP will support revising the Master Plan, develop plans and practical steps for the implementation of the Master Plan in coordination with relevant stakeholders. Based on needs assessments, UNDP will design and provide a tailored training programme to build the capacities of engineers and technician in landfill rehabilitation and recycling options (biogas, Composting).

With approximate water needs for agriculture production of about 88 percent, the deficit of about 1.5 billion m³ is mostly taken from groundwater storage causing exploitation to groundwater aquifers. Moreover, the increased challenges to adequate irrigation due to climate change, mismanagement, the increased demands of a rapidly growing population and the impact of the current crisis have negatively affected Syria's overall farm production and productivity, food security and socioeconomic stability. Strengthening sustainable natural resources, water, land and soil management to ensure sustainable food production for the wellbeing of Syrian people is urgently needed. About 50 percent of the irrigation infrastructure across the country, which in 2011 served to irrigate around 1.5 million ha of farmland, is now partially damaged or completely destroyed. Irrigation infrastructure in most areas is severely damaged or destructed leaving many irrigation networks out of order and thus reducing agricultural productivity and pressuring groundwater resources.

Strengthening sustainable natural resources, water, land and soil management to ensure sustainable food production for the wellbeing of Syrian people is urgently needed. The rehabilitation and improvement of irrigation infrastructure, qualified technical staff and rainwater harvesting systems is key to improving agricultural productivity and strengthening farmers' resilience to allow them to achieve a reasonable level of socio-economic stability under the current circumstances. This is also vital for enhancing the protection of natural resources and sustaining agricultural cultivation practices in rural areas. In parallel, rehabilitation/introducing efficient irrigation techniques and irrigation management schemes and use of alternative energy resources on opened field farms will enhance sustainable use of natural resources. To achieve this, capacity building of qualified staff is core to allow for efficient introduction of water management systems. Under Activity 1.3, FAO will support the building of capacity of 80 technical staff and their relevant institutes in areas related to water for irrigation, alternative sources of energy and soil and land management.

The World Bank in 2017 estimated that 27 percent of the housing stock in 10 major cities have been destroyed or partially damaged. However, in urban areas where the hostilities have reduced, a limited number of Syrians – nearly 700,000 in 2017 – have begun to return and to rebuild their lives. First, by repairing their damaged homes, then by enrolling their children in school and restarting their businesses. The vast majority of returnees and IDPs are in Syrian cities which provide security, access the basic services, and access to employment and livelihoods.

As result of the prolonged crisis, the Syrian housing sector does not have the capacity to effectively respond to the scale and needs of early recovery activities. Key housing sector institutions and professional associations are unable to effectively assess and respond to emerging needs. Specifically, (1) the Regional Urban Observatory at the Governorate Directorate of Decision Making Support is required to assess housing construction sector needs and to identify housing sector recovery priorities at the local, regional, and national levels. (2) Professional associations such as the Syndicate of Engineers are required to conduct field housing sector assessments such as structural damage assessments in order to have the most up to date understanding of rehabilitation priorities. (3) Local companies must be able to participate in the development and access updated information about housing sector needs in order to be able to develop the new models and technologies needed to respond to the most vulnerable returning IDPs. Under Activities 1.4, UN Habitat will extend the ToT and pilots to more locations. These activities will use the National Damage Assessment Guidelines and National Housing Sector Recovery Strategic developed with the support of the first phase of Government of Japan funding and train 10 local technical experts including representatives from businesses, engineering companies, and academic institutions to coordinate municipality led assessments and manage and analyse housing sector needs assessments including the development of new housing models that support the most vulnerable returning IDPs in 5 cities, potentially improving access to housing for a catchment area of 10,000 Syrians.

Without proof of ownership/occupancy, displaced Syrians – and in particular women headed households and the most vulnerable – face potentially significant barriers to return to their homes. UN Habitat has piloted an approach to increase the capacity of cadastral offices and municipalities to enable Syrians to recover lost or damaged evidence of their property rights/occupancy. Given the tremendous demand for these services, UN Habitat proposes to strengthen service delivery capacity through the provision of equipment and training to the cadastral services departments. Trainings will be conducted on-site and as technical staff and use a ToT and pilot approach – therefore some light rehabilitation and restocking of damaged equipment and facilities may be required. 25 technical staff that are mainly based in the municipality will be supported with the following training modules: Documentation Archiving Software, Cadastral assessments (with municipality and Syndicate of Engineers), Assessing cadastral documentation, Validation and responding to grievances, Monitoring service delivery and Community awareness and engagement.

Damages and destruction of archaeological sites as a result of the crisis have been devastating. Heritage sites such as Palmyra and Aleppo that have been source of pride for many Syrians, and part of their social and economic life, have been severely damaged. Under Activity 1.5, UNDP in partnership with the Kashihara Institute as well as Japanese Universities and Institutes has been supporting the capacity development of Syrian experts in cultural heritage. Given the scale of damages and the limited capacity of the staff as a consequence of the crisis, Syrian experts urgently needs additional capacity development support to continue and expand their current and future work in the areas including conservation, restoration, renovation, reconstruction, preventive maintenance, backup, protecting data, and safety storage, and collection and

archive management. UNDP will provide training programme on the above-mentioned subjects targeting the female and male experts and provide the Directorate General of Antiquities and Museums with needed equipment for the above-mentioned areas of work. This will include the on-the-job training in Syria on the restoration of the artifacts from Palmyra and other sites, in partnership with international specialized institutions, as well as trainings in Japan and other countries.

OUTPUT 2: LOCAL GOVERNANCE AND PLANNING IMPROVED TO RESPOND TO PRIORITY NEEDS OF THE POPULATION

Activity 2.1	Develop local capacities for planning and programming for recovery and equitable service delivery.	UNDP
Activity 2.2	Improve local services delivery through enhanced communities and civil society engagement	UNDP
Activity 2.3	Support national and local workshops on long-term governance issues	UNDP
Activity 2.4	Local communities have improved capacity to develop area based Urban Recovery Plans that prioritize humanitarian and resilience responses within 5 major urban areas (approx. 10 municipalities and/or neighborhoods)	UN Habitat

The local administrative system in Syria includes 14 governorates, which are divided into districts, which included sub-districts, which in turn were made up of more than 14,400 administrative unit (city, town, municipality), divided into neighborhoods according to population numbers. Eight years into the conflict, different local governance structures have emerged in many geographic locations, along with varying levels of autonomy, patterns in distribution of resources, provision of public services, political representation, as well as in judicial and security sectors. Technical competencies needed to run local affairs have in some cases been depleted to provide community services and financial management. This may create a challenge of how all these various patterns of local governance could function and co-exist in a post-conflict environment and thus the UN Secretary-General identified local governance as a priority area and a “now” issue to explore in Phase II of the UN post-agreement planning process for Syria.

Local governance addresses changes in the style of governing, decentralization and advocates participation of a wide range of groups regardless of their social, religious and political beliefs. It also highlights the importance of involving the local communities and bring their voices to influence the decisions that impact their lives. Local governance entail participation and inclusion of local population, including the vulnerable groups. Effective local governance structures will provide an opportunity for conflict mitigation and peace building. Grievances over service provision, local funding allocations and investment priorities, and property rights can all be effectively addressed at the local level. Adequate legislative and coordination frameworks can facilitate functioning of local governance structures in a post-conflict environment.

Furthermore, during the past 8 years of crisis, the majority of the damage and IDPs were concentrated in Syrian cities (some 70% of Syrians today live in cities, versus just 53% prior to the crisis). Humanitarian needs far exceed the available resources to address them. At the same time resilience, development, and peace initiatives do not have effective local coordination and prioritization mechanism resulting in reduced impact and unintended outcomes. There is limited capacity, however, within municipalities, Governorate technical departments and communities to develop evidence-based, prioritized action plans that equitably address the needs of all Syrians. Currently, local authorities simply develop long lists of proposed interventions, without any evidence-base or spatial/ sectoral prioritization. Nor is there a clear rationale for whether a humanitarian or resilience intervention is more appropriate. As IDP returns increase and the possibility of refugee returns increases, such planning capacity becomes ever more critical.

Given these challenges, UNDP will work to strengthen core local administration functions, including management, planning, finance, procurement, revenue generation, coordination, crisis response, among others (Activity 2.1), this will be also through conducting training in Japan or other countries to learn from other countries experiences. And to improve the quality and effectiveness of the services provided to communities and persons including municipal services (Activity 2.2), while activating mechanisms for community and people participation in local decision-making process under the framework of law of local administration 107. Under Activity 2.3, local workshops and dialogue will be held in the selected local

administration units to bring together local stakeholders to discuss and map risks, resources, opportunities, and priorities for developing local planning. In addition, UNDP will also organize national workshops to discuss specific areas of local governance to inform the policy and national framework

Building on the considerable successes of the Training for All project funding for support for urban area based planning through the flagship Municipal Technical Offices Support (MTOS) Programme including the well-received planning workshops held in post-ISIL locations such as Deir Ezzor and Qadam and locations such as Aleppo and Zabadani, under Activities 2.4 UN Habitat will expand the capacity building activities to support better consultation and engagement between local authorities and local communities to ensure that the needs of the most vulnerable returning IDPs are identified and prioritized. The project proposes to target 5 urban areas – the primary city and catchment areas consisting of 10 networked secondary cities / municipalities – in Aleppo, Damascus / Eastern Ghouta, Dara’a, Deir Ezzor, and Homs. The final list of locations will be determined in consultation with the Government of Japan representatives for Syria. Trainings will be conducted on-site and involved light rehabilitation to support the capacity of local authorities to implement the training modules:

- Urban MIS to collect, analyze, and monitor key urban indicators across each sector
- Municipality led physical building damage assessment
- Assessment and restoration of cadastral services
- Assessment of public space and heritage components
- Environment hazards assessment and initiation of environmental protection initiatives
- Detailed stakeholder mapping
- Detailed planning for key sectors (housing, wastewater, environment, essential services, etc.)
- Community consultation and engagement, i.e. support for neighborhood committees, including community monitoring approaches

OUTPUT 3: NATIONAL NGOS/CSOS INSTITUTIONAL CAPACITY DEVELOPED & CSOS ENGAGEMENT WITH OTHER ACTIVE LOCAL PARTNERS ENHANCED

Activity 3.1	Capacity building for CSOs through traditional and non-traditional methods (interactive training, mentoring and coaching as well as networking and twinning) that promotes best practices and responds to the needs and aspiration of local communities.	UNDP
Activity 3.2	Enhance enabling environment for CSOs through developing modular guidelines for the management and operation of NNGOs in-line with guiding rules and regulations as well as E-learning modules	UNDP
Activity 3.3	Activate gender sensitive reviews of proposed projects and convene Capacity building targeting local institutions on the integration of gender considerations as well as enhancement of gender women participation.	UNDP
Activity 3.4	Capacity building for the NGOs, women Initiatives, and the government to develop a national work plan for implementing the SCR 1325 in Syria.	UNFPA

More than seven years of crisis in Syria have been laying a heavy burden on CSOs as first responders to people in need at various levels, as most of international aid kept channeled through the national NGOs, which used to work on philanthropic basis prior the crisis. However, the capacity needs assessment revealed a significant gap in knowledge and skills of the national NGOs (NNGO) staff and volunteers, as they were moved by the goodwill without equipping with needed skills, which may jeopardize the quality of services provided, especially in newly accessed areas in the southern and northern governorates. Moreover, the assessment revealed that most of the NGOs are adopting very primitive bylaws with no clear policies for financial-management, procurement, human resource and volunteer management as well as code of conduct, anti-fraud policy, and conflict of interest policy. The assessment also indicated very limited capacity of NGOs in strategic planning, communication and fund raising.

With the support of Japan, an integrated NGOs Capacity Development Programme will be developed to address the above-mentioned gaps. The interactive training workshops will cover managerial, financial and thematic topics including project cycle management, managerial accounting and finance management, and human resources and volunteer management (Activity 3.1). While executive boards and management of NGOs are targeted with training workshops covering strategic planning, leadership, participatory planning and programming, management, communication and fund raising, and managing social enterprises.

80 NNGOs and local partners will be targeted with interactive training workshops, which will provide a conducive environment that encourages exchanging hands-on experiences and lessons learnt, challenges with possible solutions. Mentoring and coaching will be provided to ensure more in-depth support to institutional capacity of 15 target NGOs and their sustainability and ability to serve people in need, 4 online courses will be developed and disseminated as well. Moreover, UNDP will support the nontraditional engagement and capacity development activities including exchange visits, twinning, case studies and internships. In addition, to address the existing gaps in computer usage literacy, and hardware and software needed for the minimal communication and management of the NGOs' operation, the project will convene ICT needs assessment to assess the gap and plan for fulfilling ICT requirements to sustain the NGOs support to its beneficiaries (Activity 3.2). Based on previous analysis, most of the NNGOs lack systems and guidelines in place that regulates its work, therefore, UNDP will work on setting module guidelines that align with rules and regulations and maximize efficiency in CSOs operation.

While gender mainstreaming is essential, gender mainstreaming alone is not sufficient to ensure the involvement of women at the highest and different levels. If working towards the establishment of pathways to development is to include women at all stages of the process, targeted and stand-alone projects designed to better understand the concerns and priorities of women and to restore the agency of women to demand and pursue change. Activity 3.3 will support target local institutions by providing the technical knowledge and expertise on the integration of gender considerations, as well as enhancement of women participation. Through this activity one initiative of women led organization will be supported to address vulnerabilities of girls and women through providing literacy, vocational and incubation services for at least 5 micro businesses.

Moreover, UNFPA under Activity 3.4 will build capacities and network of women initiatives and other civil society leaders in addition to the government (Syrian Commission for Family Affairs and Population/SCFAP and other ministries) to develop a national work plan for the women's participation in peace and security under the umbrella of the Security Council resolution 1325 as well as other international resolutions and conventions.

OUTPUT 4: ECONOMIC GOVERNANCE AND THE CAPACITY OF THE PRODUCTIVE SECTORS ENHANCED

Activity 4.1	Support the introduction of industrial Vocational and technical skills trainings aimed at supporting the recovery of productive sectors in Syria.	UNIDO
Activity 4.2	The needed technical capacity building support provided for 120 veterinarians, paraprofessionals and herders.	FAO
Activity 4.3	The needed technical capacity building support provided for 175 crop production and value chain technical staff.	FAO
Activity 4.4	Capacity building for sustainable employment creation through inclusive private sector recovery and development, rural economic recovery and active labour policies	UNDP

The crisis in Syria has place heavy burdens on governments to provide services, infrastructure, and a favorable policy and regulatory environment for livelihoods and economic recovery—while damaging their capacities to do so. Support for good economic governance helps to address these challenges with a focus on processes, formal and informal institutions, rules, enforcement mechanisms, and/or policies. In this regard, this output aims at enhancing economic governance and productive sector through various interventions to be conducted by UNIDO, FAO and UNDP.

First, within the framework of activity 4.1, the role of UNIDO aims at accelerating the re-establishment of sustainable livelihoods in Syria by providing industrial sector related technical and vocational trainings for disadvantage groups and improving employment conditions in the industrial sector. By training Syrian on selected priority industrial technical and vocational skills the project hopes to also support micro-, small- and medium-sized enterprises (MSMEs) access to a more qualified workforce capable to support sector productivity and resilience, hence enabling some of the most disadvantage communities across Syria the opportunity to effort again basic service through livelihood recovery interventions.

UNIDO's project will build on the positive result accomplished within UNIDO's intervention implemented in 2018, through JSB 2017 funding cycle and by (i) supporting the refurbishing of selected training departments of Syrian Vocational Training centers; (ii) train vocational and technical instructors; (iii) support micro-, small- and medium-sized enterprises (MSMEs) by proving access for technical training for their workers; and (iv)

introduce STEM curricula at primary schools located among some of the communities most affected by the conflict. At this end, UNIDO will deploy a satellite approach by supporting industrial vocational and technical training education in Damascus and Aleppo as hubs to retrain trainers in Damascus, Aleppo, Homs, Raqqa and Deir-ez Zor, including supporting them for the refurbishing of selected training departments. Industrial sub-sectors that will be considered for project assistance will be: hydraulics and heavy equipment (as continuation of what was initiated in 2018 within the framework of the JSB2017 project); industrial electricity, PLC, ICT, networks (semi-mechatronics circuits); and basic engineering, coding and programming principles for children in primary schools.

Second, through Activity 4.2, FAO will build the capacity of technicians on i) livestock management and ii) crop production. On the first, 40 veterinarians on topics related to Quality Control (QC) of Veterinary drugs and vaccines, quarantine control of cattle and sheep, semen and Artificial Insemination (AI) technologies; diagnosis of animal diseases and control measures; FAO Livestock and Emergency Guidelines and; Fish production and diseases. Another 20 animal health specialists will be trained on epidemiological surveillance, risk analysis and diagnostic. Another 20 specialists will be trained on the use of farm residues in feedstuff. Finally, 1 group of farmers/herders will be trained on new technologies of animal husbandry (each group of 10 herders). Activity 4.3 is designed to build the capacity of 80 experts on various topics related to the most priority areas for the development of the capacity of the technical institutions for the achievements of national priorities in improved food and nutrition security. The training topics would be formulated around crop production and protection, rural development and strategic planning, land and forestry. Those 170 trainees will, in turn, be used later to train other experts or targeted beneficiaries in a cascade way, which will have an impact that exceeds the immediate result of any planned intervention to a more sustainable enhancement of the agriculture system and technical human capital, thus leading to the enhancement of food and nutrition security. During the first month of the project, and building on the result of the 2nd phase of Training for All. FAO in coordination with the Keyline ministries will identify the key priorities and the most important sub-sectors to focus on. This exercise was adapted in the 2nd phase, where FAO and MAAR has jointly decided to focus the training support on extension and modern irrigation services. This selection was based on the level of damage, importance to the production under the challenging conditions related to the crisis and the climate change (severe drought).

Third, UNDP proposed activities aim at supporting inclusive private sector recovery and development, rural economic recovery, and active labour policies, which are interlinked each other. Activity 4.4 focuses on (a) enabling business environment for inclusive economic recovery (b) inclusive financial sector development; and (c) rural economic recovery and development. Each of these processes has the potential to create employment and income generation among crisis-affected people, enabling these individuals to contribute to economic recovery. The underpinnings of private sector activities—including a business-friendly policy environment, access to finance and markets, value chain linkages, capacity, and infrastructure—are damaged, destroyed, or in an early stage of development in the context of Syria. Thus, markets tend to favor existing elites and to reinforce established patterns of inequality and social exclusion. When obstacles can be overcome, the micro, small, and medium enterprise sector is typically the most resilient part of the economy, with the potential to generate broad-based employment and income generation. In this regard, (a) supporting enabling business environment under Activity 4.5 is fundamental for inclusive economic recovery for coming years in Syria. The support will include various capacity building opportunities and technical support to conduct an assessment to understand the situation on informal and formal MSMEs, develop key recommendations for develop policy and strategy, and regulatory frameworks for MSMEs, and social enterprises. The processes will directly engage with private sector, where possible to develop a competitiveness strategy for moving the sector toward sustained recovery and growth and expanding the value added that accrues to crisis-affected populations and enterprises and strengthen business associations and cooperatives.

Support to enhance inclusive finance aims at having all segments of the population, especially women and youth, have access to appropriate financial products and services. Interventions for (b) inclusive financial sector development under Activity 4.5 will include an assessment of inclusive finance (banking/financial sector assessment), support to coordination of funds, strengthening of networks among financial services providers; where possible regulatory and policy reform in the current context and for economic recovery to facilitate inclusive financial access especially for MSMEs.

UNDP has a focus on rural areas where reproductive livelihood burdens eclipse their ability to engage in, and build human capital for, productive activities. In this regard, the intervention will include capacity building to the relevant institutions on rural economic recovery and development, including at the national and meso-level actors which are managing the Rural Development Centres, as well as the development of a strategy on rural economic recovery and development including value chain development on prominent commodities in rural areas.

In order to further enhance sustainable employment creation, tapping into private sector demand, UNDP's proposed interventions include active labour market policies that link employment systems to training and job placement in order to create decent and sustainable employment opportunities. The interventions will promote gender-inclusive, outcome-oriented, market-driven skills training systems through supporting the relevant national institutions in engaging the private sector to ensure labour-market relevance and links to job placement, and advocating for education systems and curricula that bridge the gap between education and work. The capacity building support opportunities and technical support will be provided to enhance labour market institutions, TVET system, and higher education system to implement active labour market policies for sustainable job creation especially for youth and women.

OUTPUT 5: CAPACITY DEVELOPMENT FOR HEALTH AND COMMUNITY HEALTH WORKERS

Activity 5.1	Exchange experience visit to Japan/Malaysia to learn from the best practices of SRH & youth needs for protracted and development period of response	UNFPA
Activity 5.2	Conduct TOT training toward Reproductive health principles among service providers in public and private sector including NGOs	UNFPA
Activity 5.3	Capacity development including IEC tools for public institutions and NGOs in the selected Governorates toward the implementation of the Minimum Initial Package for RH in emergencies (MISP), post abortion care, managerial skills and community based initiatives	UNFPA
Activity 5.4	Restoration of one essential laboratory to support academic training of students in the Technical Health Institute of MOH	UNFPA
Activity 5.5	Train biomedical engineers and technicians on the installation and maintenance of medical equipment	WHO

Many aspects of the Syrian health system have been affected. Since the beginning of the conflict, more than 300 health facilities have been attacked and more than 650 health workers killed that results in reducing the availability of health care services. The deteriorated economic situation as a result of the war in Syria has led to a decline in the level of the health educational facilities. In addition, the health education sector suffered due to lack of education resources, immigration of the health professionals and lack of maintenance of affected educational facilities, equipment and essential scientific requirements which are essential for the training of health technicians and professionals.

The Technical Health Institute in Damascus affiliated to the Ministry of Health is the main institution that graduates health technicians from seven different specialties including Laboratory, Pharmacy, Physical rehabilitation, public health, artificial limbs, Anesthesia, Radiology to support health personnel in Syria. Each year about 300 students graduate from the different specialties and join the health services in all Syrian governorates. This institute is in dire need of restoration and maintenance for the study halls and different laboratories that are very important to provide students with the practical trainings which is essential for their work in the future. In Activity 5.1, UNFPA will facilitate exchange experience/ study tour to 2 SRH professional of MOH and one UNFPA staff to learn best practices in Japan or Malaysia regarding family planning and PMTCT services. On the other hand, UNFPA will support site visit for 2 young people affected during the Syrian crisis to visit Hiroshima in coordination with JNGOs for one-week summer camp to learn from their peers there who resilient young people involved in peace building after crisis and one UNFPA youth staff will accompanied them.

UNFPA under Activities, 5.2, 5.3, and 5.4, will support the restoration of the Technical Health Institute in Damascus to graduate new generations who are able to deliver quality health services. On the other hand, the ongoing capacity development to the national partners MOH, MOHE and LNGOs which started in the Training for All projects will be continued with a focus on TOT modality especially in the newly accessible

provinces such as southern Syria, Deir Ezzor and Rural Damascus governorates. During the training courses one JICA approves use of MCH handbook UNFPA will benefit from the handbook to raise awareness in their work place among health workers and beneficiaries; also during Y-Peer awareness sessions for public after conducting piloting in 1-2 districts and assess the satisfaction of beneficiaries

Moreover, trained and qualified biomedical engineering professionals are required to design, evaluate, regulate, maintain and manage medical devices, and train on their safe use in health systems. Building on the achievements of the Training for All projects, WHO will continue to strengthen the capacity of biomedical engineers to be able to positively interfere within the medical equipment life cycle aiming to ensure quality to the health services provided in public hospitals (Activity 5.5). Proposed activities include nine courses of 5 days each on installation and maintenance of advanced medical equipment such as lithotripsy equipment, oxygen generator and medical gases network (design, installation and maintenance), medical equipment in intensive care unit (ICU). Each course is planned to target 15 participants from all Syria governorates, and will be held in Damascus, Northern east (Aleppo) and costal center part.

It is recognized that medical devices are becoming ever more indispensable in health-care provision. In continuation of the Training for All projects, WHO will continue to strengthen the capacity of biomedical engineers as they are part of the health workforce supporting the attainment of the Sustainable Development Goals to be able to positively interfere within the medical equipment life cycle aiming to ensure quality to the health services provided in public hospitals (Activity 5.5) as the overall number of technical staff in such area of work has dramatically declined during to the protracted crisis, supporting this type of activities can be considered as one of WHO priorities.. Proposed activities include eight courses of 5 days each on installation and maintenance of advanced medical equipment such as the MRIs previously provided through Japanese fund, oxygen generator and medical gases network (design, installation and maintenance), medical equipment in intensive care unit (ICU), ventilators, incubators. In addition, training on the physical therapy equipment is included as the needs are increasing in relation to the augmenting number of people who have difficulties in movements and disabilities. Each course is planned to target 20 participants from all Syria governorates, and will be held in Damascus, Northern east (Aleppo), costal center part and Homs

OUTPUT 6: INCREASED CAPACITY OF SERVICE PROVIDERS TO DELIVER HIGH-QUALITY INTEGRATED SERVICES, PARTICULARLY FOR THE PEOPLE AFFECTED BY THE CRISIS, INCLUDING HOST COMMUNITIES AND DISPLACED POPULATIONS, WITH A SPECIAL FOCUS ON WOMEN AND YOUNG PEOPLE

Activity 6.1	Capacity building for the framework and approach for building social protection system	UNDP
Activity 6.2	Building capacity for 30 PSS providers and experts in, Aleppo, Hassakeh, Deir Ezzor and possibly Dara'a on MHPSS and counselling skills	UNFPA
Activity 6.3	Capacity building for psychosocial support for families who have GBV survivors	UNFPA
Activity 6.4	Develop institutional and community's capacities to deliver Physical rehabilitation services and community-based psychosocial support (PSS) for persons with disabilities	UNDP
Activity 6.5	Increase social awareness among PWDs, disabled people organizations (DPOs) and the general public on the convention on the rights of persons with disabilities (CRPD) through communication for development activities (C4D)	UNDP
Activity 6.6	Restoration and building of capacities of national associations and community groups for Paralympics activities	UNDP

Prior to the crisis, UNDP has supported the Syrian Government in establishing the National Social Aid Fund (NSAF), which was Syria's first cash transfer program to the poorest population. The establishment of this fund was one of the Government's important steps in its effort to reform the social assistance system by consolidating its different social assistance programs into one national program and improving their targeting. Given the increase needs of social protection of the vulnerable populations in the country, UNDP aims at building local and national capacities in the design, implementation and delivery of social protection. This includes enhancing policymakers' awareness of evolving social challenges, policy options, strategies and good practices in social protection. UNDP aims at promoting coordination among social protection programmes and across sectors—and ensuring that they reach workers in the informal sector, and advocating for sustainable financing for social protection programmes in view of their long-term benefits to society and the

economy. UNDP will contribute to the Initiative’s technical assistance to countries that are committed to building, expanding, or reorienting their social protection systems (Activity 6.1).

The crisis caused a harm impact on the MHPSS therapists, most of them emigrated outside the country and the number of specialists who provide specialized psychological support does not exceed the number of fingers, for instance, in the whole NES area there is only one psychological therapist and this highlights the huge need for capacity-building especially in light of the dramatically increasing needs in this area throughout Syria. UNFPA under the Training for All projects built the capacities of 95 MHPSS counselors in 7 Governorates (Damascus & Rural Damascus, Hama & Homs, Lattakia & Tartous and Al-Sweida). Under Output 6, UNFPA will expand its MHPSS capacity building to cover Aleppo, Qamishli & Al-Hassakeh, Deir Ezzor and possibly Dara’a, (Activity 6.2). Capacity building for psychosocial support for families who have GBV survivors in Damascus, Rural Damascus, Sweida, Homs, Hama, Tartous, Lattakia, and Possibly Dara’a (Activity 6.3). This series of specialized training courses will be followed by on-the-job training. As an exit strategy, a network of MHPSS counselors will be built in all accessible provinces in Syria to sustain the sustainability of these services. A manual for psychosocial support for families will be prepared by UNFPA in cooperation with Ministry of Social Affairs and Labor to adopt a unified approach of PSS trainings inside Syria.

As specific target of vulnerable population, UNDP has been actively supporting the rehabilitation and inclusion of persons with disabilities (PWDs). In line with article 4 of the convention on the rights of persons with disabilities and in accordance with the reported data on the high need of medical rehabilitation for people with injuries and impairments, and in the light of the deteriorated institutional and human national capacities to deliver medical rehabilitation services, UNDP has dedicated itself to participate in the efforts to support the rehabilitation and inclusion of PWDs by working on the communal as well as national capacities. UNDP has been a major respondent to PWDs’ need during the crisis, and it gathered an accumulative amount of data on the needs and gaps in services which emphasize the importance of Human and institutional capacities. In this regard, and through its previous experience and work with the support of the Government of Japan, UNDP has built-up a network of reliable national partners and identified opportunities for enhanced results that ensure better investment of resources with broader outreach to remote and newly accessible areas. And in response to the gaps and needs reported through discussion with relevant national partners and through previous project activities, and in order to enhance the quality and efficiency of physical rehabilitation service delivery, UNDP will focus through Activity 6.4 on delivering specialized training on specific techniques such as specific prosthetic techniques, spinal cord rehabilitation and physiotherapy, specific occupational therapy techniques in addition to community based psychosocial support.

Based on the preliminary result of national study on the situation of disability in Syria that reported social attitude and accessibility as two of the major challenges facing PWDs inclusion next to functional wellbeing, UNDP will work to alleviate physical and attitudinal barriers by working to improve social awareness on PWDs rights and knowledge on accessibility codes and universal design at the national and sub-national levels. To this end, Activity 6.5 will train on and conduct Communication for Development (C4D) interventions using CRPD guidelines including accessibility as the main target messages. Furthermore, UNDP will capitalize on the effect of sport and athletic achievements in building coherent societies to further strengthen the social message delivered on the abilities of PWDs and also to be another kind of social support to PWDs themselves targeting the untapped and greatly marginalized field of Paralympic activities. For this purpose, UNDP will expand the activities of the Training for All projects by conducting exchange visits, training of coaches and on the job training for coaches and administrative committees managing the Paralympic sector (Activity 6.6).

OUTPUT 7: SOCIAL COHESION AND COMMUNITY SECURITY ENHANCED

Activity 7.1	Provide targeted capacity development opportunities for community members, and local-based actors on social cohesion, conflict analysis and community security	UNDP
Activity 7.2	Support the capacity of community legal service providers and senior law students on legal aid provision and other topics related to the rights of vulnerable groups	UNDP
Activity 7.3	Develop the capacities of Syrian experts in governance and media	UNDP

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.

Social cohesion relies on supporting people and groups to bond in a constructive way that supports local peace, which in turn relies on service providers and local actors facilitating this relationship to refrain from acting to widen divides or build tension within the society. Building resilience and social cohesion relies on supporting people and groups to bond in a constructive way that supports local peace, which in turn relies on service providers and local actors facilitating this relationship and refraining from taking action to widen divides or build tension within the society. UNDP will continue provide support to community's ability to withstand shocks, threats and breakdowns in the social environment by empowering community-based actors to respond to the needs of the vulnerable groups. Resilience is particularly important within areas that are directly affected or likely to become affected by violent conflict. In the process of supporting social cohesion, UNDP urges communities to work together to overcome challenges and protect themselves from the effects of conflict and insecurity.

Under this output, UNDP will develop the local capacities to support social cohesion, peaceful resolution and also increase the chances for vulnerable groups to obtain their essential rights. This work will be achieved through providing targeted capacity development opportunities for community members, and local-based actors on social cohesion, conflict analysis and community security (Activity 7.1); supporting the capacity of community legal service providers and senior law students on legal aid provision and other topics related to the rights of vulnerable groups (Activity 7.2); and developing the capacity of young journalists to promote dialogue and social cohesion as well as a wider group of Syrian male and female experts in dialogue on governance-related issues (Activity 7.3) Relevant studies may be conducted to deepen the discussions.

IV. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UN Strategic Framework Humanitarian Response Plan 2018: Objective 3: Increase the resilience of affected communities by improving access to livelihood opportunities and basic services, especially amongst the most vulnerable households and communities. Strategic Framework Focus Area 1: Capacity development and Support for Institutions Outcome 1: Targeted institutions have mechanisms to develop, implement and monitor evidence based policies, strategies, plans and resilience programmes.</p> <p>Outcome indicators as stated in the UN Strategic Framework Results and Resources Framework, including baseline and targets: Indicator 1: Number of targeted institutions with mechanisms developed Baseline (2015): 0 / Target (2017): At least 2 of the targeted institutions have operational evidence-based mechanisms for generating national policies and resilience programmes Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan outcome 3: STRENGTHEN RESILIENCE TO SHOCKS AND CRISES</p> <p>Project title: Building human capacity for the future generations in Syria</p>			
Expected outputs	Output Indicators (unless otherwise indicated, at least 50 % women)	Activities	Budget (USD)
<p>Output 1: Capacity in the infrastructure, housing and essential services sectors enhanced</p>	<p>1.1: 40 engineers and technician trained (at least 15 % women) 1.2: 50 engineers /technicians trained (at least 15% women) on essential services 1.3: 80 technical staff received training (a1.3) 1.4: 4 institutions with improved capacity (a1.3) 1.5: Housing sector assessments conducted and housing models for vulnerable IDPs developed in 5 cities 1.6: 10 local technical experts trained on housing sector assessments 1.7: 10 local technical experts trained on new housing models 1.8: Cadastral services improved in 5 cities 1.9: 25 technical staff trained on providing basic cadastral services 1.10: 20 cultural heritage technical personnel trained</p>	<p>1.1 Building capacity for energy planning, financing, and renewable energy technologies 1.2 Building Capacity for Essential Services for Solid Waste Management Enhanced 1.3 Capacity of technical staff and their relevant institutes in areas related to water for irrigation, alternative sources of energy and soil and land management is built 1.4 Returning IDPs have improved access to basic housing sector and HLP services in 5 cities through municipalities and/or local service centres 1.5 Capacity of Syrian cultural heritage experts enhanced in documenting and safeguarding cultural heritage at risk</p>	<p>200,000 200,000 175,400 115,250 440,000</p>
	UNDP	UNDP	UNDP
	FAO		175,400
	UN Habitat		115,250
	UNDP		440,000

<p>Output 2: Local governance improved to respond to priority needs of the population</p>	<p>2.1: 60 LAU staff benefitted from capacity development 2.2: 5 LAUs benefitted from capacity development 2.3: 5 meeting and dialogue between community and LAUs conducted 2.4: 5 major urban areas (proposed Aleppo, Deir Ezzor, Damascus / Eastern Ghouta, Dara'a, and Homs) have produced 5 Urban Recovery Plans covering at least 10 municipalities and/or neighborhoods (activity 2.4) 2.5: 10 engineers trained on multi-sectors damage assessments (activity 2.4) 2.6: 50 local technical experts trained on urban recovery planning (activity 2.4) 2.7: 10 local leaders training on community monitoring (activity 2.4)</p>	<p>2.1 2.2 2.3 2.4</p>	<p>Develop local capacities for planning and programming for recovery and equitable service delivery. Improve local services delivery through enhanced engagement with communities and civil society. Support national and local workshops on long-term governance issues. Local communities have improved capacity to develop area based Urban Recovery Plans that prioritise humanitarian and resilience responses within 5 major urban areas (approx. 10 municipalities and/or neighbourhoods)</p>	<p>UNDP UNDP UNDP UN Habitat</p>	<p>100,000 100,000 100,000 133,857</p>
<p>Output 3: National NGOs/CSOs institutional capacity developed & CSOs engagement with other active local partners enhanced</p>	<p>3.1: 80 NGOs/CSOs benefitted from different capacity development activities 3.2: 25 interactive training workshops 3.3: 500 trainees from NGOs/CSOs and community members 3.4: 4 E- Modules and 4 guidelines sets for NGOs 3.5: one initiative supporting women led organization 3.6: 20 participants from NGOs, Women Initiatives, and Government trained to develop a work plan to implement the SCR 1325 3.7: A work plan for implementing 1325 developed</p>	<p>3.1 3.2 3.3 3.4</p>	<p>Capacity building for CSOs through traditional and non-traditional methods (interactive training, mentoring and coaching as well as networking and twinning) that promotes best practices and responds to the needs and aspiration of local communities. Enhance enabling environment for CSOs through developing modular guidelines for the management and operation of NGOs in-line with guiding rules and regulations as well as E-learning modules Activate gender sensitive reviews of proposed projects and convene Capacity building targeting local institutions on the integration of gender considerations as well as enhancement of gender women participation. Capacity building for NGOs, Women Initiative and Government to develop a national work plan to implement the SCR 1325 in Syria.</p>	<p>UNDP UNDP UNDP UNFPA</p>	<p>280,000 65,000 95,000 25,000</p>

Output 4: Economic governance and the capacity of the productive sectors enhanced	<p>4.1: Refurbish At least 4 industrial vocational and technical skill training labs in Damascus and Aleppo</p> <p>4.2: 60 trainers received training</p> <p>4.3: 120 individuals received industrial vocational training</p> <p>4.4: 8 schools have adopted STEM training methodology</p> <p>4.5: 90 technicians received training on livestock and animal health & production (a.4.2)</p> <p>4.6: 80 technical staff and farmers received training on crop production, protection, rural development and planning (a.4.3)</p> <p>4.7: 2 training materials/curriculum developed and applied in the training (1 on Livestock and animal health and 1 for crop production)</p> <p>4.8: 11 training/workshops conducted (5 for Veterinaries, professionals and herders & 6 for crop production and value chain technician)</p> <p>4.9: 2 capacity building opportunities and technical support for enabling business environment</p> <p>4.10: 1 capacity building opportunities for financial inclusion</p> <p>4.11: 1 capacity building support opportunities for the government institutions on rural recovery and development</p> <p>4.12: 5 capacity building support opportunities for active labour policies</p> <p>4.13: 1 pilot on demand-driven educational support in higher education</p>	4.1	Support the introduction of industrial Vocational and technical skills trainings aimed at supporting the recovery of productive sectors in Syria.	UNIDO	632,111
		4.2	The needed technical capacity building support provided for 90 veterinarians, paraprofessionals and herders.	FAO	180,000
		4.3	The needed technical capacity building support provided for 80 crop production and value chain technical staff.	FAO	176,257
		4.4	Capacity building for sustainable employment creation through inclusive private sector recovery and development, rural economic recovery and active labour policies	UNDP	840,000

Output 5: Capacity development for health and community health workers	<p>5.1: 2 exchange experience visits conducted one for RH to Japan or Malaysia and one for young people to Hiroshima</p> <p>5.2: 10 TOT training conducted</p> <p>5.3: 250 health staff attended training identified in this action</p> <p>5.4: 1 institution laboratory restored</p> <p>5.5: 160 biomedical engineers and technicians are trained on advanced medical equipment (activity 5.5)</p>	5.1	Exchange experience visit to Japan/Malaysia to learn from the best practices of SRH & Youth needs for protracted and development period of response	UNFPA	40,000
		5.2	Conduct TOT training toward Reproductive health principles among service providers in public and private sector including NGOs	UNFPA	50,000
		5.3	Capacity development including IEC tools for public institutions and NGOs in the selected Governorates toward the implementation of the Minimum Initial Package for RH in emergencies (MISP), post abortion care, managerial skills and community based initiatives	UNFPA	50,674
		5.4	Restoration of one essential laboratory to support academic training of students in the Technical Health Institute of MOH	UNFPA	80,000
		5.5	Train biomedical engineers and technicians on the installation and maintenance of medical equipment	WHO	62,388
		Output 6: Increased capacity of service providers to deliver high-quality integrated services, particularly for the people affected by the crisis, including host communities and displaced populations, with a special focus on women and young people	<p>6.1: 1 workshops/training conducted on social protection</p> <p>6.2: 30 service providers trained on MHPSS and counselling in South, North and eastern areas,</p> <p>6.3: 70 service providers trained on PSS for families in South, middle and coastal areas.</p> <p>6.4: 40 health workers benefitting from capacity development in physical rehabilitation and PSS</p> <p>6.5: 3 CRPD and accessibility workshops conducted</p> <p>6.6: 6 Paralympic coaches trained</p>	6.1	Capacity building for the framework and approach for building social protection system
6.2	Building capacity for 30 PSS providers and experts in, Aleppo, Hassakeh, Deir Ezzor and possibly Dara'a on MHPSS and counselling skills			UNFPA	30,000
6.3	Building capacity for psychosocial support for families who have GBV survivors			UNFPA	70,000
6.4	Develop institutional and community's capacities to deliver Physical rehabilitation services and community-based psychosocial support (PSS) for persons with disabilities			UNDP	145,000
6.5	Increase social awareness among PWDs, disabled people organizations and the general public on the convention on the rights of persons with disabilities through communication for development activities			UNDP	85,000
6.6	Restoration and building of capacities of national associations and community groups for Paralympics activities			UNDP	85,000

Output 7: Social cohesion and community security enhanced	7.1: 25 persons trained and benefit on community security and social cohesion 7.2: 4 training conducted on community security and social cohesion 7.3: 30 experts benefitted from capacity development	7.1	Provide targeted capacity development opportunities for community members, and local-based actors on social cohesion, conflict analysis and community security	UNDP	70,000
		7.2	Support the capacity of community legal service providers and senior law students on legal aid provision and other topics related to the rights of vulnerable groups	UNDP	90,000
		7.3	Develop the capacities of Syrian experts in governance and media	UNDP	400,000
		Project coordination			UNDP
Programme Total					5,240,790
Support, GMS and other costs				UNDP	687,289
Support, GMS and other costs				FAO	93,343
Support, GMS and other costs				WHO	9,040
Support, GMS and other costs				UNFPA	49,254
Support, GMS and other costs				UN Habitat	18,750
Support, GMS and other costs				UNIDO	82,174
Total					6,180,640

V. PARTNERSHIP AND VISIBILITY OF THE DONOR

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 implementing the first part of the “Training for All” project since March 2017. Building on the achievements of and lessons learnt from the previous “Training for ALL” projects, this project 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.

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.

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:

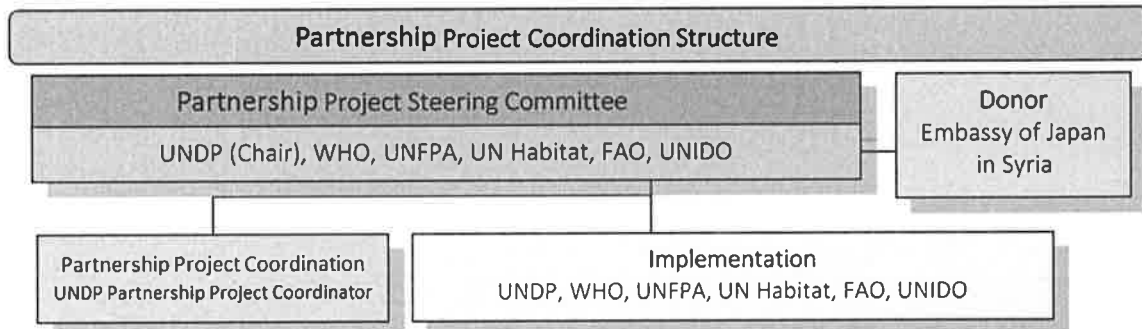
- Ensuring posting Japan’s logo on the reports, publications and other publicity materials, such as signboards
- Issuing press releases which highlight the Japanese contribution and produce Public Information materials and brochures on Japan’s contribution.
- Producing and posting web-articles on web-page 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 above-mentioned efforts will be made in accordance with the “UNDP Partnership Fund: Policies and Procedures”, UNDP Regional Bureau for Arab States Japan Visibility Action Plan.

VI. PARTNERSHIP PROJECT COORDINATION MECHANISM AND REPORTING RESPONSIBILITIES

For effective implementation of the partnership project, a partnership 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 partnership project steering committee, and will be responsible for the overall coordination of the project including communication and advocacy, preparing a common 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 the period agreed between the agency and the donor. For UNDP, the financial report will be submitted to the Embassy of Japan in Syria within 12 months after the project end date.



VII. PROJECT MANAGEMENT ARRANGEMENT

This project as part of the partnership project will be implemented by UNDP, WHO, UN Habitat, UNIDO, and UNFPA. For the activities 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.

VIII. 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.

IX. 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]¹ [UNDP funds received pursuant to the Project Document]² 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/aa_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>).

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.

4. 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.
5. 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.
 - 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.

¹ To be used where UNDP is the Implementing Partner

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

- 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.
- 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.

X. INDICATORS AND TARGETS (TO BE DEVELOPED LATER ONLY FOR UNDP)

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 1. Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion Outcome 2. Basic and social services and infrastructure restored, improved and sustained to enhance community resilience Applicable Key Result Area: UNDP Strategic Plan 2018-2021 Signature Solution 3: Enhance national prevention and recovery capacities for resilient societies.							
Project title and ID (ATLAS Award ID): Building human capacity for the future generations in Syria							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1		
Output 1: Capacity in the infrastructure, housing and essential services sectors enhanced	1.1: # of engineers and technician trained (at least 15 % women)	Project monitoring	0	2019	40		
	1.2: # of engineers /technicians trained (at least 15 % women) on essential services	Project monitoring	0	2019	50		
	2.1: # of LAU staff benefitted from capacity development	Project monitoring	0	2019	60		
Output 2: Local governance improved to respond to priority needs of the population	2.2: # of LAUs benefitted from capacity development	Project monitoring	0	2019	5		
	2.3: # of meeting and dialogue between community and LAUs conducted	Project monitoring	0	2019	5		
	3.1: # of NGOs/CSOs benefitted from capacity development activities	Project monitoring	0	2019	80		
Output 3: National NGOs/CSOs institutional capacity developed & CSOs engagement with other active local partners enhanced	3.2: # of interactive training workshops	Project monitoring	0	2019	25		
	3.3: # of trainees from NGOs/CSOs and community members	Project monitoring	0	2019	500		
	3.4: # of E- Modules and # of guidelines sets for NGOs	Project monitoring	0	2019	4 e modules 4 guidelines		
	3.5: # of initiative supporting women led organization	Project monitoring	0	2019	1		

Output 4: Economic governance and the capacity of the productive sectors enhanced	4.9: # of capacity building opportunities and technical support for enabling business environment	Project monitoring	0	2019	2			
	4.10: # of capacity building opportunities for financial inclusion	Project monitoring	0	2019	1			
	4.11. # of capacity building support opportunities for the government institutions on rural recovery and development	Project monitoring	0	2019	1			
	4.12: # of capacity building support opportunities for active labour policies	Project monitoring	0	2019	5			
	4.13: # of pilot on demand-driven educational support in higher education	Project monitoring	0	2019	1			
	Output 6: Increased capacity of service providers to deliver high-quality integrated services, particularly for the people affected by the crisis, including host communities and displaced populations, with a special focus on women and young people	6.1: # of workshops/training conducted on social protection	Project monitoring	0	2019	1		
		6.2: # of health workers benefitting from capacity development in physical rehabilitation and PSS	Project monitoring	0	2019	40		
		6.3: # of CRPD and accessibility workshops conducted	Project monitoring	0	2019	3		
		6.4: # of Paralympic coaches trained	Project monitoring	0	2019	6		
		Output 7: Social cohesion and community security enhanced	7.1: # of persons trained and benefit on community security and social cohesion	Project monitoring	0	2019	25	
			7.2: # of training conducted on community security and social cohesion	Project monitoring	0	2019	4	
			7.3: # of experts benefitted from capacity development	Project monitoring	0	2019	30	

XI. MONITORING AND EVALUATION

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

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	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.		

XII. UNDP's WORK PLAN (TO BE DEVELOPED LATER ONLY FOR UNDP)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Project Budget	RESPONSIBLE PARTY	PLANNED BUDGET		
				Funding Source	Budget Description	Amount
Output 1: Capacity in the infrastructure, housing and essential services sectors enhanced	1.1 Building capacity for energy planning, financing, and renewable energy technologies	200,000	UNDP	Japan	Contractual services	175,000
					Training workshop	10,000
					Materials and goods	5,000
					Travel	10,000
	1.2 Building Capacity for Essential Services for Solid Waste Management Enhanced	200,000	UNDP	Japan	Contractual services	130,000
					Training workshop	10,000
					Consultant	40,000
	1.5 Capacity of Syrian cultural heritage experts enhanced in documenting and safeguarding cultural heritage at risk	440,000	UNDP	Japan	Materials and goods	15,000
					Travel	5,000
					Contractual services (training)	220,000
Equipment						212,000
Travel						8000
Direct project cost						84,000
Subtotal Output 1						924,000
Output 2: Local governance improved to respond to priority needs of the population	2.1 Develop local capacities for planning and programming for recovery and equitable service delivery	100,000	UNDP	Japan	Contractual Services	40,000
					Materials, Goods, equipment	25,000
					Travel	25,000
	2.2 Improve local services delivery through enhanced engagement with communities and civil society. Support national and local workshops on long-term governance issues.	100,000	UNDP	Japan	Training, Workshops and Confer	10,000
					Contractual Services	40,000
					Training, Workshops and Confer	25,000
	2.3 Support national and local workshops on long-term governance issues.	100,000	UNDP	Japan	Materials, Goods, equipment	35,000
					Consultancy	40,000
					Training, Workshops and Confer	40,000
Materials, Goods, equipment						20,000
Direct project cost						30,000
Subtotal Output 2						330,000

Output 3: National NGOs/CSOs institutional capacity developed & CSOs engagement with other active local partners enhanced	3.1	Capacity building for CSOs through traditional and non-traditional methods (interactive training, mentoring and coaching as well as networking and twinning) that promotes best practices and responds to the needs and aspiration of local communities.	280,000	UNDP	Japan	Training, workshops and conference	100,000
						Contractual Services	20,000
						Materials, Goods, equipment	10,000
						Consultancies	20,000
						Travel	50,000
						Micro Credit Granting	80,000
						Contractual services	15,000
						Stationary and printing	8,000
						Travel	3,000
						Consultancies	15,000
3.2	Enhance enabling environment for CSOs through developing modular guidelines for the management and operation of NNGOs in-line with guiding rules and regulations as well as E-learning modules	65,000	UNDP	Japan	ITC Services	19,000	
					Hosting Services	5,000	
					Consultancies	20,000	
					Materials, goods, equipment	10,000	
3.3	Activate gender sensitive reviews of proposed projects and convene Capacity building targeting local institutions on the integration of gender considerations as well as enhancement of gender women participation.	95,000	UNDP	Japan	Training, workshops and conference	15,000	
					Travel	10,000	
					Micro Credit Grant	40,000	
Direct project cost						44,000	
Subtotal Output 3						484,000	
Output 4: Economic governance and the capacity of the productive sectors enhanced	4.4	Capacity building for sustainable employment creation through inclusive private sector recovery and development, rural economic recovery and active labour policies	840,000	UNDP	Japan	Contractual services	340,000
						Consultant	100,000
						Contractual services	200,000
						Consultant	150,000
						Equipment	50,000
						Direct project cost	
Subtotal Output 4						924,000	

Output 6: Increased capacity of service providers to deliver high-quality integrated services, particularly for the people affected by the crisis, including host communities and displaced populations, with a special focus on women and young people	6.1	Capacity building for the framework and approach for building social protection system	25,000	UNDP	Japan	Consultant (IC)	25,000	
	6.4	Develop institutional and community's capacities to deliver Physical rehabilitation services and community-based psychosocial support (PSS) for persons with disabilities	145,000	UNDP	Japan	Consultant (IC) Contractual services (training) Travel	60,000 60,000 25,000	
	6.5	Increase social awareness among PWDs, disabled people organizations and the general public on the convention on the rights of persons with disabilities through communication for development activities	85,000	UNDP	Japan	Contractual services (training) Consultant (IC) Contractual services (campaign)	20,000 30,000 35,000	
	6.6	Restoration and building of capacities of national associations and community groups for Paralympics activities	85,000	UNDP	Japan	Contractual services (training) Contractual services (goods) travel	40,000 40,000 5,000	
	Direct project cost							34,000
	Subtotal Output 6							374,000
	Output 7: Social cohesion and community security enhanced	7.1	Provide targeted capacity development opportunities for community members, and local-based actors on social cohesion, conflict analysis and community security	70,000	UNDP	Japan	Local consultant Training, Workshops and Confer Contractual Services-Companies	20,000 25,000 25,000
		7.2	Support the capacity of community legal service providers and senior law students on legal aid provision and other topics related to the rights of vulnerable groups	90,000	UNDP	Japan	Training, Workshops and Confer Local consultant Contractual Services	25,000 35,000 30,000
		7.3	Develop the capacities of Syrian experts in governance and media	400,000	UNDP	Japan	Travel Tickets-International Consultancy Learning costs Grant	110,000 60,000 80,000 150,000
		Direct project cost						
Subtotal Output 7							616,000	
Partnership project coordination including DPC							109,838	
Outputs sub total							3,761,838	
Partnership							41,071	
General Management Support							304,233	
TOTAL							4,107,142	

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"> ▪ Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision ▪ Ensure adequate support to UNDP field teams to facilitate remote management ▪ Develop and manage partnerships with CBOs and private sector at the local level ▪ Identify qualified partner NGOs/CBOs for the implementation, monitoring and supervision of the project activities ▪ Set up a back-up office in Damascus or field locations to support the operation from within Syria ▪ Maintain an in-depth follow up and analysis of incidents and security situation in the country. 				
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	<ul style="list-style-type: none"> ▪ Strengthen field teams and operations ▪ Rely on implementing partners at the local level (CBOs/NGOs/Private sector/local authorities) ▪ Third party monitoring ▪ Rely on available financial transfer mechanisms ▪ Develop strong partnerships for all of the above mentioned measures 				Highly variable in time and geographically

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				(Agreements with implementing partners should be in place, which will lessen the impact)					
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 P = 4 I = 4	<ul style="list-style-type: none"> ▪ Quick on-the-job training for target implementing partners to better implement/perform ▪ Develop Standard Operating Procedures (SOPs) to work with each target partner (depending on the nature/type of partnerships) ▪ Develop a detailed operational plan (including procurement and recruitment plans to support the implementation of activities) 				
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. P = 4 I = 5	<ul style="list-style-type: none"> ▪ Application of fast-track procedures for procurement ▪ Inform the concerned government entities of any potential international procurement to facilitate import (taking into consideration the imposed sanctions) ▪ Inform RACP and ACP of potential cases based on a detailed procurement plan ▪ Support the procurement team with an international expert. 				

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
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"> UNDP senior management and partners to advocate with MoFA Maintain UNDP current partnership agreements approved by MoFA Launch clearance process well in advance of planned activities where possible. 				
6	Equal access to all affected populations		Political Strategic	Negatively affect the fair and equal targeting of all affected populations P = 4 I = 4	<ul style="list-style-type: none"> Diversification of national and local partners and target beneficiaries Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders Continuous consultation with concerned national and local stakeholders 				
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"> Application of fast-track procedures. Pre-identifying and encouraging potentially suitable candidates to apply for vacancies. Look into project pools of consultants who are available and interested. 				
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"> Contract in USD for any major procurement cases 				