

### Budget Revision

Award ID: 00106909

Award Title: Japan Support  
to Aleppo

Start Year: 2018

End Year: 2019

Implementing Partner:  
UNDP

Responsible Party:  
UNDP

Revision Type: Substantive  
Revision 1

Budget (US\$) as of 14 February 2018		
	Description	Amount in US\$
Distribution by Donor	00141 Japan Government	6,000,000
Distribution by Output	00107402- Rehab of Old City of Aleppo	1,944,000
	00109061- Social SVCs & Renewable energy	1,512,000
	00109062-Protection for life-saving	1,669,200
	00109063 – Project Management	874,800
Total Budget (Onward)		6,000,000
Total Expenditure as of 14 Feb 2018		0.00
Award Total		6,000,000
Unprogrammed/Unfunded		0.00

Revision Justification:

To rephrase the total project budget to FY 2018

Approved By:



  
David Akopyan  
UNDP Country Director

14.02.18  
Date:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget		RESPONSIBLE PARTY	Funding Source	Amount
		Y1				
Output 1: Rehabilitation of basic community infrastructure in the old city of Aleppo	1.1 Rehabilitation and maintenance of basic community infrastructure in Aleppo for emergency job creation	1,200,000		UNDP	Japan	1,200,000
	1.2 Solid Waste and Debris Management in Aleppo	600,000				600,000
		<i>Output 1 subtotal</i>				<i>1,800,000</i>
Output 2: Rehabilitation of essential social services (health facilities and schools) and provision of renewable energy	2.1 Rehabilitation of basic and social services	600,000		UNDP	Japan	600,000
	2.2 Provision of renewable energy equipment	800,000				800,000
		<i>Output 2 subtotal</i>				<i>1,400,000</i>
Output 3: Urgent social protection for life-saving of the most vulnerable households in Aleppo	3.1 Conduct a vulnerability assessment and identify targeting (criteria) of vulnerable households	200,000				200,000
	3.2 develop information registries as a common beneficiary system, organized into a comprehensive database					
	3.3 Provide conditional cash transfer to the 500 identified most vulnerable households with a focus on PwDs	400,000		UNDP	Japan	400,000
	3.4 Conduct Aleppo market assessment to design a graduation model for the targeted most vulnerable households					
	3.5 Implement a graduation model including emergency employment (linked to Output 1), quick-skills training and/or apprenticeship at workshops, and revival of workshops (linked to Output 2)	945,555				945,555
		<i>Output 3 subtotal</i>				<i>1,545,555</i>
<b>Net programmable total</b>						<b>4,745,555</b>
Direct project costing (staff and operating expenses)		600,000		UNDP	Japan	600,000
Partnership and communication		60,000				60,000
Security		150,000				150,000
<b>Sub TOTAL</b>						<b>810,000</b>
<b>General Management Support</b>						<b>64,800.00</b>
<b>TOTAL</b>						<b>1,669,200</b>
						<b>1,944,000</b>
						<b>1,512,000</b>
						<b>144,000.00</b>
						<b>112,000.00</b>
						<b>123,644.40</b>
						<b>64,800.00</b>
						<b>874,800</b>
						<b>1,944,000</b>

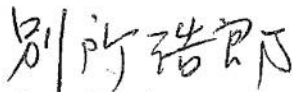
F&A Total w/z F&A

Agreed Minutes on Procedural Details

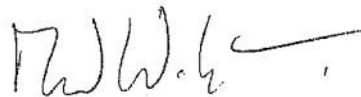
With reference to the Exchange of Notes between the Government of Japan (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as "UNDP"), dated February 6, 2018 concerning Japanese economic cooperation to be extended through UNDP with a view to promoting the economic and social development of the Syrian Arab Republic (hereinafter referred to as "the Exchange of Notes"), the representatives of the authority concerned of the Government and UNDP agreed upon the following procedural details:

1. With respect to paragraph 2 of the Exchange of Notes, UNDP shall notify in writing the Government of the name of the bank and the number of UNDP's account immediately after the entry into force of the Exchange of Notes.
2. The Products and/or the Services referred to in sub-paragraph (1) of paragraph 4 of the Exchange of Notes are those enumerated in Appendix.
3. With respect to paragraphs 5 and 6 of the Exchange of Notes:
  - (1) UNDP shall attach, if possible, photographs taken at the Project sites, to the financial and operational report referred to in sub-paragraph (2) of paragraph 5 of the Exchange of Notes;
  - (2) UNDP shall pay due consideration to cooperation with Japanese non-governmental organizations in implementing the Project; and
  - (3) UNDP shall enable, within its powers, the missions which may be sent by the Government, to observe and study the activities under the Project.

New York, February 6, 2018



Koro Bessho  
Ambassador Extraordinary  
and Plenipotentiary  
Permanent Representative  
of Japan to the United Nations



Mourad Wahba  
Assistant Administrator and  
Regional Director  
Regional Bureau for Arab States  
United Nations Development  
Programme

Appendix

List of Eligible Products and/or Services

- \* Products and/or services necessary for the construction and/or rehabilitation of the facilities to implement the Project
- \* Products and/or services necessary for the installation of equipment to implement the Project
- \* Services necessary for the procurement and the transportation of the products mentioned above
- \* Services necessary for the training to implement the Project
- \* Services necessary for the operation and management of the Project
- \* Evaluation
- \* Audit

New York, February 6, 2018

Sir,

I have the honour to refer to the recent discussions held between the representatives of the Government of Japan (hereinafter referred to as "the Government") and of the United Nations Development Programme (hereinafter referred to as "UNDP") concerning Japanese economic cooperation to be extended through UNDP with a view to promoting the economic and social development of the Syrian Arab Republic, and to propose on behalf of the Government of Japan the following understanding:

1. For the purpose of contributing to the implementation of the Project for Strengthening Humanitarian Recovery and Resilience in Aleppo (hereinafter referred to as "the Project"), the Government shall make available to UNDP, subject to the relevant laws and regulations and budgetary appropriations of Japan, a grant of six hundred and fifty-two million Japanese Yen (¥652,000,000) (hereinafter referred to as "the Grant").

2. The Government shall execute the Grant by making payment in Japanese Yen of the amount referred to in paragraph 1 above to an account to be opened in the name of UNDP at a bank in Japan designated by UNDP. The amount shall be paid during the period between the date of entry into force of the present understanding and March 31 2018, unless the period is extended by mutual consent between the authority concerned of the Government and UNDP.

3. By and upon making the payment referred to in paragraph 2 above, the Government shall be deemed to have made the assistance to the Syrian Arab Republic through UNDP under the present understanding to the extent of the Grant.

4. (1) The Grant shall be used by UNDP properly and exclusively for the purchase of the products and/or services necessary for the implementation of the Project, enumerated in a list to be mutually agreed upon between the authority concerned of the Government and UNDP (hereinafter respectively referred to as the "Products" and the "Services"), as well as for the agency fees of UNDP.

(2) UNDP shall enter into contracts with suppliers of the Products and/or the Services in accordance with its financial regulations.

Mourad Wahba  
Assistant Administrator and  
Regional Director, Regional Bureau for Arab States  
United Nations Development Programme

5. (1) UNDP shall take all the necessary measures:

(a) to administer the Grant and in accordance with its regulations, rules, directives and procedures;

(b) to give due environmental and social consideration in the implementation of the Project;

(c) to ensure that the Products and/or the Services be maintained and used properly and effectively for the implementation of the Project; and

(d) to refund the amount remaining in the account referred to in paragraph 2 to the Government after the completion of the Project.

(2) UNDP shall provide the Government with a financial and operational report of the Project periodically and upon its completion. Financial statements of the Project to be included in the said financial and operational report shall be subject exclusively to the internal and external audit in accordance with the financial regulations of UNDP.

(3) Upon request by the Government, UNDP shall provide the Government with necessary information on the Project in accordance with its regulations, rules, directives and procedures.

(4) UNDP shall ensure the visibility of the Government's contribution through referring to the contribution in its relevant publications and indicating by markings on the appropriate Products and/or their containers with the logo designated by the Government that the Products have been donated by Japan.

6. Procedural details for the implementation of the present understanding may be agreed upon through consultation between the authority concerned of the Government and UNDP.

7. The Government and UNDP shall consult with each other, at the request of either of them, on any matter that may arise from or in connection with the present understanding.

I have further the honour to propose that this Note and your Note in reply confirming on behalf of UNDP the foregoing understanding shall constitute an agreement between the Government and UNDP, which shall enter into force on the date of your Note in reply.

I avail myself of this opportunity to renew to you the assurance of my high consideration.

別所浩郎

Koro Bessho

Ambassador Extraordinary and Plenipotentiary  
Permanent Representative of Japan to the United Nations

**United Nations Development Programme**

**Country: Syria**

**Project Document**

Project Title	Strengthening Humanitarian Recovery and Resilience in Aleppo
UNDAF Outcome(s):	<p><b>Humanitarian Response Plan Syria 2017</b></p> <p>Objective 3: Increase resilience and access to services Increase resilience and livelihood opportunities and affected people’s access to basic service, especially among the most vulnerable households and communities</p> <p><b>Strategic Framework Outcomes (2016-2017)</b></p> <p>Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience</p> <p>Outcome 3: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion</p>
Expected CP Outcome(s):	<p>Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion</p> <p>Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience</p>
Expected Output(s):	<p>Output 1: Rehabilitation of basic community infrastructure in the old city of Aleppo</p> <p>Output 2: Rehabilitation of essential social services (health facilities and schools) and provision of renewable energy</p> <p>Output 3: Urgent social protection for life-saving of the most vulnerable households in Aleppo</p>
Implementing Agencies:	UNDP
Partnership:	UN agencies, NGOs, CBOs, DGAM

**Brief Description:** The project will provide emergency assistance in the City of Aleppo through the rehabilitation of basic community infrastructure in the old city of Aleppo; rehabilitation of essential social services and provision of renewable energy; and urgent social protection for life-saving of the most vulnerable households in Aleppo. It will benefit approximately 12,600 people directly, and 180,000 people indirectly. The project falls under the framework of the Syria Humanitarian Response Plan 2017, in particular the objective III: Increase resilience and access to services Increase resilience and livelihood opportunities and affected people’s access to basic service, especially among the most vulnerable households and communities.

<p>Programme Period: 1 year</p> <p>Key Result Area (Strategic Plan) Outcome 6</p> <p>Atlas Award ID: _____</p> <p>Start date: TBD</p> <p>End Date: TBD</p> <p>PAC Meeting Date</p> <p>Management Arrangements</p>	<p>Total resources required \$6,000,000</p> <p>Total allocated resources:</p> <p>Japan \$6,000,000</p>
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Agreed by (Signatures):



25.01.18

David Akopyan  
UNDP Country Director



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## **I. SITUATION ANALYSIS**

Well into the seventh year of crisis, Syria is still witnessing massive destruction of infrastructure and damage to every aspect of life. Despite a certain level of de-escalation in terms of daily violence in the most densely populated regions of the country, Syrians are increasingly deprived of access to basic services due to the level of physical and infrastructural destruction left behind by the hostilities or competition on scarce resources, also as a result of massive internal displacement.

In Syria, at least 13.5 million Syrians are in dire need of humanitarian assistance. An estimated 6.5 million are internally displaced. More than 86% of the population is now living in poverty due to the crisis, with an increased rate of 57% currently unemployed. Total economic losses are estimated at more than 202 billion dollars. The country lost nearly four decades of human development.

Pre-crisis, Aleppo's population was 3.2 million and the city was the economic engine of the country, with close to 60,000 industrial establishments, between formal and informal, operating there, the historical center being not only a symbolic UNESCO heritage site, but also its economic and trading heart. As a result of the conflict, the city center suffered severe damage, reaching in some neighborhoods the highest grade of severity, particularly in the Old Souqs and around the Citadel.

An important population movement took place from eastern to western Aleppo as well as from the city to elsewhere in the country and abroad. Population after December 2016 was estimated to stand at 1.8 million. A powerful indicator of the impact of the crisis relates to the housing stock. Of the Aleppo 0.9 million housing stock in 2010, it is estimated that 35% are totally or partially damaged. A recent study estimates the repair and reconstruction cost for this alone at over 5 Billion US\$.

The context in Aleppo changed dramatically in late 2016, when the entire city came back under Government control. Until then, around half of the 109 Aleppo neighborhoods in the eastern part of the city had been under the control of Armed Opposition Groups (AOGs) and Al Nusra Front.

Since the Government re-established control over all of the city in December 2016, with the exception of one area, IDPs are steadily returning to most of affected neighborhoods. Over the last months, the number of returnees has been averaging 10,000 persons per week. Since January to early April 2017, 141,493 people have been registered as having moved back to the newly accessible neighborhoods of Aleppo. The inflow towards the city, despite massive damage and disrupted services, is a sign of resilience and willingness to return, albeit it is also due to pragmatic factors such as the lack of affordable alternatives for IDPs.

Many of the returnees however live in at best partially damaged houses, and most areas require a proper, systematic structural assessment to be carried out. Most of the newly accessible neighborhoods are heavily damaged and lack functioning basic infrastructure and services.

This trend of return needs to be matched by a comprehensive response, based on thorough needs assessments, paving the way for an articulated plan on identified priority sectors. Engaging now on resilience support in Aleppo will on the one side respond to urgent, uncovered needs of the population and reduce the risk of a potential humanitarian emergency soon, while, on the other, it will enable to set the bases for enhanced recovery, reconstruction and reconciliation in the post-agreement phase.

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## **II. STRATEGY**

### **A. Frameworks**

The 2017 Humanitarian Response Plan (HRP) sets out the framework within which the humanitarian community will respond to large-scale humanitarian and protection needs in Syria throughout 2017 on the basis of the prioritization undertaken across and within sectors. The strategic objectives for 2017 build upon the humanitarian community's efforts in 2016 and reflect the complexity of the humanitarian situation in Syria today in three areas: i) save lives and alleviate the suffering of the most vulnerable people; ii) enhance the prevention, mitigation and response to protection needs; and iii) increase resilience, livelihoods and access to basic services.

The third objective aims to increase resilience and livelihood opportunities as well as improve affected people's sustained access to basic social services. It reflects the need to invest in actions to prevent a further deterioration

of living conditions, and growing aid dependency. Focused efforts will aim to bolster household and community-level resilience to shocks. The humanitarian community recognizes the need for resilience and development actors to increase investment in sustainable activities in relatively stable areas and will identify these areas to relevant partners where possible. UNDP, through its lead role in the Early Recovery and Livelihoods Cluster, strives to contribute to achieve this strategic objective.

UNDP prioritises emergency livelihoods stabilisation and early recovery to build resilience of the most vulnerable communities through supporting positive coping mechanisms and prevent further destitution, while laying the ground work for mid- to longer-term sustainable, resilience-oriented activities. In order to establish the basis for a sustainable recovery, The UNDP country programme is founded on a resilience-based approach which is integral to and complements the ongoing humanitarian response while expanding its scope to effectively bridge humanitarian and early recovery interventions.

Given this context, the strategic goal of the UNDP country programme for 2016-2017 (now being extended until the end of 2018) is “enhancing the resilience and socio-economic stabilization of individuals and communities” by a) restoring the disrupted livelihoods of the affected communities; and b) restoring, rehabilitating and maintaining sustainable basic services and infrastructure in damaged areas and host communities. It is composed of the below interlined two Outcomes:

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

The UNDP country programme is also linked to the UN Strategic Framework for Syria 2016-2017.

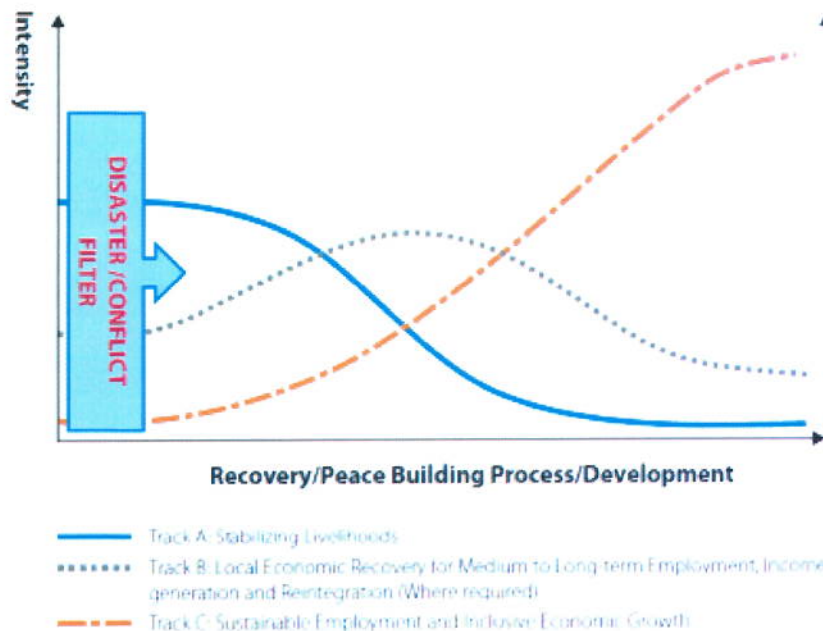
## ***B. Focus on resilience and livelihood***

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

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

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

UNDP follows the UN's three-track approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) to ensure livelihoods and resilience programme integration across the short, medium, and long term, in a contiguum and not continuum or phased approach. The temporal dimension of integration receives particular attention because of the importance, in crisis and post-crisis settings, of short-term interventions, combined with the importance of ensuring that those interventions support inclusive growth and sustainable development over the long term. Track A programming focuses on livelihoods stabilization; Track B focuses on medium- to long-term local economic recovery and integration/reintegration; and Track C addresses jobs and livelihoods with a long-term view to inclusive economic growth. All three tracks are represented through all phases of recovery, but their intensity peaks at different times in the post-crisis period.



### C. Objective

The overall objective of the proposed project is to provide recovery and resilience assistance that bridges humanitarian relief with an early recovery approach in the City of Aleppo. Providing emergency livelihoods opportunities to affected and vulnerable populations, including the reintegration of IDPs returning to the city, is a contribution to stabilizing communities, preventing radicalization and reducing the driving factors for displacement, irregular and unsafe migration. The current proposal will thus scale up support to enhance the resilience of targeted populations by delivering and implementing three main types of assistance:

- Rehabilitation of basic community infrastructure in the old city of Aleppo
- Rehabilitation of essential social services (health facilities and schools) and provision of renewable energy
- Urgent social protection for life-saving of the most vulnerable households in Aleppo

The project will benefit approximately 12,600 people directly, and 180,000 people indirectly.

### D. UNDP's approach

#### Needs assessment

Jointly with national and governorate representatives, three Sectors/Clusters (Early Recovery; WASH and Shelter) recently undertook a pre-assessment based on available data of all 109 Aleppo neighborhoods on the basis of 16 indicators (such as damage; population and IDPs; access; etc.) so as to identify three most-deprived neighborhoods that could be the subject of a prioritized, convergent, multi-sector programme that could subsequently be replicated in the other neighborhoods.

Needs assessments are currently being undertaken in these three neighborhoods, in partnership with line departments and the governorate, for planning a comprehensive recovery and resilience response addressing objectively and transparently prioritized needs. UNDP will follow the same approach in other neighborhoods prioritized through the pre-assessment, focusing on the city center and old markets areas, in and around the ancient city walls.

#### ***Area based approach***

Leveraging on the solid achievements attained in similar contexts, UNDP will implement the action through an area-based approach, conducive to the inclusion of all concerned actors in the targeted neighborhoods, from the inception and planning phases, throughout implementation and monitoring. This also helps to cater for the highly diverse situations in targeted communities to identify and respond to the specific needs emerging in each location. This approach also supports local markets and economy, advocates for local production and local employment schemes and engages with local actors and stakeholders in communities for planning, implementation and monitoring.

#### ***Conflict analysis***

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

### ***E. Outputs***

#### **Output 1: Rehabilitation of basic community infrastructure in the old city of Aleppo**

Among the consequences of the crisis in Aleppo massive destruction of infrastructure, deterioration of basic social and municipal services is widespread. Rubble is spread in the majority of the severely affected neighborhoods, piles of garbage are left on the streets and basic local services are difficult to maintain or restore. Moreover, unemployment is on the rise as many businesses have either closed down or drastically cut the number of workers. This aspect is now exacerbated by the mounting influx of IDPs returning to the city.

Building on its work in the old souq of Homs and elsewhere, and based on local needs assessments, UNDP prioritizes the removal and management of debris and solid waste through provision of needed equipment and materials and cash-for-work schemes, followed by the rehabilitation of basic infrastructure such as water network, sewage system and others to improve the living conditions of people and to encourage voluntary return of IDPs. The debris and solid waste management and rehabilitation work will adopt a labor-intensive approach which will help generate emergency job opportunities for affected people.

In consultation with the municipality of Aleppo, UNDP has identified a target area in the old city of Aleppo for urgent rehabilitation, namely the area around Jadet al Khandak, Bab al Naser, and Bab al Haded. The area is part of the old city of Aleppo, which is a UNESCO World Heritage Site. The main street is primarily commercial and industrial, and houses and productive units are located above the commercial units and on the side alleys. While the area was heavily affected by the violence in the last years, some 200 families have already returned to the area.

In support of the Nara Message, adopted at the International Conference “Saving Syrian Cultural Heritage for the Next Generation – Palmyra”, on 13 July 2017, this project will target part of this area in the old city of Aleppo. Given the cultural and historical significance of the area, UNDP will consult and coordinate with relevant stakeholders including the municipality of Aleppo, the Directorate-General of Antiquities and Museums, and UNESCO.



## Output 2: Rehabilitation of essential social services (health facilities and schools) and provision of renewable energy

The crisis in Syria resulted in massive destruction of infrastructure, and deterioration of basic social services. In Aleppo, many hospitals, health centers and schools are heavily damaged by the years of violence, and requires immediate rehabilitate to maintain their operation to provide essential services to the population.

Across the country, the crisis has also led to significant damage in electricity infrastructure including power plants, substations, and transmission lines. In Aleppo, the level of electricity supply has been constantly low.

Although some hospitals and health centers in Aleppo have generators that maintain a minimum level of power supply, the limited availability and high cost of fuels hamper the sustained and stable supply of power to operation rooms and life-saving medical equipment. A number of premature babies have reportedly died in incubators due to the lack of power supply.

The reliable and sustainable electricity supply is thus essential to respond to the immediate humanitarian needs of crisis-affected communities, namely for the operation of essential humanitarian services such as hospitals, health centers, schools, and other community services.

Through this project, UNDP will rehabilitate social service infrastructure such as hospitals, health centers and schools and provide them with solar panels and renewable energy equipment. Solar systems will enable surgical rooms and critical equipment of hospitals and health centers such as vaccine refrigerator and radiology equipment to operate and provide critical services to the affected Syrians. Supply of solar energy panels and equipment will prioritize double-shift schools that admit increasing number of children, many of whom are either returning or displaced.

Adapting labor-intensive approach for infrastructure rehabilitation and setting-up cash-for-work scheme for local youth and IDPs will help creating income generation opportunities and ensuring local communities' engagement, particularly youth.

For the design and implementation of this project, UNDP will expand its partnership with relevant UN agencies such as UNICEF and WHO to establish programmatic linkages with education and health interventions to secure effective inclusion and targeting of affected population and complementarity in actions leading to better results.

### Output 3: Urgent social protection for life-saving of the most vulnerable households in Aleppo

The years of fighting and siege had a direct impact on the livelihoods of the Aleppo population. IDPs fleeing violence left behind their productive assets, businesses and sources of income. Within the host community, they have had to rely on humanitarian aid, savings and other coping mechanisms that are exhausted after years of displacement. Host communities are also affected by the receding economic performance in all sectors and its impact on their livelihoods. Some shocks—such as those adversely affecting health, interrupting education and training, destroying property, severing social ties, and damaging ecosystems—can reduce assets in ways that have long-term impacts on livelihoods. Socio-economic opportunities for resilience and, in the case of IDPs, reintegration, are minimal and the current situation is not conducive for improvements unless a consistent response is set up.

UNDP supports, through its urgent social protection interventions, the most vulnerable crisis-affected population for increased income, and assets and human capital accumulations. UNDP's social protection approach is to ensure programme integration across the short, medium, and long term for a long-run. The temporal dimension of integration receives particular attention, because of the importance in the current situation in Aleppo, of short-term interventions, combined with the importance of ensuring that those interventions support inclusive growth and sustainable development over the long term beyond the project period, building upon Aleppo's strategic position and resources as an industrial city.

Firstly, the current project aims to conduct a vulnerability assessment in coordination with other agencies such as UNICEF, UNHCR and WHO, and develop information registries as a common beneficiary system, organized into a comprehensive database using an advanced technology such as blockchain for social protection programme in Aleppo. At an operational level, such unified social registries allow for coordination of social protection programmes, reduce duplication of efforts (for example, of data collection), combat fraud (by keeping track of which beneficiaries are receiving which benefits), improve efficiencies (for example, common payment systems, monitoring and evaluation), and ease the transition of beneficiaries between schemes as circumstances change, thereby ensuring continuation of services as needed. They can potentially also improve social protection programmes' responses to emergencies if they are designed to include records of households that are vulnerable.

Secondly, based on the vulnerability assessment, UNDP will identify most vulnerable households and provide targeted support including conditional cash transfer based on a set of rigorous target criteria.

Thirdly, the project also aims to promote inclusiveness of these vulnerable households through a graduation model for them to be empowered and self-reliant. Given that Aleppo is an industrial and market city with key industrial sectors such as textiles, food processing, construction, and shoe making etc., there is an urgent need and opportunity to provide increased income and accumulated assets, through creation of emergency employment and income opportunities in rehabilitating and revitalizing local markets and industries, leading to sustainable local economic recovery. Activities will include, among others, assessment of markets to design a graduation model; rehabilitation of markets through emergency employment with a focus on commodities with high potential for inclusion of vulnerable households; quick-skills training and/or apprenticeship at workshops for vulnerable households to be self-reliant etc.

#### ***F. Visibility and outreach***

In accordance with the "UNDP Partnership Fund: Policies and Procedures", UNDP Regional Bureau for Arab States' Japan Visibility Action Plan, the utmost effort will be made to publicize the partnership with Japan for this project, taking into consideration the sensitive political situation in Syria. UNDP will undertake measures to ensure Japan's visibility, which include:

##### *Publications/publicity materials*

- Ensuring posting Japan's logo on the reports, publications and other publicity materials, such as signboards and T-shirts that the beneficiaries wear during activity implementation.
- 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 Facebook and Twitter, disseminating information on the activities supported by Japan. UNDP and participating agencies will ensure to mention that the activities are funded by Japan.

#### Events

- 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. UNDP and participating agencies will inform the Japanese Government of these occasions in advance and facilitate their participation in the event.
- Making sure to mention on Japan's contribution when UNDP and participating agencies deliver speeches in in the ceremonial/public events
- Making arrangements to maximize media coverage on the events related to Japan's assistance

### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

##### Humanitarian Response Plan Syria 2017

Objective 3: Increase resilience and access to services Increase resilience and livelihood opportunities and affected people's access to basic service, especially among the most vulnerable households and communities

##### UNDP Syria Country Programme Document

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

#### Applicable Output(s) from the UNDP Strategic Plan:

Strategic plan outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

#### Project title and Atlas Project Number:

Strengthening Humanitarian Recovery and Resilience in Aleppo

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Rehabilitation of basic community infrastructure in the old city of Aleppo</b></p> <p><u>Indicators:</u> # of jobs created; Length of basic infrastructure repaired Tons of SW removed; Tons of debris removed # of cleaned neighborhoods</p> <p><u>Targets:</u> 1,200 jobs created for 3 months 20,000 tons of SW removed 30,000 tons of Debris removed 3 neighborhoods cleaned</p>	<p>Activity 1.1 Rehabilitation and maintenance of basic community infrastructure in Aleppo for emergency job creation</p> <p>Activity 1.2 Solid Waste removed and Debris Management in Aleppo</p>	UNDP	<p>USD 1,800,000</p> <ul style="list-style-type: none"> <li>Contractual services (cash for work - \$140 x 3 months x appx. 570 workers): \$240,000</li> <li>Contractual services (rehabilitation including materials and supplies): \$900,000</li> <li>Equipment (for rehabilitation): \$60,000</li> <li>Contractual services (cash for work - \$120 x 3 months x appx. 666 workers for collecting debris and SW and cleaning): \$240,000</li> <li>Contractual services (removal of debris and SW): \$307,000</li> <li>Equipment (collection of debris): \$53,000</li> </ul>



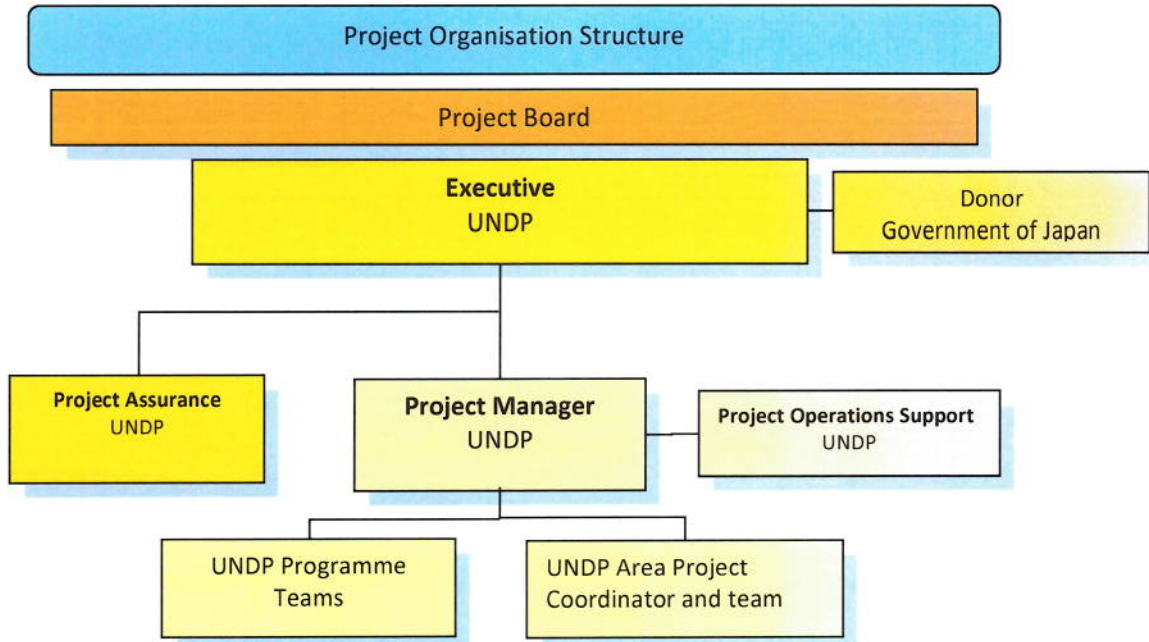
<p><b>Output 2: Rehabilitation of essential social services (health facilities and schools) and provision of renewable energy</b></p> <p><u>Indicators:</u>  # of jobs created;  # of social services buildings rehabilitated  # of solar units installed</p> <p><u>Targets:</u>  560 jobs created for 3 months  8 social services buildings rehabilitated  550 solar units installed</p>	<p>Activity 2.1 Rehabilitation of basic and social services</p> <p>Activity 2.2 Provision of renewable energy equipment</p>	<p>UNDP</p>	<p>USD 1,400,000</p> <ul style="list-style-type: none"> <li>Contractual services (cash for work - \$140 x 3 months x appx. 286 workers): 120,000;</li> <li>Contractual services (rehabilitation and provision of supplies): 450,000;</li> <li>equipment: 30,000</li> <li>Contractual Services (cash for work - \$140 x 3 months x appx. 286 workers): \$120,000;</li> <li>Contractual Services (provision and installation of renewable energy equipment): \$660,000;</li> <li>Equipment: \$20,000</li> </ul>
<p><b>Output 3: Urgent social protection for life-saving of the most vulnerable households in Aleppo</b></p> <p><u>Indicators:</u>  # of vulnerability assessment;  # of identified vulnerable households with defined targeting (criteria)  # of a comprehensive database  # of vulnerable household identified and provided with conditional cash transfer  # of market assessment  # of vulnerable populations benefitting from graduation model</p> <p><u>Targets:</u>  1 vulnerability assessment  TBD - # of identified vulnerable households with defined targeting  1 comprehensive database  500 vulnerable households identified and provided with conditional cash transfer  1 market assessment  500 vulnerable populations benefitting from graduation model</p>	<p>Activity 3.1 Conduct a vulnerability assessment and identify targeting (criteria) of vulnerable households</p> <p>Activity 3.2 Develop information registries as a common beneficiary system, organized into a comprehensive database</p> <p>Activity 3.3 Provide conditional cash transfer to the 500 identified most vulnerable households with a focus on PwDs</p> <p>Activity 3.4: Conduct Aleppo market assessment to design a graduation model for the targeted most vulnerable households</p> <p>Activity 3.5: Implement a graduation model including emergency employment (linked to Output 1), quick-skills training and/or apprenticeship at workshops, and revival of workshops (linked to Output 2)</p>	<p>UNDP</p>	<p>USD 1,545,555</p> <ul style="list-style-type: none"> <li>Contractual services (assessment): \$80,000;</li> <li>contractual services (information registry): \$120,000</li> <li>Grants (cash transfer - \$80 x 10 months x 500 beneficiary): \$400,000</li> <li>Contractual services (consultant): \$45,555</li> <li>Grants/Contractual services (support workshop establishment/revival – \$2,000 x 200 workshops): \$400,000</li> <li>Grants/Contractual services (support for establishment and sustainable management of cooperatives – \$100,000 x 5 cooperatives): \$500,000</li> </ul>

#### IV. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget		RESPONSIBLE PARTY	Funding Source	Amount
		Y1				
Output 1: Rehabilitation of basic community infrastructure in the old city of Aleppo	1.1 Rehabilitation and maintenance of basic community infrastructure in Aleppo for emergency job creation	1,200,000		UNDP	Japan	1,200,000
	1.2 Solid Waste and Debris Management in Aleppo	600,000				600,000
				<i>Output 1 subtotal</i>		<i>1,800,000</i>
Output 2: Rehabilitation of essential social services (health facilities and schools) and provision of renewable energy	2.1 Rehabilitation of basic and social services	600,000		UNDP	Japan	600,000
	2.2 Provision of renewable energy equipment	800,000				800,000
				<i>Output 2 subtotal</i>		<i>1,400,000</i>
Output 3: Urgent social protection for life-saving of the most vulnerable households in Aleppo	3.1 Conduct a vulnerability assessment and identify targeting (criteria) of vulnerable households	200,000		UNDP	Japan	200,000
	3.2 develop information registries as a common beneficiary system, organized into a comprehensive database					
	3.3 Provide conditional cash transfer to the 500 identified most vulnerable households with a focus on PwDs	400,000				400,000
	3.4 Conduct Aleppo market assessment to design a graduation model for the targeted most vulnerable households					
	3.5 Implement a graduation model including emergency employment (linked to Output 1), quick-skills training and/or apprenticeship at workshops, and revival of workshops (linked to Output 2)	945,555				945,555
				<i>Output 3 subtotal</i>		<i>1,545,555</i>
<b>Net programmable total</b>						<b>4,745,555</b>
	Direct project costing (staff and operating expenses)	600,000				600,000
	Partnership and communication	60,000		UNDP	Japan	60,000
	Security	150,000				150,000
<b>Sub TOTAL</b>						<b>5,555,555</b>
<b>General Management Support</b>						<b>444,444</b>
<b>TOTAL</b>						<b>6,000,000</b>

## V. MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP. Management arrangements are illustrated below and consist of the following key components:



- **Project board** chaired by UNDP with membership of the Planning and International Cooperation Committee (PICC), a representative of NGOs/ think tank, and selected UN agency(ies) as applicable. The Project Board is the group responsible for making on consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.
- **The project assurance** is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer typically holds the Project Assurance role for the UNDP Board. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.
- **Project Management:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. 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.
- The project will be implemented from UNDP Damascus and through a number of its field offices, depending on the security situation on the ground and the geographic areas where the needs are the most acute. UNDP Syria currently has 105 staff (9 international) and is supported by the service of 18 third party contract holders. Our field teams in Trartous, Lattakia, Hassakeh, Hama, Homs, Deir Ezzor, Aleppo, Rural Damascus, and Damascus, comprised of 31 personnel.
- All procurement of goods and services and recruitment of project personnel shall be carried out in accordance with UNDP rules and regulations.

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## VI. MONITORING FRAMEWORK AND EVALUATION

A monitoring plan will be developed at the onset of the project. Monitoring of the various project activities and interventions shall be carried out through various monitoring mechanisms. The project will encourage participatory monitoring and evaluation, to ensure the highest transparency and accountability possible.

**Quarterly progress reporting:** A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

**Issue Log:** An issue log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

**Risk Log:** Based on the risks log (identified at the initial stage of project), the risk log shall be activated in UNDPs project management system and will be regularly updated by reviewing the external environment and internal factors that may affect the project implementation.

**Field visits and quarterly reports:** The Project Manager will prepare regular progress reports for the Project Management Board (PMB), accompanied by financial reports. The progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the PMB for making decisions and introducing corrective actions.

**Review Meetings:** The Project Manager will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. The manager will prepare a brief action-oriented report on the review meeting, in coordination with the programme officer, and send it to participants in the meetings for their approval or comments.

**Annual Work-Plan and Budget:** The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The project manager is tasked with the responsibility of implementing the project in accordance with these documents.

**Monitoring visits by UNDP:** The project will be subject to monitoring visits undertaken by UNDP staff and/or an external monitoring agent who will be sub- contracted.

**Lessons Learnt:** A project lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, as well as to facilitate the preparation of the lessons-learned Report at the end of the project.

**Review:** Project performance will be reviewed upon completion of the project. The findings will be incorporated in the APR.

**Evaluation and Audit:** The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

**Final report:** The Final Report will be produced upon completion of the project to provide final analysis, findings, lessons learned and recommendations. UNDP will submit the report to the Japanese Embassy in Syria within 3 months after the end of the fund period. The final report will summarize the results achieved by the project. A final Financial Report will be submitted within 12 months after the project end date to the Embassy of Japan in Syria.

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## VII. 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 Syrian Arab Republic and UNDP, signed on 12 March 1981.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VIII. ANNEXES

### RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Unstable and/or unpredictable security situation within the target areas		Security Operational	P = 3 I = 4	<ul style="list-style-type: none"> <li>▪ Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision</li> <li>▪ Ensure adequate support to UNDP field teams to facilitate remote management</li> <li>▪ Continuous monitoring of the security situation and revision of work plan at regular stages.</li> <li>▪ In the case of serious worsening of the local context, activities will be contained to safer areas / issues.</li> <li>▪ Monitoring communicated to the donor for preparedness</li> <li>▪ Adjust the programme to focus on means that are more likely to diffuse tensions</li> <li>▪ Focus on short-term aspects of the programme, depending on the situation</li> <li>▪ Expand rapid responses and conflict mitigation mechanisms</li> <li>▪ Scale down of project activities</li> </ul>	UNDP			
2	Limited capacities of local implementing institutions		Operational Organizational	P = 4 I = 3	<ul style="list-style-type: none"> <li>▪ Provide NGOs/CBOs capacity development to ensure appropriate project and financial management, transparent implementation, monitoring and reporting</li> <li>▪ Depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector.</li> <li>▪ Web based information management and reporting system to monitor the progress online</li> </ul>	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
3	Lack of clarity on division of responsibilities as well as different agenda amongst stakeholders.		Operational Organizational Political	P = 4 I = 3	<ul style="list-style-type: none"> <li>Follow a participatory consultative approach to assist NGOs/CBOs in reaching a consensus and agreement on division of labour</li> <li>Engage a wide range of local project partners and stakeholders to facilitate and enable the implementation and ensure the ownership by the communities/target groups</li> </ul>	UNDP			
4	Approval process taking longer, causing delay in the implementation		Operational	P = 4 I = 4	<ul style="list-style-type: none"> <li>Consult with PIC early on to expertize the approval process</li> <li>Consultations with PIC and preparation of the implementation in parallel to minimize the delay.</li> </ul>	UNDP			
5	Biased, non-participatory selection criteria of beneficiaries and interventions		Strategic	P = 4 I = 4	<ul style="list-style-type: none"> <li>Develop and facilitate consensus on the project selection criteria for equitable and inclusive resource distribution</li> <li>Adopt participatory consultation mechanisms for the identification and design of projects targeting women and youth</li> <li>Continuous context monitoring to ensure no harm approach and implementation of results</li> </ul>	UNDP			
6	Delay in partnerships agreement with UN agencies and NGOs/CBOs		Operational	P = 4 I = 5	<ul style="list-style-type: none"> <li>UNDP senior management and partners to advocate with MoFA</li> <li>Maintain UNDP current partnership agreements approved by MoFA</li> <li>Launch clearance process well in advance of planned activities where possible.</li> </ul>	UNDP			
7	Equal access to all affected populations		Political Strategic	P = 4 I = 4	<ul style="list-style-type: none"> <li>Diversification of national and local partners and target beneficiaries</li> <li>Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders</li> <li>Continuous consultation with concerned national and local concerned stakeholders</li> </ul>	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
8	Recruitment of highly qualified staff National (brain drain/migration) International (security)		Operational Strategic	P = 3 I = 4	<ul style="list-style-type: none"> <li>Application of fast-track procedures.</li> <li>Pre-identifying and encouraging potentially suitable candidates to apply for vacancies.</li> <li>Look into project pools of consultants who are available and interested.</li> </ul>	UNDP			
9	Fluctuation of exchange rates (Change in exchange rate affects the amount of payment in USD if the contract is made in a currency other than USD)		Operational	P=4 I=3	<ul style="list-style-type: none"> <li>Contract in USD for any major procurement cases</li> </ul>	UNDP			
10	Downturn and worsening of economic conditions, and inflation rates.		Financial	P = 4 I = 3	<ul style="list-style-type: none"> <li>Proper planning and execution, transparent budget monitoring mechanism, analysis of spending trends and early adjustment</li> <li>Downscale activities in case of serious shortfall of financial resources</li> </ul>	UNDP			
11	Decisions on intervention types and locations do not take into consideration environmental issues		Environmental	P = 3 I = 3	<ul style="list-style-type: none"> <li>Include environmental selection criteria</li> <li>Establish standard operating procedures</li> <li>Mainstream awareness raising on environment as part of interventions</li> <li>Constant monitoring</li> </ul>	UNDP			
12	Difficulty in integrating community projects into wider sector planning for future maintenance and development		Organizational Managerial	P = 3 I = 3	<ul style="list-style-type: none"> <li>Involve concerned local community members as early as possible to foster ownership and synergies</li> </ul>	UNDP			
13	Negative perception of segments of the public regarding project due to limited information of the programme activities and un-managed expectation		Organizational	P = 2 I = 2	<ul style="list-style-type: none"> <li>Stronger focus on communicating results and working with communities</li> <li>In critical locations UNDP focuses on rapid delivery of highly visible support to communities</li> <li>Communication strategy (Ensuring information on the action objective and eligibility clear to all stakeholders from the onset in orientation meetings and media campaigns.)</li> </ul>	UNDP			