



**PROJECT DOCUMENT**

***[Syrian Arab Republic/Syria XB]***

**Project Title:** Conflict sensitive early recovery and resilience building programme for Idleb and Aleppo, North-western Syria.

**Project Number:** 00145043

**Implementing Partner:** UNDP

**Start Date:** 01 July 2022

**End Date:** 30 June 2025

**PAC Meeting date:** 27.06.2022

**Brief Description**

The protracted humanitarian crisis in the wake of a decade old civil war in Syria has depleted capacities at all levels to address basic life sustaining needs. Moreover, the scale, severity and complexity of humanitarian needs have increased due to the economic downturn, the rising cost of commodities, and the devaluation of local currency, all compounded by the impact of COVID-19 pandemic. In North-western Syria/NWS alone (Idleb and Aleppo governorates), the number of people in need of humanitarian aid is 5.4 million, according to the Humanitarian Needs Overview published in February 2022.

The project "Conflict sensitive early recovery and resilience building programme for Idleb and Aleppo, North-western Syria" aims at providing a comprehensive response through Early Recovery support in communities impacted by the crisis in Idleb and Aleppo. The essence of the Programme is about providing Syrian communities with support to regain control over their basic needs (livelihoods, access to essential services) and reduce their dependence on humanitarian assistance.

The integrated response consists of the following components: rehabilitation and repair of social services-related capacities as well as local level socioeconomic infrastructures, livelihoods restoration including business support, and reclaiming local capacities to improve social cohesion/community safety, reduce aggravated gender inequality, and contribute to overall resilience and peace building.

The proposed activities have been developed on the basis of real-time information from the programme areas as UNDP and its implementing partners have been present there in the last five years, the available needs assessments from interagency forums such as clusters, REACH and HNAP.

The project will restore access to basic social services by rehabilitating targeted socioeconomic infrastructures in need of rehabilitation, such as (markets, roads, parks, schools, hospitals, drainage systems, irrigation channels. The infrastructures such as road, drainage, and irrigation system will also help prevent the communities and IDPs from annual floods and facilitate mobility of residents and IDPs. Household-level infrastructures in need, such as shelters, will also be upgraded in identified locations. Furthermore, complementary support in the provision of solid waste and debris management, and in the electrification of communities and households through renewable energy will ensure that the targeted areas are in the sustainable path for recovery.

Moreover, the proposed intervention will restore livelihood opportunities and strengthen markets by deploying an integrated approach to the local labour market: the project foresees a comprehensive cash-for-work support linked to the rehabilitation of infrastructures and provision of basic services, as well as support for rural livelihoods, entrepreneurs and unemployed individuals in need for specialized vocational training. As a complement, the project will implement a multipurpose cash intervention to enhance the access to basic needs for the most vulnerable households that cannot access other livelihood opportunities.

Finally, organizational capacities of local Syrian NGOs will be enhanced to equip and enable them better support their communities' resilience and peacebuilding efforts. Under this component, the project will support local NGOs included in the UNDP XB's CSO Platform with required knowledge and skills through training; besides, it will establish community committees in the targeted areas to promote project's accountability and ownership as well as to enhance their community resilience, on the basis of the results of the conflict analysis foreseen as part of the intervention.

Overall the project is expected to directly benefit around 1,000,000 individuals living in targeted communities and camps in Idleb and Aleppo.

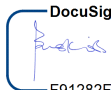
UNDP brings in the value addition of its expertise in early recovery and resilience building from around the world and years of its work in NWS specifically. UNDP's early recovery team, who are highly experienced in resilience building, the rehabilitation of infrastructure, livelihoods restoration and social cohesion will provide technical guidance and expertise to ensure the quality and appropriateness of programmatic interventions as well as better outcomes for beneficiaries. As a DIM modality, UNDP will implement this project through partnership with local Syrian national NGOs with proven track record in identified activities.

United Nations Development Programme  
Project Document

<p><b>Contributing Outcome ( UNSF/CPD):</b></p> <ol style="list-style-type: none"> <li>Improved, equitable, inclusive, and safe access to quality basic services.</li> <li>Improved living conditions of displaced people, returnees and affected communities</li> <li>Better access for people, especially the most vulnerable, to social protection services, sustainable livelihoods, and inclusive and equitable socio-economic recovery.</li> </ol> <p>Indicative Output(s) with gender marker: Output 1: Local social services and basic community/household level infrastructures repaired- GEN2 Output 2: Local economic recovery and livelihoods for vulnerable populations enabled through inclusive private sector recovery and development, human capital development and pro-poor market intervention- GEN2 Output 3: Capacities of civic organizations and other active local partners enhanced to be inclusive, accountable and support their communities' resilience- GEN2</p>
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<b>Total resources required:</b>	24,029,525 USD	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	24,029,525 USD	

Agreed by (signatures):

Government	UNDP	Implementing Partner
Print Name:	<p>DocuSigned by:</p>  <p>F91282F9F586428...</p> <p>Print Name: Ramla Khalidi</p>	Print Name:
Date:	Date: 08-Jul-2022	Date:

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## I. DEVELOPMENT CHALLENGE

Years of conflict in Syria have severely impacted the economy and limited livelihood opportunities. The Syrian economy has shrunk by more than half since the onset of hostilities in 2011 and the sharp macro-economic deterioration continues unabated. Meanwhile the value of the Turkish Lira (TRY) has lost over 40 per cent against the US dollar in 2021 and hit a record low in November, introducing another economic shock. As reported by the last Humanitarian Needs Overview (2022), 2.7 million people in Aleppo and 2.7 million people in Idlib are in need of assistance. Of those, 4,370,000 individuals are in need of specific early recovery assistance.

The damage and destruction of the basic service infrastructure has severely impacted equitable access to essential services. Hundreds of hospitals and schools have been destroyed; many schools are only partially functional, and others are overcrowded, often doubling as shelters. The supply of electricity and water is unpredictable, and major roads are impassable due to destruction or lack of maintenance, often resulting in lack of access to humanitarian assistance to camps and communities.

Moreover, Idlib and Aleppo suffer from severe weakness in the delivery of all basic services related to water, sanitation, and solid waste management. With the on-going crisis, depleted assets hindered local authorities to respond to the immediate and humanitarian high needs in this area. Access to quality health care, education, and other municipal services has been further affected by weakened local institutional capacities and community engagement. As per HNAP needs and services assessment in March 2022, 33% of IDPs in Aleppo demand livelihood assistance as a priority need in comparison with shelter (18%), food (27%) or water (18%). These figures are higher in Idlib, where basic services and livelihoods are priority needs for 69% of the IDPs. When it comes to residents, in Aleppo, Livelihoods is reported as a priority need for 33% of the interviewed residents, followed by water (26%), food (25%) and basic services (22%). In Idlib, the two top priorities for residents are similar than for IDPs: livelihoods (64%) and basic services (64%), followed by food (59%) and health (51%).

Destruction of livelihoods has impoverished large segments of the population, particularly the most vulnerable, including women, youth, and people with disabilities. Markets, and traditional industrial and commercial hubs such as Aleppo and Idlib, have been destroyed. Rapid economic downturn from late 2019 onwards has significantly impacted micro, small and medium-size enterprises (MSMEs), which are suffering from crisis-induced gaps in human capital and skills: limited access to finance, loss of productive assets, and lack of credit. Poverty is aggravated by a weakened social protection framework for the vulnerable population. As per UNDP-HNAP Livelihood Situation Analysis, 91% of employed individuals in NWS are in households who are in extreme poverty, signalling the weak state of the local economy. The situation worsens for those individuals who are out of work: in Dana and Idlib, 100% of those households found to be in 'extreme poverty'.

The crisis has also led to large-scale migration and displacement. According to the last HNAP Population Assessment (February 2022) Aleppo is the first most populated subdistrict, and Idlib is the third one. Out of

a total population of 4.6 million, 2.8 are IDPs, and 1.7 million of them are living in camps, putting significant strain on the provision of shelter and basic services. Dana subdistrict in Idleb hosts the largest ratio of IDPs overpopulation of Syria: 85% of Dana's residents are IDPs. Dana, Maaret Tamsrin sub-districts in Idleb, and Azaz sub-district in Aleppo alone are hosting more than two thirds of all IDPs in last resort sites (informal settlements, camps and collective centers) in the country (HNO, 2022).

Conflict induced insecurity in parts of the country, shortage of jobs, services or infrastructure, the living conditions of Syrians and their livelihood prospects have eroded significantly, increasing their vulnerability and undermining their ability to cope with the crisis. The protracted nature of the crisis might signal further human, social, and material losses, depleting national human resources and crisis response capacities and mechanisms, and leading to further displacement, including illegal migration with its attendant risks of death and human trafficking. Negative coping mechanisms in response to the loss of livelihoods also impact social cohesion due to a rise in crime, human trafficking, enrolment in extremist and violent groups, child labour and early marriages, particularly affecting young girls.

Environmental degradation and climate change have heightened economic and social vulnerabilities. Main environmental risks potentially affecting Syria revolve around its arid climate, including drought, seasonal flooding and wildfires. In early 2022, evidence for such risks came to surface while torrential rain and snow and strong winds in Idleb and Aleppo Governorate damaged or destroyed at least 10,000 tents in 300 IDP sites, leaving 57,000 people living in increasingly unsanitary and unsafe conditions, including persistent standing water (OCHA, SitRep Northwest Syria, January 2022). Within Northwest Syria, adverse climatic conditions have not just reduced access to water for drinking and domestic use, but also triggered substantial harvest and income losses, negatively affected rural livelihoods and in turn the resilience of the population, as many areas rely on either groundwater such as in Bennsh or rainwater as in Qourqeena. In fact, low rainfall reduced wheat production and led to increased wheat prices in the Aleppo and Idleb governorates last year. Agriculture is the primary source of livelihood for 67 percent of resident communities and 17 percent of IDP communities in Northwest Syria.

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## **II. STRATEGY**

The overall goal is to contribute to strengthening the resilience of the Syria people living in Northwest Syria to cope with the effects of the crisis and restore livelihood opportunities among the most vulnerable IDPs, host community members and returnees in Idleb and Aleppo Governorates. In doing so, it directly contributes to the Syria CPD component 2 "Local economic recovery and social cohesion", as well as component 1 "Local governance and service delivery".

The project specific objectives are to ensure a comprehensive response that provides IDPs, host community members and returnees with livelihood opportunities, revive service delivery and access to basic socio economic infrastructures as well as promote social cohesion.

The interventions are designed in participation with local stakeholders, including NGOs and community members. This approach ensures that interventions are demand driven and locally owned as they are defined by local communities in affected areas. Progress is monitored against pre-agreed targets and indicators as per the MEAL plan of the UNDP SCBI.

The project is composed of three outputs; they are as follows:

### **Output 1: Local social services and basic community/household infrastructures repaired**

The crisis in Syria continues to cause massive destruction of infrastructure, and deterioration of basic social and municipal services because of hostilities or significant influx of IDPs. The main barriers for economic recovery are damaged infrastructure and deficient public services. Unpaved/gravelled roads negatively affect not only the general mobility and transportation of people but also hampers the movement of goods and commodities to and from the local farms and markets. The lack of reliable public services provision, devastated by the conflict ongoing for over a decade, hampers the proper economic recovery, while the poor conditions of the markets negatively impact the sustenance of basic economic activities in the project areas. Moreover, in most of the cases, municipalities lack the capacity to remove the rubble accumulated in the majority of severely affected neighbourhoods, as well as lacking means to manage solid waste and garbage in streets and markets.

Through this component, the project is expected to repair basic community infrastructure (such as rehabilitation of roads, irrigation canals, markets, parks, water networks, street and public facilities lightning, schools...) and restore basic services (such as solid waste management and rubble removal, waste water...)- NGOs and local authorities will be the main partners. Moreover, this output also includes the improvement of access for the most vulnerable segments of the population to electricity, including renewable energy solutions, and to equitable water resources, including through inclusive water resource management.

### **Output 2: Local economic recovery and livelihoods for vulnerable populations enabled through inclusive private sector recovery and development, human capital development and pro-poor market interventions.**

As mentioned above, the lack of livelihoods is one of the biggest challenges in northwest Syria. In order to restore livelihood opportunities, the programme aims at strengthening the purchasing power of the individuals in the targeted locations by a tailor-made set of activities defined by the needs and specificities of each population group, focusing on the most vulnerable IDPs, returnees and host communities to enhance both affordability and access to basic goods and services.

Lack of purchasing power has been reported consistently by households as documented in Syria Humanitarian Needs Overviews in recent years. With the long-term socio-economic impact of converging challenges (protracted displacement, sanctions posed on Syrian economy, Covid-19 disruptions, drought, flooding, high speed winds etc.), multipurpose cash (MPC) is seen as an appropriate modality. As a form of aid, MPC promotes accountability to the crisis-affected people, as it helps them gain purchasing power, choice, and the dignity of being the ones prioritizing their multiple needs as they see fit.

This component seeks to strengthen the coping capacity of affected people to withstand the consequences of the protracted crisis going on for over a decade now. Direct support will be offered through the creation of short-term work opportunities, provision of business grants, restoration of small businesses and value chains and vocational training.

The project will be taking into account the specific needs of women, men, boys and girls as well as people with disabilities.

### **Output 3: Capacities of civic organizations and other active local partners enhanced to be inclusive, accountable and support their communities' resilience**

This output will promote the capacities of people and organizations to provide technical support to address conflict sensitivity among IDPs, returnees, and host communities. Moreover, it will enhance the strategic, management, coordination and advocacy capacity of the Syrian organizations for resilience and peace-building.

#### Assumptions

- Identification and willingness by targeted individuals to participate in project activities.
- Other IDPs/host community members/returnees may feel discriminated against, if the vulnerability criteria determining the choice are not well explained.
- The availability of required items/services and the ability to undertake the listed activities.
- The sub-IP has access to the proposed project's areas and has support from the local authorities.
- Community acceptance to project activities
- Stability in positive Covid-19 cases in the northwest of Syria.
- The security situation will remain relatively calm.

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## **III. RESULTS AND PARTNERSHIPS**

### ***Expected Results***

#### **Output 1: Local social services and basic community/household infrastructures repaired**

**Result 1.1. Community and household level infrastructure repaired and basic service restored as identified by communities.**

Activity 1.1.1. Carry out assessment of the needs of damaged socioeconomic infrastructures in the targeted areas to prioritize interventions.

Activity 1.1.2. Identify suitable service providers to conduct infrastructure rehabilitation through a procurement process.

Activity 1.1.3. Procure tools and equipment if necessary.

Activity 1.1.4. Repair community infrastructure and restore basic services

Activity 1.1.5. Develop and implement monitoring and quality assurance plan

Activity 1.1.6. Ensure smooth transition of infrastructure and basic services management to local authorities and provide needed technical and other support for this purpose.

**Result 1.2 Solid waste and debris management system in identified communities restored and functioning.**

Activity 1.2.1. Carry out assessments on the needs for solid waste and debris management systems in the targeted communities.

Activity 1.2.2. Identify suitable service providers to conduct solid waste management.

Activity 1.2.3. Procure tools and equipment if necessary.

Activity 1.2.4. Provide solid waste management services.

Activity 1.2.5. Develop and implement monitoring and quality assurance plans.

**Result 1.3. Promotion of communal and household-level access to renewable energy sources for electrification**

Activity 1.3.1. Carry out assessment on the need for provision of renewable energy sources at the community level.

Activity 1.3.2. Identify suitable service providers to carry out planned intervention.

Activity 1.3.3. Procure tools and equipment if necessary.

Activity 1.3.4. Implement intervention.

Activity 1.3.5. Develop and implement monitoring and quality assurance plan.

**Output 2: Local economic recovery and livelihoods for vulnerable populations enabled through inclusive private sector recovery and development, human capital development and pro-poor market interventions.**

**Result 2.1. Creation of short-term work opportunities for most vulnerable IDPs, host community members and returnees.**

Activity 2.1.1. Develop selection criteria and register vulnerable individuals in targeted communities.

Activity 2.1.2. Identification of casual jobs to be performed by workers

Activity 2.1.3. Contract with selected workers

Activity 2.1.4. Implement the scheme to conduct rehabilitation works, provision of social services or required intervention involving CfW modality .

Activity 2.1.5. Develop and implement monitoring and quality assurance plan.

**Result 2.2. Business support scheme rolled out for enterprise recovery according to strict criteria**

Activity 2.2.1. Develop selection criteria and select value chains, productive facilities, and small businesses for support in targeted areas.

Activity 2.2.2. Conduct training for selected business owners to improve their capacity in entrepreneurial skills and concepts, like the business model, value proposition, marketing, enterprise management, financial and feasibility study.

Activity 2.2.3. Selection of businesses to be awarded with business support.

Activity 2.2.4. Provide business development support, as applicable, to ensure economic viability.

Activity 2.2.5. Develop and implement monitoring and quality assurance plan.

**Result 2.3. Short-term vocational and skills development**

Activity 2.3.1. Map out and assess capacities of existing vocational training programmes delivered by training center and/or NGOs in the target area.

Activity 2.3.2. Identify training needs

Activity 2.3.4. Selection of participants

Activity 2.3.5. Identify and contract with qualified trainers.

Activity 2.3.6. Implement the vocational training scheme.

Activity 2.3.7. Develop and implement monitoring and quality assurance plan.

**Result 2.4. Multi-Purpose Cash provided for vulnerable households to meet their basic needs.**

Activity 2.4.1. Conduct market assessment to determine feasibility and value of MPC.

Activity 2.4.2. Select beneficiaries as per vulnerability criteria.

Activity 2.4.3. Contract with service providers to distribute MPC.

Activity 2.4.4. Conduct distribution of MPC.

Activity 2.4.5. Develop and implement monitoring and quality assurance plan.

**Result 2.5. Rural livelihoods supported through agricultural inputs, training and business support**

Activity 2.5.1. Develop selection criteria for selection of beneficiaries

Activity 2.5.2. Procurement of required inputs and equipment

Activity 2.5.3. Distribution of inputs and provision of support

Activity 2.5.4. Develop and implement monitoring and quality assurance plan

**Output 3: Capacities of civic organizations and other active local partners enhanced to be inclusive, accountable and support their communities' resilience**

**Result 3.1. Local capacities for community resilience and peacebuilding enhanced**

Activity 3.1.1. Carry out and collaborate with other organizations to conduct baseline surveys, quick mapping of capacities of local organizations.

Activity 3.1.2. Provide relevant training and institutional development support as per the identified needs.



Activity 3.1.3. Create and facilitate spaces for discussion and coordination.

Activity 3.1.4. Develop and implement monitoring and quality assurance plan.

### **Result 3.2. Community resilience to environment degradation and climate change enhanced**

Activity 3.2.1. Conduct a comprehensive context analysis with climate, disaster, gender, and conflict sensitive lens with close partnership of UNDP's CSOs platform

Activity 3.2.2. Develop the capacities of CSOs platform members in NWS and community committees in themes that promote climate-smart agriculture/rural livelihood and sustainable and inclusive use of community resources (including water)

Activity 3.2.3. Facilitate community level awareness raising initiatives from youth and women, including those trained and mentored by CSOs platform in NWS to bring people together to discuss the water and climate-change related issues, and identify solutions as means for enhancing social cohesion

Activity 3.2.4. Develop and implement monitoring and quality assurance plan.

### **Result 3.3 Social cohesion among IDPs, host community members and returnees enhanced**

Activity 3.3.1. Selecting community members to establish Community Committees.

Activity 3.3.2. Providing required training to the CC.

Activity 3.3.3. Implement social cohesion activities if required.

Activity 3.3.4. Integrate social cohesion aspects in all of the programme initiatives

Activity 3.3.5 Develop and implement monitoring and quality assurance plan.

#### ***Resources Required to Achieve the Expected Results***

The key inputs required to achieve the expected results are:

- Staff: (three) project manager; (two) project officers; (one) reports and monitoring associate; (one) reports and monitoring associate, (three) field monitors, (one) finance and admin officer, (one) project assistant.
- Purchases: Office space rentals, local transportation, stationery and other consumables.
- Partnerships: responsible party agreements and low value grants will be signed with local NGOs to implement the project.

#### ***Partnerships***

The project formulation has been based on needs as identified in multi-cluster RNA/REACH/HNAP data. The set of interlinked activities will be conducted in coordination with FSL, Education, Shelter/NFI, CCCM, Health and Protection clusters.

Moreover, UNDP will partner with NGOs and INGOs with proven track record and expertise in the required sector. UNDP is managing a platform of more than 150 local Syrian NGOs that are potentially eligible for partnership if additional requirements are met, such as access to the locations, expertise, human capacity and

resources. The existence of a valid HACT assessment and other compliance requirements will be assessed as part of the partnership selection process.

Finally, partnership with other UN agencies will be maintained and expanded for the ultimate benefit of the project and consequently for higher impact on the affected populations. To date, UNDP has set strong cooperation with WFP for the rehabilitation of flood affected roads, as well as with UNHCR and IOM for the provision of dignified shelter and site improvements.

### **Risks and Assumptions**

Risks	Mitigation measures
1. Local community discourages women's participation in the project activities, with women working in culturally accepted tasks.	Program activities which engage women will be endorsed by community and religious leaders to gain support from male community members to reduce the likelihood of resistance to these activities.
2. Potential for market disturbances due to fluctuating economic conditions inside NWS.	Continuous market monitoring and accordingly determine the necessity to amend transfer rates to beneficiaries. Transfer fee percentage increased pre-emptively to buffer against currency volatility
3. Change in the security situation.	Coordinate with the local partners to ensure the safety of the field staff's employees and beneficiaries
4. The spread of Covid-19 in the project's area. Closures of borders Turkey/Syria followed by prices increase. Intervention from local authorities in the project's activities and methodologies.	The potential sub-IP's technical teams are already aware of the required measurement which should be taken to mitigate Covid-19 disease.
5. Provision of assistance: providing jobs and grants is often a sensitive exercise since the people excluded, either because they are not vulnerable or less vulnerable than others, tend to challenge the smooth implementation of the project	Coordination with Protection cluster and Child Protection sub-cluster for pre-identify protection cases where economic conditions are core cause for protection issues. This will inform the vulnerability criteria for the selection of beneficiaries. Furthermore, identification of vulnerability criteria will be done by the community committee, reducing the risks of such social tensions.
6. Fluctuation in rehabilitation general costs and raw materials costs.	The technical assessment will be followed immediately by the determination of quantities and this will be followed by the tendering process, therefore the tendering process will be based on updated prizes.
7. Risk of interference from local authorities	UNDP through the sub-IPs will maintain solid engagement with local authorities based on the risk mitigation framework. An MoU will be signed at the beginning of the project depicting the responsibilities of each stakeholder and will also include specific reference to the fact that humanitarian activities must be protected from any non-humanitarian usage.

### ***Stakeholder Engagement***

UNDP and the sub-IPs engage with target communities throughout the project design, implementation, and monitoring, to ensure that all interventions are meaningful, relevant, and community-driven. Community engagement is an integrated part of the proposed project. Workshop and meeting with community leaders and key community members will be implemented throughout the assessment, planning stages, implementation and close out of project.

The project foresees the establishment of Community Committees to ensure direct and proactive participation of the affected communities in the project planning, design and implementation. The selection criteria for this Committee will be established following Protection's Cluster guidance to ensure representation of diverse age and gender groups, including the potentially marginalized ones.

During the implementation of the projects, monitoring activities give all of the above-mentioned groups an opportunity to provide feedback through interviews, meetings, and surveys during targeting verification. Additionally, UNDP will adopt a restricted feedback mechanism to ensure a clear AAP.

Effective participation by the affected persons will be ensured by getting their complaints and feedback via several channels that are accessible to all groups of affected people MWBG, PWD. Complaint Box will be fixed in accessible places in addition to email, whatsapp number and email. For BNFs who do not have access to the internet, direct contact with MEAL focal points and FGDs on a voluntary basis will be used to get their feedback. For illiterate people, whatsapp voice message, FGDs and direct contact will be used. For PWDs, the FGD sessions will be carried out to get their feedback.

UNDP Field Monitors, in collaboration with the sub-IPs focal points, will be responsible for ensuring the CFMs are known to beneficiaries and duly addressed during the implementation of the intervention. Issues raised are logged and tracked to facilitate responses and a common methodology will be established to ensure that feedback from affected populations will feed into management decisions on a regular basis. Information about the project will be shared with project beneficiaries through direct interaction with the project personnel and through the distribution of brochures about the project activities, as well as through awareness raising sessions. The CC will be a key in ensuring that information is well communicated to affected communities.

This project is guided by the Do No Harm principle. Prior to any intervention, agreements with the stakeholders will be signed that clearly set out the responsibilities and principles of working for each party. Careful vetting of the reliability of local stakeholders will be conducted. Enhancing social cohesion is a specific objective of the project.

### ***Target Groups***

UNDP plans to target all people in need of support. However, taking into account limited resources available, the project will particularly strive to target people with the most acute needs for support. To this end, the below criteria will be used to identify beneficiaries:

Criteria 1: Internally displaced people and their hosting communities.

Criteria 2: Individuals and households with disrupted livelihoods.

Criteria 3: Women-headed households.

Criteria 4: Households with pregnant or lactating women.

Criteria 5: Households headed or containing a person living with disabilities.

Criteria 6: Returnee households.

Criteria 7: Young people.

Criteria 8: People belonging to religious, ethnic and social minorities.

Coordination and complementarity will be ensured with local stakeholders as well as with other humanitarian actors, including but not limited to the WASH, Health, Shelter and Protection clusters, as well as the CWG. For example, the Protection Cluster will be consulted in different stages of the project to ensure proper representation of vulnerable groups in all the activities defined by the project. The project will benefit from the referral mechanism with GBV and Child Protection case management actors, from which sub-IP is a key partner.

#### ***South-South and Triangular Cooperation (SSC/TrC)***

NA

#### ***Digital Solutions<sup>1</sup>***

NA

#### ***Knowledge***

The project will generate and keep track of lessons-learned, which will be available to others upon request and following UNDP guidelines on knowledge and visibility.

#### ***Sustainability and Scaling Up***

The design of the project is anchored in sustainability and a firm exit strategy as the project promotes self-reliance and improves access to income-generating opportunities by improving skills, creating jobs and strengthening new and existing businesses, while rehabilitating and upgrading key infrastructure for households and communities.

In terms of sustainability, all the activities of the project are conceptualized to be sustainable.

-Rehabilitation of socio-economic infrastructure activities will contribute to ensure sustainability of utilizing these facilities to help local communities have the access to earn their living. The facilities will be handed over to the local entities for regular maintenance and follow up. If necessary, training in maintenance work will be provided.

- All road rehabilitation activities will be developed to be sustainable in light of best construction practices and targeted and detailed needs assessments. UNDP's sustainable approach focuses on extending the life span

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<sup>1</sup> Please see the [Guideline "Embedding Digital in Project Design"](#).

of the roads, impact on the environment and positive societal outcomes. Multiple measures were taken into consideration such as material quality, the thickness of all layers especially asphalt layer and defect liability and maintenance scheme. The rehabilitated roads will service IDPs, host community and humanitarian aid convoys to reach those in need. At the design stage, particular attention will be given to the infrastructures' ability to serve multiple uses and to the eventual relevance after the IDP crisis will end.

- Camp upgrading and providing of dignified shelters will improve living conditions of vulnerable IDPs living in camps. UNDP will ensure the full and smooth transition following the completion of the rehabilitation activities and camp upgrading and dignified shelter activities to the local councils. In order to guarantee an effective handover at the end of the interventions, we shall; i) involve the local councils' representatives at all stages, ii) ensure roads meet the safety and security standards iii) agree with the contractor on defect liability and maintenance scheme; iv) ensure that the camp meets the HLP requirements as per the CCCM guidance.

-Small business grants and support will allow beneficiaries to become sustainable sources of income for families in the community after the project activities are finalized.

- The people involved in CFW activities will receive on job training as well as dedicated vocational training, therefore significantly increasing beneficiaries' employability and access to future employment opportunities beyond the end of the project activities. Through the vocational training and the short time jobs, UNDP is therefore considering the sustainability of this project.

-The Community Committees established within the project will be capable of facilitating socio-economic activities in the community even after the end of the project since they will be trained on community mobilization.

All activities within the project are expected to improve job opportunities, livelihood resilience of communities, contribute to enterprises' sustainability and provide beneficiaries with means to cope with negative effects of crisis and economic deterioration.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

In order to ensure cost efficiency and effectiveness, full complementarity and coordination will be ensured with active partners in the targeted locations, and UNDP will rely on the ERL cluster information on lack of ERL assistance to prioritize interventions. Moreover, the activities will seek complementarity with UNDP or sub-IP past or ongoing activities.

Moreover, coordination will be ensured with other organizations providing Cfw opportunities and business support in the targeted location to ensure harmonization of standards in the area and hence increasing cost efficiency.

Moreover, a portfolio management approach will be followed in the allocation of human resources to different projects and in the design of the projects to leverage activities and partnerships to achieve strategic objectives.

### ***Project Management***

The project will be implemented in Idleb and Aleppo (Syria). UNDP will sign Responsible Party Agreements or Low Value Grants with local organizations as may be required in order to determine rights and responsibilities. The project's physical offices in the form of IPs will be in Idleb and/or Aleppo, while the UNDP cross-border programme office in Gaziantep, Turkey will serve as the overall manager of the whole programme. Support costs such as rent, and salaries for project manager and finance and admin associated will be shared with UNDP XB budget and other projects managed from Gaziantep.

## V. RESULTS FRAMEWORK

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

1. Improved, equitable, inclusive, and safe access to quality basic services.
2. Improved living conditions of displaced people, returnees and affected communities.
3. Better access for people, especially the most vulnerable, to social protection services, sustainable livelihoods, and inclusive and equitable socio-economic recovery.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

**TBC - The outcome indicators of CP have not been developed yet**

Applicable Output(s) from the UNDP Strategic Plan:

- 3.3. Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels

Project title and Atlas Project Number: XXXXX

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>2</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
<b>Output 1 Local social services and basic community/ household infrastructures repaired</b>	<b>1.1 Number of infrastructures rehabilitated</b>	Pre: photos of locations before the implementation of the activities; During implementation: Sub-IP reports; Field monitoring reports; inspection visits; attendance sheet; feedback from affected communities received through AAP mechanisms Post: Beneficiaries satisfaction survey; photos of locations after the implementation of the activities; post-intervention monitoring	0	2022	10	10	10	30	Observation visits, KIIS, Technical visits

<sup>2</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>2</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	<b>1.2 kilometres of roads rehabilitated</b>	Pre: photos of locations before the implementation of the activities; During implementation: Sub-IP reports; Field monitoring reports; inspection visits; attendance sheet; feedback from affected communities received through AAP mechanisms Post: Beneficiaries satisfaction survey; photos of locations after the implementation of the activities; post-intervention monitoring	0	2022	35	30	35	100	
	<b>1.3 Quantities of solid waste and debris collected and removed (in tons and m3 respectively)</b>	Pre: photos of locations before the implementation of the activities; During implementation: Sub-IP reports; Field monitoring reports; inspection visits; attendance sheet; feedback from affected communities received through AAP mechanisms Post: Beneficiaries satisfaction survey; photos of locations after the implementation of the activities; post-intervention monitoring	0	2022	15,000 m3	5 Tons 15,000 m3	5 Tons 20,000 m3	10 Tons 50,000 m3	



EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>2</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	<b>1.4 Units of solar systems installed</b>	Pre: photos of locations before the implementation of the activities; During implementation: Sub-IP reports; Field monitoring reports; inspection visits; attendance sheet; feedback from affected communities received through AAP mechanisms Post: Beneficiaries satisfaction survey; photos of locations after the implementation of the activities; post-intervention monitoring	0	2022	20	20	10	50	
	<b>1.5 Number of dignified shelters provided</b>	Pre: photos of locations before the implementation of the activities; During implementation: Sub-IP reports; Field monitoring reports; inspection visits; attendance sheet; feedback from affected communities received through AAP mechanisms Post: Beneficiaries satisfaction survey; photos of locations after the implementation of the activities; post-intervention monitoring	0	2022	300	300	400	1,000	Observation visits, KIIS, Technical visits
	<b>1.6 Number of people benefitting from rehabilitation of services and infrastructures</b>	Camp managers and local council registers of IDPs, returnees and residents. Field monitoring reports, secondary population data	0	2022	350,000	300,000	350,000	1,000,000 (500,000 males, 500,000 females)	

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>2</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
<b>Output 2</b> Local economic recovery and livelihoods for vulnerable populations enabled through inclusive private sector recovery and development, human capital development and pro-poor market interventions.	<b>2.1 Number of people benefiting from jobs and improved livelihoods</b>	Beneficiary list; payment signed list; CfW attendance sheet ; Beneficiaries satisfaction survey; photos and videos	0	2022	2,000	1,000	2,000	5,000 (3,000 males, 2,000 females)	Observation visits, KIIS, Technical visits
	<b>2.2 Number of individuals receiving vocational training</b>	Beneficiary list; pre and post tests, attendance sheet, curriculum and agenda of the training, certificates of completion, evaluation forms, field monitor reports, photos and videos	0	2022	600	700	700	2,000 (1,000 males, 1,000 females)	
	<b>2.3 Number of business grants provided to new and vulnerable businesses</b>	Business plans, BoQs, beneficiary lists, verification reports, photos and videos	0	2022	250	300	250	800 (400 males, 400 females)	
	<b>2.4 Number of households receiving MPC assistance</b>	Beneficiary list, payment signed lists, post distribution monitoring reports, photos and videos	0	2022	1,500	1,500	2,000	5,000	
	<b>2.5. Number of farmers receiving support</b>	Beneficiary list, payment signed lists, post distribution monitoring reports, photos and videos	0	2022	100	100	100	300 (200 males, 100 females)	
<b>Output 3</b> Capacities of civic organizations and other active local partners enhanced to	<b>3.1 Number of CSOs/NGOs/local partners engaged in capacity development activities</b>	List of organizations, training agenda, pre and post-tests, attendance sheet, training report, photos and videos	150	2022	50	50	50	150	

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>2</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
be inclusive, accountable and support their communities' resilience	<b>3.2. Number of civic initiatives supported</b>	Community initiative report, participant list, MoM, photos and videos	0	2022	5	5	5	15	
	<b>3.3. Number of context and local development analysis conducted with stakeholders to inform decision-making and risk management strategies</b>	Context analysis report	0	2022	1	1	0	2	

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
<b>Track results progress</b>	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.	It has been provided in the budget below per Output
<b>Monitor and Manage Risk</b>	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.	
<b>Learn</b>	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.	Monthly and at the end of the project	Relevant lessons are captured by the project team and used to inform management decisions.	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Monthly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
<b>Annual Work Plan and Budget</b>	The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievements of results.	Quarterly	The project manager is expected to manage this project in accordance with these documents. Any deviation in the project implementation will need to be reflected in the AWP.	

## VII. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED Activities/Results	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
<b>Output 1:</b> <b>Local social services and basic community infrastructures repaired</b> <i>Gender marker: 2</i>	Result 1.1. Community and household level infrastructure repaired, and basic service restored as identified by communities	X	X	X	UNDP	TBC	72100- Contractual services and Companies	14,000,000 USD (10,000,000 USD allocated for roads, 3,000,000 USD allocated for infrastructures, 1,000,000 USD allocated for dignified shelters)
	Result 1.2. Solid waste and debris management system in identified communities restored and functioning.	X	X	X				2,000,000 USD
	Result 1.3. Promotion of communal and household-level access to renewable energy sources for electrification	X	X	X				1,000,000 USD
	MONITORING	X	X	X				72,000
	<b>17,072,000 USD</b>							
<b>Output 2:</b> <b>Local economic recovery and livelihoods for vulnerable populations enabled through inclusive private sector recovery and development, human</b>	Result 2.1. Creation of short-term work opportunities for most vulnerable IDPs, host community members and returnees	X	X	X	UNDP	TBC	72100- Contractual services and companies	1,000,000 USD
	Result 2.2. Business support scheme rolled out for enterprise recovery according to strict criteria	X	X	X				976,000 USD
	Result 2.3. Short-term vocational and skills development	X	X	X				500,000 USD
	Result 2.4. Multi-Purpose Cash provided for vulnerable households to meet their basic needs.	X	X	X				750,000 USD

EXPECTED OUTPUTS	PLANNED Activities/Results	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
<b>capital development and pro-poor market interventions.</b>	Result 2.5. Rural livelihoods supported through agricultural inputs, training and business support	X	X	X				150,000
	MONITORING	X	X	X				72,000
	<b>3,448,000 USD</b>							
<b>Output 3: Capacities of civic organizations and other active local partners enhanced to be inclusive, accountable and support their communities' resilience</b> <i>Gender marker: 2</i>	Result 3.1. Local capacities for community resilience enhanced	X	X	X	UNDP		72100- Contractual services and companies	500,000 USD
	Result 3.2. Community resilience to environment degradation and climate change enhanced	X	X	X				100,000 USD
	Result 3.3 Social cohesion among IDPs, host community members and returnees enhanced	X	X	X				15,000 USD
	MONITORING							72,000
	<b>687,000 USD</b>							
	Activity 4.1. Project management	X	X	X			71400 – contractual services – staff and personnel costs	984,000
		X	X	X			72800 – Information technology equipment	3,000
		X	X	X			73100- Rental and maintenance	100,000
		X	X	X			71600- Travel	36,000
		X	X	X			72500- Supplies	5,000

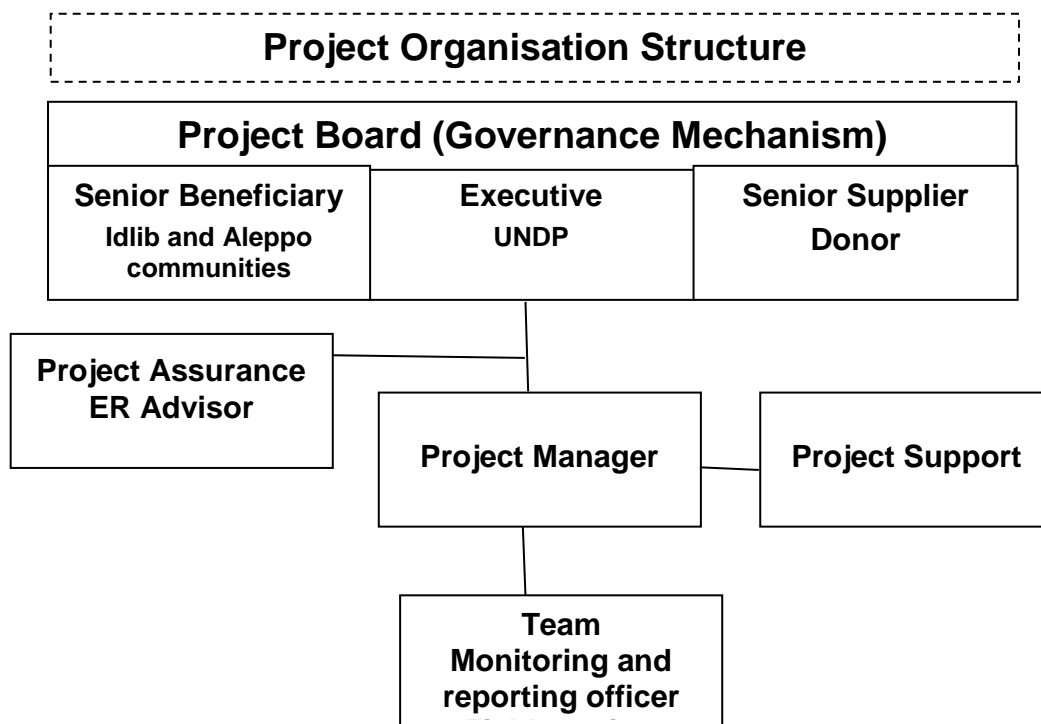
United Nations Development Programme  
Project Document

EXPECTED OUTPUTS	PLANNED Activities/Results	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
		X	X	X			72400- Communication and audio visual equip	10,000
		X	X	X			71400 – Contractual services (Audit firm)	112,500
		SUBTOTAL						<b>1,250,500 USD</b>
<b>SUBTOTAL</b>								<b>22,457,500 USD</b>
<b>General Management Support (7%)</b>								1,572,025 USD
<b>TOTAL</b>								<b>24,029,525 USD</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As per the Syria CO policy for emergency programmes, the Project has an exemption from being governed under a Project Board. It will be executed through the Direct Implementation Modality and will be governed by Syria CO management through the Early Recovery Advisor for Whole of Syria. The advisor will line manage the project manager, ensure overall assurance function along with programmatic and fiduciary risks management and controls. The project will also have shared inputs and responsibility from RBAS through the ER Advisor. While the project will not have a formal PB, a similar role is envisaged to be played by the joint leadership of ER advisor and the RBAS through periodic project reviews.





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## IX. LEGAL CONTEXT

[NOTE: Please choose one of the following options, as applicable. Delete all other options from the document]

### Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

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 (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity / TBC] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

### Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>3</sup> [UNDP funds received pursuant to the Project Document]<sup>4</sup> are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan

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<sup>3</sup> To be used where UNDP is the Implementing Partner

<sup>4</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

7. 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 (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-

party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
- (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

i. 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.

j. 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, corruption other financial irregularities 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.

k. *Choose one of the three following options:*

*Option 1:* 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 corruption, other financial irregularities 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.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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 corruption

or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* 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 corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the 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.

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, corruption or other financial irregularities, 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.

l. 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.

m. 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.

n. 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.

## XI. ANNEXES

### 1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).

6. **On-Granting Provisions Applicable to the Implementing Partner**<sup>5</sup>. On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

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<sup>5</sup> Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.