

United Nations Development Programme

Country: SYRIA

Project Document



Empowered lives.
Resilient nations.

Project Title	Strengthen the resilience of the Syrian people and foster the recovery of disrupted livelihoods
UNDAF Outcome(s):	n/a
Expected CP Outcome(s):	Humanitarian assistance, livelihoods and coordination
Expected Output(s):	<p>Output 1: Basic and social services and community infrastructure in damaged and host communities repaired and restored</p> <p>Output 2: Socio-economic recovery of affected population and host communities enhanced</p> <p>Output 3: Socio-economic recovery and reintegration of vulnerable groups facilitated including for women headed household and people with disabilities</p> <p>Output 4: National and local capacities for community resilience enhanced</p> <p>Output 5: Advocacy and coordination for early recovery and resilience building enhanced</p>
Implementation:	UNDP
Partners/ Responsible Parties:	Specialized UN agencies, Local Authorities, NGOs, CBOs among others

Brief Description

Since March 2011, the crisis in Syria has resulted in losses of human lives; significant displacement and migration; disruption in social services; destruction of basic social and productive infrastructure, homes and property; significant loss of livelihoods and deterioration in the rule of law and security. The imposed unilateral financial and economic measures, the sharp decrease in the exchange rate of the Syrian pound and capital flight to neighbouring countries have also contributed to serious deterioration in the conditions of living and soaring unemployment. A notable increase in the demand for humanitarian assistance, the erosion of assets and resources, and increasing dependency on aid have further exacerbated poverty and vulnerability in communities. This project is designed to address the increasing demands for livelihoods restoration, infrastructure rehabilitation and public services delivery and stabilisation in affected areas. It targets both internally displaced people (IDPs) and host communities who have exhausted their resources and over-stretched their coping mechanisms. The number of women-headed households has also increased due to the absence of their male partners, parents or siblings for various reasons. Special attention will be given to the needs of women, youth and people with disabilities who are often marginalized during crises. The project would contribute to strengthening the resilience of affected people for coping and eventually recovering from the consequences of the crisis. To enhance synergies and complementarities and maximize the use of resources and access to affected people, the project foresees strengthening coordination amongst the various stakeholders involved in livelihoods and early recovery, including NGOs, faith-based organisations, local authorities, other UN agencies and international organizations, and supporting advocacy for resilience building and stabilization.

Programme Period: One Year with possible extension
 Key Result Area (Strategic Plan): Outcome 6
 Atlas Award ID: 00088280
 Start date: July 2015
 End Date: December 2017
 PAC Meeting Date: n/a
 Management Arrangements: DIM

Total resources required: **USD 45,200,000**
 Total allocated resources:
 • Regular (TRAC):
 • Kuwait: **\$5,000,000**
 • Other:
 Unfunded budget: **\$ 40,244,429**
 In-kind Contributions _____

Agreed by (UNDP):

I. SITUATION ANALYSIS

Five years into the crisis, Syria is still witnessing massive destruction of infrastructure and damage to every aspect of life. Syrians are exposed to violence on a daily basis and are increasingly deprived of access to basic services due to hostilities or competition on scarce resources because of massive internal displacement. The appalling loss of life continues; the death toll increased during 2014 to 210,000 persons killed and the ascending trend continues. An increasing number of people with disabilities (PWD) is reported. PWD would require special assistance as they are often marginalised during crises. Humanitarian needs are on the rise where at least 12.2 million Syrians are in dire need of humanitarian assistance. Population displacement continues; an estimated 3.33 million refugees fled Syria by the end of 2014 and 6.8 million are internally displaced, constituting as such the largest number of internally displaced persons in any country in the world⁽¹⁾.

In March 2015, UNDP, UNRWA and the Syrian Centre for Policy Research (SCPR) produced the macroeconomic monitoring report entitled "Violence and Alienation: Impact of the Syria Crisis Report for 2014" revealing a dire situation in almost all governorates. At the end of 2014, four out of five Syrians lived in poverty; almost two thirds of the population (64.7 per cent) lived in extreme poverty where they were unable to secure their basic food and non-food needs necessary for the survival of the household. Thirty per cent of the population fell into abject poverty where they were unable to meet the basic food needs of their households, with many facing hunger, malnutrition and even starvation in extreme cases. The total economic loss since the start of the conflict until the end of 2014 is estimated at USD 202.6 billion, which is equivalent to almost four times the GDP of 2010. Additionally, the GDP contracted by 9.9 per cent in 2014. Syria is plagued by joblessness and unemployment; the unemployment rate surged to 57.7 per cent by the end of 2014. Some 2.96 million people lost their jobs during the conflict, and this loss of income has severely impacted the welfare of 12.22 million dependents. Half of all school children have not attended school for the past three years, creating a human development debit of 7.4 million lost years of schooling, while many school children have been forced to work or reduced to scavenging and begging to help their families survive.

The crisis has also caused damage to housing and property, basic infrastructure, social services, and productive sectors. Shortages of fuel are affecting electricity and water supply. The disruptions to the banking services due to uni-lateral economic measures, the rapid shrinkage of the private sector, insecure roads hindering internal transit and trade, the rising costs of imports and inflating prices due to the devaluation of the currency affect the whole economy and most importantly the informal sector that employs a large proportion of people. As a consequence, unemployment is soaring and a large number of people are left without the basic elements for a decent life. Brain drain and migrant labour have increased tremendously but remittances have decreased due to the inability to make financial transactions from overseas to the country. The crisis has further aggravated the underlying causes of poverty and vulnerability.

Most Syrians have been affected by the crisis, whether directly or indirectly. Affected population reported decreased income and expenditure, lower purchasing power, increased unemployment, and loss of productive assets. Social networks are under increasing pressure due to the limited and depleting resources of host families and local communities. Hosting communities are facing difficulties providing the necessary minimum requirements for their families, particularly that both IDPs and hosting communities have extensively relied on their diminishing savings. Syrians in both categories need urgent and effectively targeted assistance to support them through the crisis and avoid further destitution and rapid decline in their health, nutritional status, and living conditions. Erosion of assets and resources is increasing, and dependency on humanitarian assistance is exacerbated by the increasing poverty and vulnerability with more impact on the more vulnerable in particular. As the crisis is in its fifth year, even middle-income families are running low on reserves and savings and are losing assets. The number of women-headed households is

¹ SCPR Report 2015 (Alienation and violence)

increasing due to the absence of their male partners, parents or siblings for various reasons. Thus, special attention should be given to women and their particular needs.

Every day, more and more young men and women have little to look forward to beyond the risk of death and injury in their own country or the harsh prospect of exile to neighbouring countries or illegal migration through trafficking. The broad impact of this crisis is seen starkly in education and protection. Young people are missing out on education and vocational training. Many have witnessed unspeakable cruelties and are living without physical protection and psychosocial support- a situation with even greater impact on young women and PWD. Some youth were enrolled into armed groups and exposed to the horrors of war. Reports of early marriage and GBV are on the rise. Dislocated families can no longer provide the protective environment or social networks needed. Without education, protection, and support, these young people are at risk of losing hope, of accepting violence as normal and replicating it, undermining their own future, the future of their nations, and the stability of the region.

Security and justice are severely affected in certain areas. The level varies from total breakdown of law and order in areas currently caught in the middle of hostilities to mild disruptions in the work of the police force and justice institutions. Armed civilian committees have emerged in certain areas to protect neighbourhoods and villages. This puts civilians, minority and disenfranchised groups (including women, PWD, youth and the elderly) at risk and poses serious concerns on the respect of human rights and professional performance.

Priorities differ among displaced people and host communities in various parts of the country. The need for humanitarian assistance in affected areas² is increasing. Efforts are being concentrated on saving lives and preventing a large segment of the Syrian population from falling into destitution and seeing a further decline in their health, psychological and nutritional status. For those who have had to flee their homes, food and non-food items are needed. The needs generally include access to lifesaving medicines and medical services for trauma, primary health care, maternity and continued treatment of chronic diseases; psycho-social support, especially for women and children; access to basic community services such as clean water and garbage collection; and the restoration of livelihoods.

As a response to the humanitarian crisis, the Syrian Humanitarian Assistance Response Plan (SHARP) was launched in 2012 by the Government of Syria and UN agencies. In 2015, The Syria Response Plan constitutes the programmatic framework for the response to the crisis impact with a dedicated sector of Early Recovery and Livelihoods. A complementary Strategic Framework focusing on strengthening resilience³ of the Syrian people is currently under development. It will widen the scope of beneficiaries by addressing vulnerabilities that go beyond life-saving and emergency assistance.

II. STRATEGY

A. Overall objective and specific outputs

The overall goal is to contribute to strengthening the resilience of the Syrian people to cope with the effects of the crisis and prevent their further down fall into destitution.

The project specific objectives are to ensure a well-coordinated response that provides IDPs and their host communities with livelihood opportunities in view of supporting spontaneous recovery efforts, enhance

²Affected areas include those directly affected by hostilities as well as areas hosting a large number of displaced people and as such are suffering from increase pressures on basic infrastructure, social services, housing and economic opportunities.

³Resilience is defined as a transformative process that builds upon the innate capacities and knowledge of all people, communities and countries to anticipate, manage, and recover from shocks minimizing their impact and maximizing their (transformative) potential to promote and sustain human development gains.

service delivery and rehabilitate basic community infrastructure. Special attention will be given to creating such opportunities to women headed household, youth and PWD.

To ensure inclusive participatory response planning and as part of its programming toolkit, UNDP develops Governorate Profiles capturing the main socio-economic characteristics in target governorate, priorities and needs of affected groups, partnership opportunities and potential entry points for livelihoods and resilience programming. A comprehensive livelihoods damage assessment methodology developed by UNDP in 2014 is used to identify priorities and needs in affected communities taking into consideration severity, magnitude and extent of damage in each targeted location. As such, the profiles serve to identify programmatic and operational opportunities, threats, and risks and explore available resources in the governorate in close collaboration with local stakeholders. The stakeholders mapping and analysis, which is an integral part, is crucial to better understand the socio-economic dynamics in the target governorate and ensure the inclusiveness of all concerned -including affected groups- in the local response plan.

Governorate response plans are then developed; they define the scope of interventions within the framework of the UNDP mandate and the strategic objectives of the 2015 Syria Strategic Response Plan. The response plans are then translated into area-based interventions by field teams in participation with local stakeholders including NGOs, faith-based organizations and local technical directorates. This approach ensures that interventions are demand driven and locally owned as they are defined by local communities in affected areas, i.e. IDPs and host communities who exhausted their coping mechanisms due to the protracted crisis. Progress is monitored against pre-agreed targets and indicators and recorded in an Information Management System (IMS).

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

Output 1: Basic services and community infrastructure repaired and/ or restored in affected areas

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. Rubble is spread in the majority of severely affected neighbourhoods, piles of garbage are left on the streets and basic services have become difficult to maintain.

Through this component, it is expected to repair basic community infrastructure (such as rehabilitation of health centres, schools, irrigation canals, secondary/ tertiary roads, markets, water networks, street and public facilities lighting, etc.), and restore basic services (such as solid waste management and rubble removal, waste water, etc.). Local authorities, NGOs and CBOs will be the main partners.

Result 1.1: Community infrastructure repaired and basic service restored as identified by communities

- Activity 1.1.1: Carry out rapid damage assessments in target areas to prioritize interventions
- Activity 1.1.2: Assess the context and identify relevant labour intensive implementation approaches, partner(s) and/ or service provider(s)
- Activity 1.1.3: Procure necessary tools and equipment, as applicable
- Activity 1.1.4: Repair community infrastructure and restore basic service as identified by communities and in close coordination with concerned authorities
- Activity 1.1.5: Ensure smooth transition of infrastructure and basic services management to local authorities and provide needed technical and other support for this purpose.

Output 2: Socio-economic recovery of affected population, IDPs and host communities enhanced

One of the major outcomes of the crisis is the detrimental loss of various types of assets. The majority, if not all of the IDPs, have fled violence in their homelands with no significant assets or belongings. It has been

repeatedly reported that people had left their villages and cities with “their clothes only”. They have lost their livelihood assets, food and non-food items, including emergency survival kits (blankets, mattresses, heaters, etc.). IDPs and host families have depleted their resources. They have been overburdened with additional costs and responsibilities.

Through this component, UNDP will contribute to strengthening the coping capacity of affected people, internally displaced people (IDPs) and host communities, to withstand the consequences of the crisis. Direct support will be offered through start-up grants, restoration of small businesses and value chains, sustainable employment creation, vocational training and provision of productive assets. UNDP will ensure basic principles of accountability, transparency, and inclusiveness while including strong communication and outreach component for better access to information and feedback by beneficiaries.

Result 2.1: Start-up grant scheme rolled out for enterprise recovery according to strict criteria

- Activity 2.1.1: Map productive facilities, value chains and small businesses for support in target areas
- Activity 2.1.2: Develop selection criteria and select with concerned communities beneficiaries and businesses for support
- Activity 2.1.3: Develop and implement monitoring and quality assurance plan
- Activity 2.1.4: Implement the scheme to revive markets and local production capacity
- Activity 2.1.5: Provide business development support, as applicable, to ensure economic viability.

Result 2.2: Productive assets provided to key businesses (commercial or services) and agricultural activities to revive markets and enhance access to commodities and services in target areas

- Activity 2.2.1: Identify needs and procure productive assets as necessary
- Activity 2.2.2: Develop criteria and select beneficiaries
- Activity 2.2.3: Develop and implement monitoring and quality assurance plan
- Activity 2.2.3: Distribute the assets/ inputs according to transparent and clear criteria.

Result 2.3: Short-term vocational and skills development trainings delivered

- Activity 2.3.1: Map out and assess capacities of existing vocational training programmes delivered by training centre and/ or NGOs in the target area
- Activity 2.3.2: Identify training needs and match beneficiaries with appropriate training and job placement opportunities delivered by training centre and/ or NGOs in the target area
- Activity 2.3.3: Avail on-the-job training and internship opportunities
- Activity 2.3.4: Procure and distribute start-up kits as needed.

Output 3: Socio-economic recovery and reintegration of vulnerable groups facilitated including for women headed household and people with disabilities

As part of its approach to enhance equality, participation, and empowerment, UNDP in line with UN Security Council Resolution 1325 will work with stakeholders on women economic empowerment particularly in times of crisis and post-crisis. As such, programmatic emphasis will be put on creating income generation opportunities for women to support their families.

In addition, and in line with the UN Partnership on the Rights of Persons with Disabilities (UNPRPD), UNDP will give due attention to people with disabilities and other special needs, and shall avail necessary resources for them to become independent and productive members of the community. Such support will be based on a comprehensive rehabilitation cycle including but not limited to psycho-social support, provision of disability aids such as prosthetics, artificial limbs, crutches, wheelchairs, medical pillows and mattresses, among other needed items, specialized vocational trainings and integration in community based activities.

Both women and people with special needs will benefit from cash transfer, trainings and start-up kits where applicable, while people with disabilities will benefit in addition from medical disability aids that will facilitate their mobility.

Result 3.1: Livelihoods and income generation opportunities created for women headed households

- Activity 3.1.1: Provide specialized and tailored income generation opportunities to engage women headed households;
- Activity 3.1.2: Provide tailored vocational training;
- Activity 3.1.3: Provide start-up grants/kits for restoration of livelihoods.

Result 3.2: Livelihoods support provided to persons with disabilities

- Activity 3.2.1: Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupational therapy where possible, psycho-social support...)
- Activity 3.2.2: Provide specialized and tailored vocational training
- Activity 3.2.3: Provide start-up grants/kits for restoration of livelihoods

Output 4: National and local capacities for community resilience enhanced

This output will promote the capacities of people and institutions to cope with the consequences of on-going crisis.

Result 4.1: NGOs/CBOs empowered to take an active role in building resilience

- Activity 4.2.1: Map and carry out capacity assessment of NGOs/CBOs involved in this line of work
- Activity 4.2.2: Implement targeted specialized trainings for NGOs/CBOs to complement and expand ongoing work
- Activity 4.2.4: Facilitate networking for exchange of information and best practice
- Activity 4.2.5: Provide grants for community based initiatives promoting social cohesion, reconciliation and inter-communal activities.

Result 4.3: Community activities implemented for promoting co-existence and dialogue.

- Activity 4.3.1: Mobilize youth groups at local and regional level for inter-communal activities including: sports tournaments, social events, open days, music forums, cultural forums, soft skills training, and social entrepreneurship initiatives.
- Activity 4.3.1: Facilitate networking among various groups and various communities to share experiences and exchange of information.

Output 5: Advocacy and coordination for resilience building enhanced

This output bridges between the various phases of resilience, starting from the humanitarian phase. It will enhance and reinforce coordination and provide technical support to the various relevant working groups in place or to be activated. Coordination is key to ensure synergies, coherence, avoidance of duplication, and maximization of resources. An active database coupled with GIS and interactive mapping and reports will be developed. This mechanism can also serve as a monitoring tool for the UN to better assess the response, and promote complementarities between humanitarian and recovery phases for more comprehensive and sustainable resilience.

Result 5.1: Early recovery and livelihoods coordination strengthened among relevant counterparts

- Activity 5.1.1: Provide technical support to UNCT and the various relevant humanitarian working groups in place or to be activated.

- Activity 5.1.2: Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping, collect information on sectoral thematic areas and set relevant parameters.
- Activity 5.1.3: Provide information management services and generate regular reports on needs, activities, geographical scope, agencies on the ground, etc.
- Activity 5.1.4: Facilitate coordination at the local and regional levels.

The following diagram illustrates the relationships between the outputs and the outcome while emphasizing the coordination with all stakeholders.

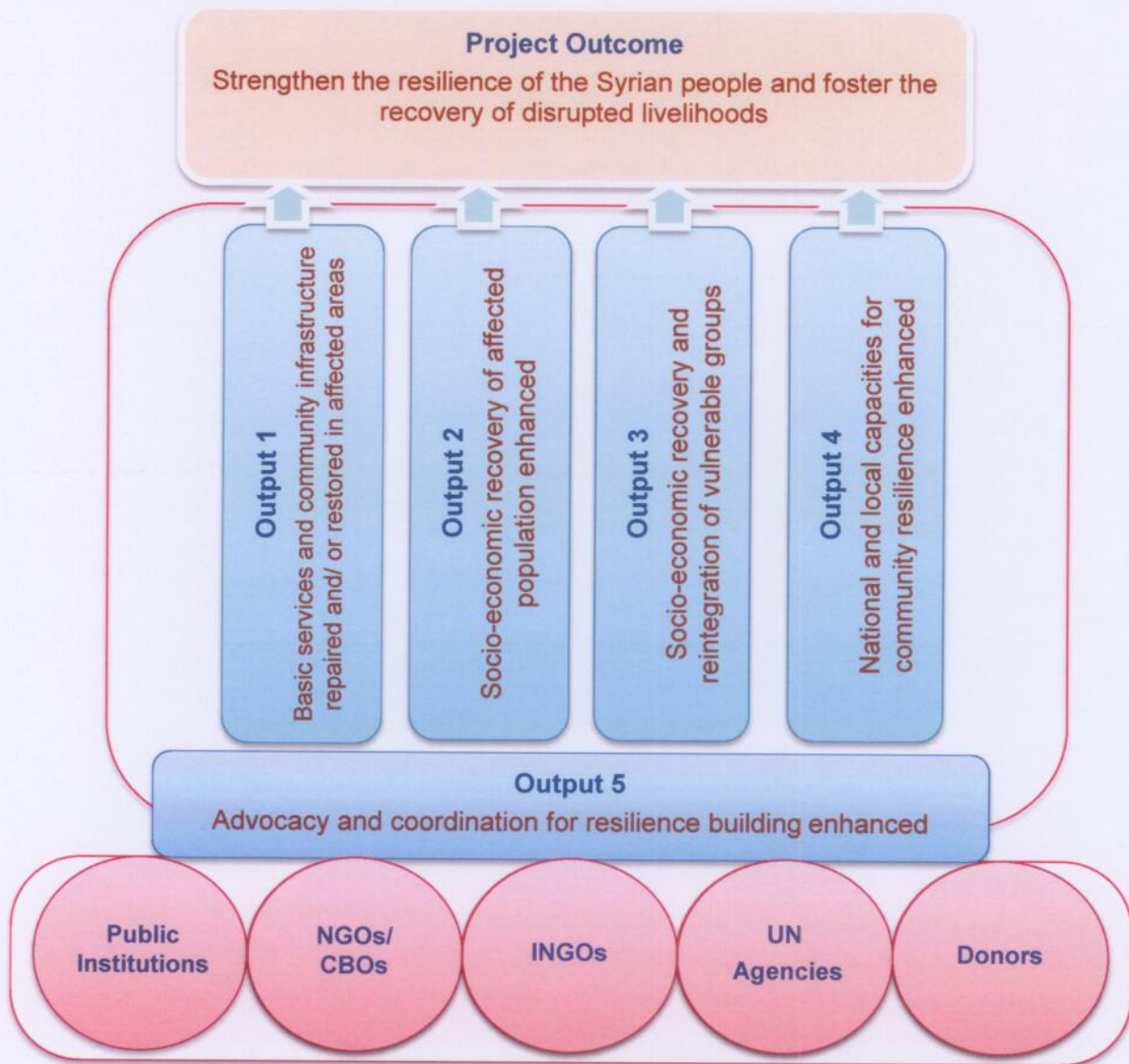


Figure 1. Results Framework

B. Strategy guiding principles

Coherence with UN response plans: This project builds on the Syrian Humanitarian Assistance Response Plan and integrates the UNDP project proposals submitted in this regard. Additionally, this project ensures cooperation and coordination with other UN agencies operating in the humanitarian field in Syria for harmonized interventions and complementarities.

Comparative advantage: The project capitalizes on previous UNDP's interventions in the context of the Syrian current armed conflict and on the partnerships built over time by UNDP in Syria with local authorities

and stakeholders, in particular local associations, NGOs and CBOs in addition to various think tanks, universities and private sector. UNDP through various previous initiatives have expanded its network of partners, gained a deep thorough understanding of the underlying causes of the socio-economic problems in Syria, conducted focused assessments and targeted studies and developed different types of partnerships for policy making and operational implementation; this enables UNDP to have a comprehensive understanding of the changing priorities and dynamics in the social fabric and economic conditions in the country and ultimately better plan its response accordingly.

Humanitarian principles: UNDP will incorporate humanitarian and recovery principles in the design, planning and implementation of sub-projects foreseen in the present project.

Bottom-up approach: UNDP will emphasize the role of local communities to foster the recovery process while ensuring clear linkages between micro and macro level. The project will draw on locally available capacities and strengths to implement the various sub-projects efficiently and effectively. Inclusive participation of all concerned stakeholders and beneficiaries will be sought throughout the project.

Monitoring for results: The project will build a strong monitoring and evaluation system (third party monitoring) that ensures transparency, accountability and impartial targeting of beneficiaries and locations. UNDP will ensure coordination and consultation with Public institutions, as well as with other stakeholders including donors, UN agencies and others, as deemed feasible. See below section on targeting.

Conflict Sensitivity approach. Taking into consideration the root causes of the conflict, the implementation of the project will be guided on an on-going conflict analysis to better address divisive issues in communities. The implementation will be guided by the "Do No Harm Principle" and will include looking into the selection of project staff, the selection of beneficiary communities, and implementation approaches, as well as the impact of the delivered results.

C. Targeting

Based on existing assessments and analyses of the armed conflict in Syria, the project will work and target areas and beneficiaries with impartiality and neutrality. In doing so, the Do No Harm' principle will be taking into account. The project will also promote impartiality, neutrality and equitability.

1. Geographic targeting

UNDP plans to target the affected populations in their geographical locations as per the following criteria:

- Criteria 1: Impact of the armed conflict (high number of IDPs, deteriorated basic social services, and high poverty and unemployment, etc.)
- Criteria 2: Areas with potential for labour absorption/creation especially in production centres (quick assessment of economic actors may prove essential)
- Criteria 3: Presence of NGOs and other partners to support implementation
- Criteria 4: Areas which are relatively stable and accessible.

2. Beneficiary targeting

UNDP plans to equally target all directly and indirectly affected populations. However, the project will particularly strive to target people with the most acute needs for support. To this end, the below prioritized criteria will be used to identify beneficiaries:

- Criteria 1: Internally displaced people and their hosting communities
- Criteria 2: People with disrupted livelihoods (housing, source of income, assets, etc.)
- Criteria 3: Women-headed households (families who lost their primary income earner)
- Criteria 4: People with special needs, including persons with disabilities
- Criteria 5: Young people

The project will ensure that children (boys and girls) are excluded from employment and referred to suitable programmes in consultation with UNICEF and partner NGOs.

3. Activities selection

Activities will be selected taking into consideration the following criteria:

- Criteria 1: The selection will be guided by local rapid assessments, including on emergency livelihoods, local service delivery, basic social infrastructure status and target beneficiaries.
- Criteria 2: The activities will be identified, developed and implemented in an inclusive participatory manner mainly engaging with concerned local authorities, active local committees and local stakeholders in all project development processes.
- Criteria 3: Emphasis will be placed on immediate and quick rehabilitation of vital small community infrastructure that would benefit a relatively large number of people, including water, health and shelter while aiming at gauging more sustainable means for future income generation.
- Criteria 4: Emphasis will be placed on activities that will employ large number of local labour and ensure rapid skills acquisition for beneficiaries to engage actively in provision of emergency assistance and repair.
- Criteria 5: UNDP will endeavour that its activities are gender-sensitive and environmentally sound. Women should constitute at least 30% of the total beneficiaries.
- Criteria 6: Emphasis will be placed on the "Do No Harm" principle, where UNDP activities should avoid a harmful spill-over on the individuals, the communities, the environment and the local economy.
- Criteria 7: Local procurement is the most favoured option for inputs needed for the activity. UNDP shall endeavour to encourage manufacturing of tools locally to maximize the use of resources in the local market and stimulation of the local economy.

D. Partnerships

The project will be implemented in close cooperation with the following partners:

- Local authorities particularly municipal councils, technical directorates in target governorates and mayors (in particular for decision-making, technical skills, local coordination, implementation, supervision, monitoring and evaluation, etc.)
- NGOs and CBOs (in particular for community mobilization, participatory monitoring, implementation, evaluation, knowledge transfer etc.). UNDP will resort to its large network of NGOs and CBOs with which there is a proven track record of joint ventures and previous partnerships experiences (such as the NGOs and local associations benefiting from the small grant programme SGP, the platform initiative and the ones partnering with UNDP for the implementation of humanitarian activities)
- Private sector (in particular for implementation, monitoring and evaluation and communication). UNDP is currently mapping active private sector companies operating in various fields related to the

proposed livelihoods programme in order to target them for future procurement notices facilitating the implementation of the different components.

- Partnerships with other UN agencies will be maintained and expanded for the ultimate benefit of the programme and consequently for higher impact on the affected populations. To date, UNDP has set strong cooperation with WHO for the rehabilitation of the primary health care services and with UNICEF and UNFPA for awareness raising. Having the longest presence in the country, UNDP is able to provide a wide range of support to other UN agencies and international organizations while forging new channels of collaboration for a harmonized and coordinated humanitarian and early recovery response.

In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs, etc.), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices and knowledge management and information sharing will be sought with all partners.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Applicable Key Result Area (2014-2017 Strategic Plan Outcome): Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings</p> <p>Partnership Strategy</p> <p>The programme will be implemented in close partnership and cooperation with i) Local entities; ii) NGOs/CBOs; iii) the private sector; iv) UN Agencies, v) target groups and affected populations. Engagement of all concerned stakeholders will be sought for identification of needs, planning, decision-making, consultation, community mobilization, resource mobilization, implementation, monitoring, feedback and supervision. In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices, knowledge management and information sharing with all partners will be considered involving the beneficiaries/target groups as well.</p> <p>Project title and ID (ATLAS Award ID): Strengthen the resilience of the Syrian people and foster the recovery of disrupted livelihoods</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<p>Output 1: Basic services and community infrastructure repaired and/ or restored in affected areas</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> • Empirical and scattered data is available on disruption of basic services and destruction of houses and basic community infrastructure. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Number of projects implemented for restoring service delivery, and basic community infrastructure. • Number of people benefitting from these projects 	<ul style="list-style-type: none"> • Assessments are carried out in all areas where the project activities will be implemented. • 250 basic community infrastructure repaired and/ or basic services restored 	<p>Result 1.1: Community infrastructure repaired and basic service restored as identified by communities</p> <ul style="list-style-type: none"> ▪ Activity 1.1.1: Carry out rapid damage assessments in target areas to prioritize interventions ▪ Activity 1.1.2: Assess the context and identify relevant labour intensive implementation approaches, partner(s) and/ or service provider(s) ▪ Activity 1.1.3: Procure necessary tools and equipment, as applicable ▪ Activity 1.1.4: Repair community infrastructure and restore basic service as identified by communities and in close coordination with concerned authorities ▪ Activity 1.1.5: Ensure smooth transition of infrastructure and basic services management to local authorities and provide needed technical and other support for this purpose. 	<p>UNDP</p>	<ul style="list-style-type: none"> • Consultants: US\$500,000 • Rehabilitation work: US\$13 million <p>Total Output 1: US\$13,500,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<p>Output 2: Socio-economic recovery of affected population, IDPs and host communities, enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Loss of capital, productive assets and lack of skills are the main concern in affected communities. No up-to-date data on livelihoods. IDPs and hosting communities have overstretched their resources. Market places in hot areas have been heavily affected. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of businesses that have restarted their activities thanks to cash grants. Number of families that have access to income thanks to productive assets. Number of people receiving vocational training and related start-up kit Number of small businesses benefiting from the restoration of small market places. <p>(gender and age disaggregated data)</p>	<ul style="list-style-type: none"> At least 5,000 businesses received small grants; At least 20,000 families benefited from productive tools At least 57,000 persons have received vocational training and related start-up kit At least 400 small businesses have benefitted from restored market places. 	<p>Result 2.1: Start-up grant scheme rolled out for enterprise recovery according to strict criteria</p> <ul style="list-style-type: none"> Activity 2.1.1: Map productive facilities, value chains and small businesses for support in target areas Activity 2.1.2: Develop selection criteria and select with concerned communities beneficiaries and businesses for support Activity 2.1.3: Develop and implement monitoring and quality assurance plan Activity 2.1.4: Implement the scheme to revive markets and local production capacity Activity 2.1.5: Provide business development support, as applicable, to ensure economic viability. <p>Result 2.2: Productive assets provided to key businesses (commercial or services) and agricultural activities to revive markets and enhance access to commodities and services in target areas</p> <ul style="list-style-type: none"> Activity 2.2.1: Identify needs and procure productive assets as necessary Activity 2.2.2: Develop criteria and select beneficiaries Activity 2.2.3: Develop and implement monitoring and quality assurance plan Activity 2.2.4: Distribute the assets/ inputs according to transparent and clear criteria. <p>Result 2.3: Short-term vocational and skills development trainings delivered</p> <ul style="list-style-type: none"> Activity 2.3.1: Map out and assess capacities of existing vocational training programmes delivered by training centre and/ or NGOs in the target area 	<p>UNDP</p>	<ul style="list-style-type: none"> Start-up grants: US\$7.5 million Productive assets: US\$5.7 million Vocational Training: US\$1 million Start-up kits: US\$5 million <p>Total Output 2: US\$19,200,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<p>Output 3: Socio-economic recovery of vulnerable groups facilitated including for women headed household and people with disabilities</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Reported increase in female headed households who have lost their breadwinners. Increase in numbers of PWD. The Ministry of Social Affairs is planning a survey. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of women headed households who have access to income generation opportunities thanks to project interventions. Number of PWD who have access to a source of income thanks to project interventions. Number of PWD receiving rehabilitation services. 	<ul style="list-style-type: none"> 5,000 women-headed households that have access to income generating activities. 5,000 people with disabilities supported to generate income. 4,400 people with disability have received disability rehabilitation services. 	<ul style="list-style-type: none"> Activity 2.3.2: Identify training needs and match beneficiaries with appropriate training and job placement opportunities delivered by training centre and/ or NGOs in the target area Activity 2.3.3: Avail on-the-job training and internship opportunities Activity 2.3.4: Procure and distribute start-up kits as needed. <p>Result 3.1: Livelihoods and income generation opportunities created for women headed households</p> <ul style="list-style-type: none"> Activity 3.1.1: Provide specialized and tailored income generation opportunities to engage women headed households; Activity 3.1.2: Provide tailored vocational training; Activity 3.1.3: Provide start-up grants/kits for restoration of livelihoods. <p>Result 3.2: Livelihoods support provided to persons with disabilities</p> <ul style="list-style-type: none"> Activity 3.2.1: Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupational therapy where possible, training of service providers, etc.) Activity 3.2.2: Provide specialized and tailored vocational training Activity 3.2.3: Provide start-up grants/kits for restoration of livelihoods 	UNDP	<ul style="list-style-type: none"> Start-up kits for women and PWD: US\$1.65 million Disability rehabilitation services (equipment and disability aids): US\$950,000 Training for targeted PWD and women: US\$0.6 million Grants \$ 615,000 Specialized training for service providers for PWD: US\$350,000 <p>Total Output 3: US\$4,165,000</p>
<p>Output 4: National and local capacities for community resilience enhanced</p>	<ul style="list-style-type: none"> 150 NGOs trained. 100 initiatives undertaken by NGOs/CBOs 	<p>Result 4.1: NGOs/CBOs empowered to take an active role in building resilience</p>	UNDP	<ul style="list-style-type: none"> NGOs/CBO capacity assessment and

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<p><u>Baseline:</u></p> <ul style="list-style-type: none"> Limited CBOs' capacity to coordinate, plan and respond to the current needs of the affected population. The social fabric has been significantly damaged. Yet it is still unclear how severe these fractures have affected communities. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of initiatives coordinated and implemented by NGOs/CBOs. Number of people engaged in community and inter-communal activities. 	<ul style="list-style-type: none"> At least 5 initiatives undertaken in 3 governorates 	<ul style="list-style-type: none"> Activity 4.1.1: Map and carry out capacity assessment of NGOs/CBOs involved in this line of work Activity 4.1.2: Implement targeted specialized trainings for NGOs/CBOs to complement and expand ongoing work Activity 4.1.3: Facilitate networking for exchange of information and best practice Activity 4.1.4: Provide grants for community based initiatives promoting social cohesion, reconciliation and inter-communal activities. <p>Result 4.2: Community activities implemented for promoting co-existence and dialogue.</p> <ul style="list-style-type: none"> Activity 4.2.1: Mobilize youth groups at local and regional level for inter-communal activities, including: sports tournaments, social events, open days, music forums, cultural forums, soft skills training, and social entrepreneurship initiatives. Activity 4.2.2: Facilitate networking among various groups and various communities to share experiences and exchange of information. 		<p>development programme (trainings and workshops): US\$300,000</p> <ul style="list-style-type: none"> Grants for youth activities: US\$500,000 Grants for community based activities: US\$500,000. <p>Total Output4: US\$1,300,000</p>
<p>Output 5: Advocacy and coordination for resilience building enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Early recovery and resilience is coordinated by the relevant inter-agency sector-working group, led by UNDP in Syria (Damascus hub). This work is less developed (if not in-existent) in the other regional hub. The area/ field coordination mechanism has just been rolled out. <p><u>Indicators:</u></p>	<ul style="list-style-type: none"> At least 3 joint initiatives undertaken within the framework of the livelihoods working group. At least quarterly reports generated [Y/N] 	<p>Result 5.1: Early recovery and livelihoods coordination strengthened among relevant counterparts</p> <ul style="list-style-type: none"> Activity 5.1.1: Provide technical support to UNCT and the various relevant humanitarian working groups in place or to be activated. Activity 5.1.2: Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping, collect information on sectoral thematic areas and set relevant parameters. Activity 5.1.3: Provide information management services and generate regular reports on needs, 	UNDP	<p>Technical expertise: US\$1 million</p> <p>Total Output5 : US\$1,000,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<ul style="list-style-type: none"> Number of joint initiatives (assessments, planning, preparedness plans, response, etc.) undertaken by the working group. Regular reporting to feature early recovery and resilience in humanitarian and development-oriented fora. (data disaggregated by hub and areas) 		activities, geographical scope, agencies on the ground, etc.		
Staffing				\$ 800,000
Logistics (security, transportation, logistics, communication, printing, etc.)				\$ 1,877,990
Monitoring and Evaluation				\$ 50,000
SUB-TOTAL				\$ 41,892,990
GMS (8%)				\$ 3,351,439
TOTAL BUDGET				\$ 45,244,429

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	Funding Source	Budget Description	Amount US\$															
		Year 1				Year 2																						
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																			
<p>Output 2: Socio-economic recovery of affected population, IDPs and host communities, enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Loss of capital, productive assets and lack of skills are the main concern in affected communities. No up-to-date data on livelihoods. IDPs and hosting communities have overstretched their resources. Market places in hot areas have been heavily affected. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of businesses that have restarted their activities thanks to cash grants. Number of families that have access to income thanks to productive assets. Number of people receiving vocational training and related start-up kit Number of small businesses benefiting from the restoration of small market places. 	<p>Result 2.1: Start-up grant scheme rolled out for enterprise recovery according to strict criteria</p> <ul style="list-style-type: none"> Activity 2.1.1: Map productive facilities, value chains and small businesses for support in target areas Activity 2.1.2: Develop selection criteria and select with concerned communities beneficiaries and businesses for support Activity 2.1.3: Develop and implement monitoring and quality assurance plan Activity 2.1.4: Implement the scheme to revive markets and local production capacity Activity 2.1.5: Provide business development support, as applicable, to ensure economic viability. <p>Result 2.2: Productive assets provided to key businesses (commercial or services) and agricultural activities to revive markets and enhance access to commodities and services in target areas</p> <ul style="list-style-type: none"> Activity 2.2.1: Identify needs and procure productive assets as necessary Activity 2.2.2: Develop criteria and select beneficiaries Activity 2.2.3: Develop and implement monitoring and quality assurance plan 																											
		X				X				X													7,500,000	Start-up grants	Donors	UNDP		
		X					X			X														5,700,000	Productive assets			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	Funding Source	Budget Description	Amount US\$
		Year 1				Year 2							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<p>Targets:</p> <ul style="list-style-type: none"> At least 5,000 businesses received small grants; At least 20,000 families benefited from productive tools At least 57,000 persons have received vocational training and related start-up kit At least 400 small businesses have benefitted from restored market places. 	<ul style="list-style-type: none"> Activity 2.2.4: Distribute the assets/ inputs according to transparent and clear criteria. Result 2.3: Short-term vocational and skills development trainings delivered Activity 2.3.1: Map out and assess capacities of existing vocational training programmes delivered by training centre and/ or NGOs in the target area Activity 2.3.2: Identify training needs and match beneficiaries with appropriate training and job placement opportunities delivered by training centre and/ or NGOs in the target area Activity 2.3.3: Avail on-the-job training and internship opportunities Activity 2.3.4: Procure and distribute start-up kits as needed. 									UNDP	Donors	Vocational Training Start-up kits	1,000,000 5,000,000
<p>Output 3: Socio-economic recovery of vulnerable groups facilitated including for women headed household and people with disabilities</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Reported increase in female headed households who have lost their breadwinners. 	<ul style="list-style-type: none"> Result 3.1: Livelihoods and income generation opportunities created for women headed households Activity 3.1.1: Provide specialized and tailored income generation opportunities to engage women headed households; Activity 3.1.2: Provide tailored vocational training; 									UNDP	Donors	Start-up kits for women and PWD Training for targeted PWD and women Grants	1,650,000 600,000 615,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	Funding Source	Budget Description	Amount US\$
		Year 1				Year 2							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<ul style="list-style-type: none"> Increase in numbers of PWD. The Ministry of Social Affairs is planning a survey. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of women headed households who have access to income generation opportunities thanks to project interventions. Number of PWD who have access to a source of income thanks to project interventions. Number of PWD receiving rehabilitation services. <p><u>Targets:</u></p> <ul style="list-style-type: none"> 5,000 women-headed households that have access to income generating activities. 5,000 people with disabilities supported to generate income. 4,400 people with disability have received disability rehabilitation services. 	<ul style="list-style-type: none"> Activity 3.1.3: Provide start-up grants/kits for restoration of livelihoods. <p>Result 3.2: Livelihoods support provided to persons with disabilities</p> <ul style="list-style-type: none"> Activity 3.2.1: Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupational therapy where possible, training of service providers, etc.) Activity 3.2.2: Provide specialized and tailored vocational training Activity 3.2.3: Provide start-up grants/kits for restoration of livelihoods 												
		X	X	X	X								
<p>Output 4: National and local capacities for community resilience enhanced</p>	<p>Result 4.1: NGOs/CBOs empowered to take an active role in building resilience</p>												
										UNDP	Donors	Trainings and workshops	300,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	Funding Source	Budget Description	Amount US\$		
		Year 1				Year 2									
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
<u>Baseline:</u> <ul style="list-style-type: none"> Limited CBOs' capacity to coordinate, plan and respond to the current needs of the affected population. The social fabric has been significantly damaged. Yet it is still unclear how severe these fractures have affected communities. <u>Indicators:</u> <ul style="list-style-type: none"> Number of initiatives coordinated and implemented by NGOs/CBOs. Number of people engaged in community and inter-communal activities. <u>Targets:</u> <ul style="list-style-type: none"> 150 NGOs trained. 100 initiatives undertaken by NGOs/CBOs At least 5 initiatives undertaken in 3 governorates 	<ul style="list-style-type: none"> Activity 4.1.1: Map and carry out capacity assessment of NGOs/CBOs involved in this line of work Activity 4.1.2: Implement targeted specialized trainings for NGOs/CBOs to complement and expand ongoing work Activity 4.1.3: Facilitate networking for exchange of information and best practice Activity 4.1.4: Provide grants for community based initiatives promoting social cohesion, reconciliation and inter-communal activities. 		X	X	X	X									
				X				X							
			X	X	X	X	X	X	X	X	X	X	X	Grants for community based activities	500,000
			X											Grants for youth activities	500,000
	<p>Result 4.2: Community activities implemented for promoting co-existence and dialogue.</p> <ul style="list-style-type: none"> Activity 4.2.1: Mobilize youth groups at local and regional level for inter-communal activities, including: sports tournaments, social events, open days, music forums, cultural forums, soft skills training, and social entrepreneurship initiatives. Activity 4.2.2: Facilitate networking among various groups and various communities to share experiences and exchange of information. 														

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME										RESPONSIBLE PARTY	Funding Source	Budget Description	Amount US\$
		Year 1					Year 2								
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
<p>Output 5: Advocacy and coordination for resilience building enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Early recovery and resilience is coordinated by the relevant inter-agency sector-working group, led by UNDP in Syria (Damascus hub). This work is less developed (if not inexistent) in the other regional hub. The area/field coordination mechanism has just been rolled out. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of joint initiatives (assessments, planning, preparedness plans, response, etc.) undertaken by the working group. Regular reporting to feature early recovery and resilience in humanitarian and development-oriented fora. <p><u>Targets:</u></p> <ul style="list-style-type: none"> At least 3 joint initiatives undertaken 	<p>Result 5.1: Early recovery and livelihoods strengthened among relevant counterparts</p> <ul style="list-style-type: none"> Activity 5.1.1: Provide technical support to UNCT and the various relevant humanitarian working groups in place or to be activated. Activity 5.1.2: Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping, collect information on sectoral thematic areas and set relevant parameters. Activity 5.1.3: Provide information management services and generate regular reports on needs, activities, geographical scope, agencies on the ground, etc. 	X	X	X	X	X	X	X	X	X	X	UNDP	Donors	Consultants	1,000,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	Funding Source	Budget Description	Amount US\$
		Year 1				Year 2							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
within the framework of the livelihoods working group. • At least quarterly reports generated [Y/N]													
Staffing													800,000
Logistics (security, transportation, logistics, communication, printing, etc.)													1,877,990
Monitoring and Evaluation													50,000
SUB-TOTAL													41,892,990
GMS (8%)													3,351,439
TOTAL BUDGET													45,244,429

V. MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP. Management arrangements are illustrated in *Figure 2* 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 (see *Figure 2* below). 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.

A communication strategy will be developed for the project. It will give full acknowledgement and visibility for the donor(s), design targeted messages to manage expectations and access to information, and ensure transparency. Pictures and videos will be used to document stories from the field and project activities, in addition to publications, press releases. The Project will ensure documentation of lessons learnt and best practices.

All procurement of goods and services and recruitment of project personnel shall be carried out in accordance with UNDP rules and regulations.

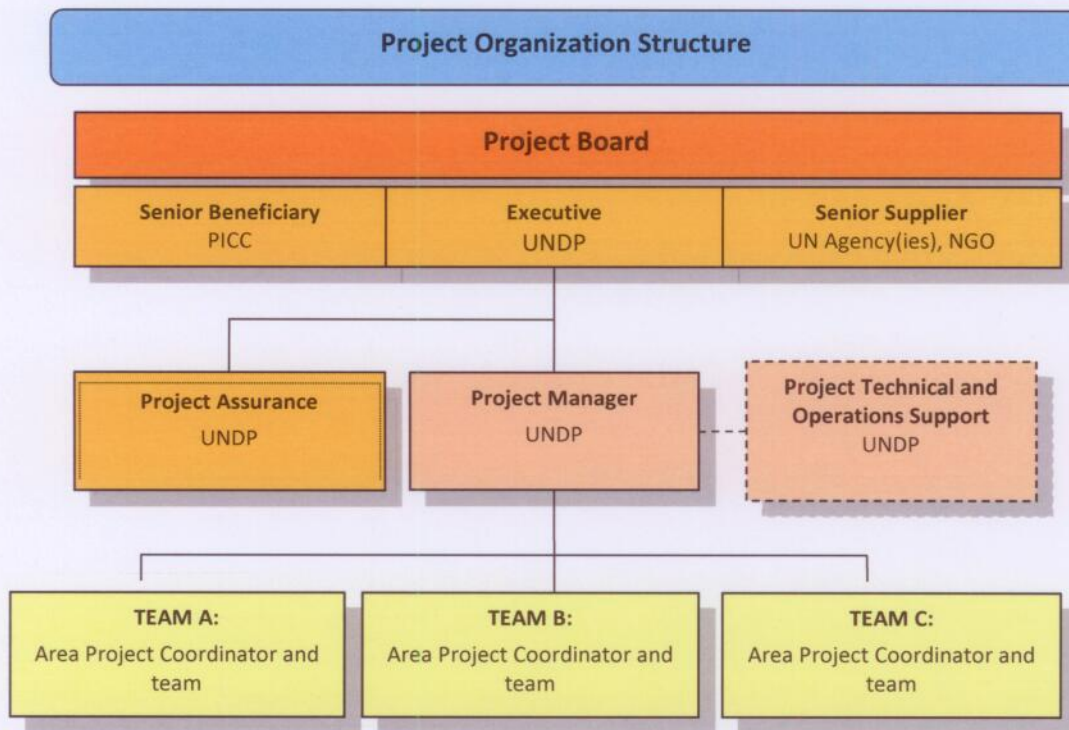


Figure 2: Project Organisational Structure

The project will be implemented from Damascus and through a number of field offices, depending on the security situation on the ground and the geographic areas where the needs are the most acute. To-date, there four UN hubs in Aleppo, Homs, Qamishli, and Tartous.

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, including possibly the use of third party monitoring.

Additionally, the project will design an interactive database that should allow for timely reporting and facilitate monitoring of the various interventions throughout the country.

The project will encourage participatory monitoring and evaluation, to ensure the highest transparency and accountability possible.

The project manager will use as well all means of technology to maintain regular communication with the teams. S/He shall ensure that the following reporting schedule is observed:

Monthly and 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.

An 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 Project Report: The Project Manager will ensure the preparation of the Annual Project Report (APR), in consultation with the various stakeholders. These reports while serving the purposes of monitoring performance also will cover lessons to help in assessing the various implementation modalities, including its implications in terms of capacity building and ownership.

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).

Quality Management for Project Activity Results

Output 1: Basic services and community infrastructure repaired and/ or restored in affected areas		
Activity Result 1	Community infrastructure repaired and basic service restored as identified by communities	Start Date: July 2015 End Date: December 2017
Purpose	Restore disrupted basic services to respond to growing demands due to flux of displaced people into hosting communities, and rehabilitate damaged or inadequate infrastructure.	
Description	<ul style="list-style-type: none"> ▪ Activity 1.1.1: Carry out rapid damage assessments in target areas to prioritize interventions ▪ Activity 1.1.2: Assess the context and identify relevant labour intensive implementation approaches, partner(s) and/ or service provider(s) ▪ Activity 1.1.3: Procure necessary tools and equipment, as applicable ▪ Activity 1.1.4: Repair community infrastructure and restore basic service as identified by communities and in close coordination with concerned authorities ▪ Activity 1.1.5: Ensure smooth transition of infrastructure and basic services management to local authorities and provide needed technical and other support for this purpose. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • Number of projects implemented for restoring service delivery, and basic community infrastructure. • Number of people benefitting from these projects 	<i>Monitoring reports and database</i> <i>Signed contracts/ agreements</i> <i>Press releases/ reports</i> <i>Before and after photos</i>	<i>At start of project</i> <i>Quarterly</i>

Output 2: Socio-economic recovery of affected population, IDPs and host communities, enhanced		
Activity Result 1	Start-up grant scheme rolled out for enterprise recovery according to strict criteria	Start Date: July 2015 End Date: December 2017
Purpose	To provide income generation opportunities and ease competition and boost local productive capacity.	
Description	<ul style="list-style-type: none"> ▪ Activity 2.1.1: Map productive facilities, value chains and small businesses for support in target areas ▪ Activity 2.1.2: Develop selection criteria and select with concerned communities beneficiaries and businesses for support 	

	<ul style="list-style-type: none"> ▪ Activity 2.1.3: Develop and implement monitoring and quality assurance plan ▪ Activity 2.1.4: Implement the scheme to revive markets and local production capacity ▪ Activity 2.1.5: Provide business development support, as applicable, to ensure economic viability. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of businesses that have restarted their activities thanks to cash grants. 	<i>monitoring reports and database</i> <i>Press releases/ reports</i>	<i>Monthly</i>

Output 2: Socio-economic recovery of affected population, IDPs and host communities, enhanced		
Activity Result 2	Productive assets provided to key businesses (commercial or services) and agricultural activities to revive markets and enhance access to commodities and services in target areas	Start Date: July 2015 End Date: December 2017
Purpose	To provide income generation opportunities and facilitate access to goods and services.	
Description	<ul style="list-style-type: none"> ▪ Activity 2.2.1: Identify needs and procure productive assets as necessary ▪ Activity 2.2.2: Develop criteria and select beneficiaries ▪ Activity 2.2.3: Develop and implement monitoring and quality assurance plan ▪ Activity 2.2.4: Distribute the assets/ inputs according to transparent and clear criteria. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of families that have access to income thanks to productive assets. ▪ Number of small businesses benefiting from the restoration of small market places. 	<i>Monitoring reports and database</i> <i>Signed contracts/ agreements</i> <i>Press releases/ reports</i> <i>Before and after photos</i>	<i>Monthly</i>

Output 2: Socio-economic recovery of affected population, IDPs and host communities, enhanced		
Activity Result 3	Short-term vocational and skills development trainings delivered	Start Date: July 2015 End Date: December 2017
Purpose	To develop skills for business start-up.	
Description	<ul style="list-style-type: none"> ▪ Activity 2.3.1: Map out and assess capacities of existing vocational training programmes delivered by training centre and/ or NGOs in the target area ▪ Activity 2.3.2: Identify training needs and match beneficiaries with appropriate training and job placement opportunities delivered by training centre and/ or NGOs in the target area ▪ Activity 2.3.3: Avail on-the-job training and internship opportunities ▪ Activity 2.3.4: Procure and distribute start-up kits as needed. 	

Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of people receiving vocational training and related start-up kit 	<i>Third party training reports</i> <i>Signed contracts/ agreements</i> <i>Press releases/ reports</i>	<i>Quarterly</i>

OUTPUT 3: Socio-economic recovery and reintegration of vulnerable groups facilitated including for women headed household and people with disabilities

Activity Result 1	Livelihoods and income generation opportunities created for women headed households	Start Date: July 2015 End Date: December 2017
Purpose	Provide means for decent life for women headed households and prevent their further destitution.	
Description	<ul style="list-style-type: none"> Activity 3.1.1: Provide specialized and tailored income generation opportunities to engage women headed households; Activity 3.1.2: Provide tailored vocational training; Activity 3.1.3: Provide start-up grants/kits for restoration of livelihoods. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of women headed households who have access to income generation opportunities thanks to project interventions. 	<i>Monitoring reports and database</i> <i>Signed contracts/ agreements</i> <i>Press releases/ reports</i> <i>Videos/ photos/ stories</i>	<i>Monthly</i>

OUTPUT 3: Socio-economic recovery of vulnerable groups facilitated including women headed household and people with disabilities

Activity Result 2	Livelihoods support provided to persons with disabilities	Start Date: July 2015 End Date: December 2017
Purpose	<i>Support PWD for their socio-economic reintegration and reducing further marginalisation during the crisis.</i>	
Description	<ul style="list-style-type: none"> Activity 3.2.1: Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupational therapy where possible, training of relevant service providers, social support...) Activity 3.2.2: Provide specialized and tailored vocational training Activity 3.2.3: Provide start-up grants/kits for restoration of livelihoods 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of PWD who have access to a source of income thanks to project interventions. Number of PWD receiving rehabilitation services. 	<i>Monitoring reports and database</i> <i>Signed contracts/ agreements</i> <i>Press releases/ reports</i> <i>Videos/ photos/ stories</i>	<i>Monthly</i>

OUTPUT 4: National and local capacities for community resilience enhanced		
Activity Result 1	NGOs/CBOs empowered to take an active role in building resilience	Start Date: July 2015 End Date: December 2017
Purpose	Develop the capacity of NGOs/ CBOs to take active part in supporting people and community resilience.	
Description	<ul style="list-style-type: none"> ▪ Activity 4.1.1: Map and carry out capacity assessment of NGOs/CBOs involved in this line of work ▪ Activity 4.1.2: Implement targeted specialized trainings for NGOs/CBOs to complement and expand ongoing work ▪ Activity 4.1.3: Facilitate networking for exchange of information and best practice ▪ Activity 4.1.4: Provide grants for community based initiatives promoting social cohesion, reconciliation and inter-communal activities. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of initiatives coordinated and implemented by NGOs/CBOs 	<i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	<i>Monthly</i>

OUTPUT 4: National and local capacities for community resilience enhanced		
Activity Result 2	Community activities implemented for promoting co-existence and dialogue.	Start Date: July 2015 End Date: December 2017
Purpose	To develop local capacity for dialogue and conflict prevention, particularly among young people in order to mitigate potential local conflicts among IDPs, and between IDPs and their hosting community.	
Description	<ul style="list-style-type: none"> ▪ Activity 4.2.1: Mobilize youth groups at local and regional level for inter-communal activities including: sports tournaments, social events, open days, music forums, cultural forums, soft skills training, and social entrepreneurship initiatives. ▪ Activity 4.2.2: Facilitate networking among various groups and various communities to share experiences and exchange of information. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of people engaged in community and inter-communal activities. 	<i>Monitoring reports and database</i> <i>Signed contracts/ agreements</i> <i>Press releases/ reports</i> <i>Videos/ photos/ stories</i>	<i>Quarterly</i>

OUTPUT 5: Advocacy and coordination for resilience building enhanced		
Activity Result 1	Early recovery and livelihoods coordination strengthened among relevant counterparts	Start Date: July 2015 End Date: December 2017
Purpose	Early recovery and livelihoods coordination strengthened among relevant counterparts	
Description	<ul style="list-style-type: none"> ▪ Activity 5.1.1: Provide technical support to UNCT and the various relevant humanitarian working groups in place or to be activated. 	

	<ul style="list-style-type: none"> ▪ Activity 5.1.2: Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping, collect information on sectoral thematic areas and set relevant parameters. ▪ Activity 5.1.3: Provide information management services and generate regular reports on needs, activities, geographical scope, agencies on the ground, etc. ▪ Activity 5.1.4: Facilitate coordination at the local and regional levels. 	
Quality Criteria <ul style="list-style-type: none"> ▪ Number of joint initiatives (assessments, planning, preparedness plans, response, etc.) undertaken by the working group. ▪ Regular reporting to feature early recovery and resilience in humanitarian and development-oriented fora. 	Quality Method <i>Meeting minutes</i> <i>Database/ reports</i> <i>Published material</i>	Date of Assessment <i>Monthly/ bi-monthly</i> <i>Quarterly</i>

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.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

UNDP as executing entity 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). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1
Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The escalation of violence and armed conflict in Damascus (UNDP CO) and/or other governorates (UNDP field presence)	Project initiation	Political (security)	Impede access and operations in locations/governorates or in the country (depending on intensity/scale/geographical areas) P = 5 I = 4 (depending on available contingency measures and partnerships agreements)	<ul style="list-style-type: none"> ▪ Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision ▪ Ensure adequate support to UNDP field teams to facilitate remote management ▪ Develop and manage partnerships with CBOs and private sector at the local level ▪ Identify qualified partner NGOs/CBOs for the implementation, monitoring and supervision of the project activities ▪ Set up a back-office in Amman to support field operations remotely (with national programme and operations staff involved on rotational basis) ▪ Set up a back-up office in Damascus or field locations to support the operation from within Syria ▪ Maintain an in-depth follow up and analysis of incidents 	UNDP			Increasing in some locations in the country

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
2	Inaccessibility to target areas due to security situation		Operational	Impede operations and implementation of relevant project activities (cash transfer and distribution of tools, if procurement is not made locally or if tools are not yet distributed) P = 5 I = 4 (Agreements with implementing partners should be in place, which will lessen the impact)	and security situation in the country. <ul style="list-style-type: none"> ▪ Strengthen field teams and operations ▪ Rely on implementing partners at the local level (CBOs/NGOs/Private sector/local authorities) ▪ Third party monitoring ▪ Rely on available financial transfer mechanisms ▪ Develop strong partnerships for all of the above mentioned measures 	UNDP			Highly variable in time and geographically
3	Absorption capacity of national and local stakeholders and implementing partners		Operational Organizational	Slow implementation of the planned activities due to limited capacities of national and local partners P = 4 I = 4	<ul style="list-style-type: none"> ▪ Quick on-the-job training for target implementing partners to better implement/perform ▪ Develop Standard Operating Procedures (SOPs) to work with each target partner (depending on the nature/type of partnerships) ▪ Develop a detailed operational plan (including procurement and recruitment plans to support the 	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
4	Depletion of local markets and long procurement processes and approvals		Operational	<p>Given the situation in Syria, prices and availability of good quality materials might be affected. International bids can be problematic given the sanctions imposed on the country.</p> <p>P = 4 I = 5</p>	<p>implementation of activities)</p> <ul style="list-style-type: none"> ▪ Application of fast-track procedures for procurement ▪ Inform the concerned government entities of any potential international procurement to facilitate import (taking into consideration the imposed sanctions) ▪ Inform RACP and ACP of potential cases based on a detailed procurement plan ▪ Support the procurement team with an international expert. 	UNDP			
5	Delay in partnerships agreement with NGOs/CBOs			<p>Currently, partnerships with NGOs/CBOs require long procedures with the government which will delay the implementation pace.</p> <p>P=4 I=5</p>	<ul style="list-style-type: none"> ▪ UNDP senior management and partners to advocate with MoFA ▪ Maintain UNDP current partnership agreements approved by MoFA ▪ Launch clearance process well in advance of planned activities where possible. 	UNDP			
6	Delay in mobilizing/receiving required funds for implementation		Financial Strategic	<p>Delay in implementation will affect UNDP's credibility and capability to immediately respond to the rising needs</p>	<ul style="list-style-type: none"> ▪ UNDP will make use of existing resources to kick start implementation of project activities in target locations 	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				P=4 I=4	<ul style="list-style-type: none"> Identification of potential partners and initiation of expressions of interest should be done to shortlist/identify local CBOs/NGOs and private sector 				
7	Equal access to all affected populations		Political Strategic	Negatively affect the fair and equal targeting of all affected populations P = 4 I = 4	<ul style="list-style-type: none"> Diversification of national and local partners and target beneficiaries Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders Continuous consultation with concerned national and local concerned stakeholders 	UNDP			
8	Recruitment of highly qualified staff - National (brain drain/migration) - International (security)		Operational Strategic	This will affect the delivery of results. P = 3 I = 4	<ul style="list-style-type: none"> Application of fast-track procedures. Pre-identifying and encouraging potentially suitable candidates to apply for vacancies. Look into project pools of consultants who are available and interested. 				

