

United Nations Development Programme
Country: SYRIA
Project Document



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 Resilient nations.*

Project Title	Emergency Assistance for the Restoration/ Stabilization of Livelihoods for People Affected by the Crisis in Syria
UNDAF Outcome(s):	n/a
Expected CP Outcome(s):	Humanitarian assistance, livelihoods and coordination
Expected Output(s):	Output 1: Emergency employment opportunities created for improved service delivery and repair of basic community infrastructure Output 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided Output 3: Emergency support for vulnerable groups, with special attention to women headed household and people with disabilities, provided Output 4: National and local capacities for community resilience enhanced Output 5: Coordination for emergency livelihoods enhanced
Executing Entity:	UNDP
Implementing Agencies:	Specialized UN agencies, Local Authorities, NGOs, CBOs among others

Brief Description

Since March 2011, Syria has been witnessing an internal civil unrest that has directly resulted in losses of human lives; significant displacement and migration; weakened social services; destruction of basic social and productive infrastructure and significant loss of livelihoods; destruction of homes and property; and deterioration in the rule of law and security. The international sanctions, 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 respond to the basic needs for humanitarian assistance and livelihoods creation and/ or stabilisation in affected areas, for both IDPs and hosting communities who have overstretched their resources. The number of female headed households is also increasing due to the absence of their male partners, parents or siblings for various reasons. Special attention will be given to women needs, youth and people with disabilities. Additionally, the project is aimed at contributing to building the resilience of the Syrian people to cope with the consequences of the conflict. 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 emergency livelihoods rehabilitation and early recovery, including with NGOs and civil society.

Programme Period: One Year with possible extension Key Result Area (Strategic Plan): _____ Atlas Award ID: _____ Start date: April 2013 End Date: March 2014 PAC Meeting Date: _____ Management Arrangements: DEX	Total resources required: USD 45,200,000 Total allocated resources: USD 6,210,000 • Regular (TRAC): USD 1,000,000 • Other: o BCPR: USD 1,200,000 o CERF: USD 1,000,000 o Hungary: USD 10,000 o Kuwait: USD 3,000,000 Unfunded budget: USD 38,990,000 In-kind Contributions: _____
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Agreed by (UNDP): Adam M Abdelh RC/RR 26 May 2013



I. SITUATION ANALYSIS

After more than two years of escalating hostilities, 6.8 million people are in dire need for humanitarian assistance in all 14 Governorates of Syria. Thousands are daily fleeing violence and leaving their homes to safer areas. It is estimated that at least 4.25 million people were internally displaced and have taken shelter in public buildings, community shelters and with host families. A further 860,000 people have fled to neighbouring countries, such as Iraq, Lebanon, Jordan, and Turkey¹.

A report compiled by the Syrian Centre for Policy Research (SCPR) on the impact of the war has estimated the economic losses of the Syrian economy over the first 22 months of the crisis at about \$48.4 billion — equal to 81.7% of the country's GDP for 2010.² The battles have not only led to deaths, casualties and migration but also caused localized damage to housing and properties, infrastructure, social services, and productive sectors. Shortages of fuel are affecting electricity and water supplies. The disruptions to the banking services due to international sanctions, 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 livelihood. Brain drain and migrant labour have increased tremendously but remittances have decreased due to the inability to make financial transactions to the country. The crisis has aggravated the underlying causes of poverty and vulnerability.

Most Syrians have been affected by the crisis, whether directly or indirectly. Affected populations 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 in 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 enters its third year, even affected middle income families are running low on reserves and savings and are losing assets. The number of female headed households is 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.

Security and justice services are facing disruption in certain areas. The level varies from total breakdown of law and order in areas currently caught in the middle of the hostilities to mild disruptions in the work of the police force and justice personnel. Local committees made up of armed civilians have emerged in certain areas to protect neighbourhoods and villages. This puts civilians, minority and disenfranchised groups (including women) at risk and poses serious concerns relating to the respect of human rights and security

More specifically, the internal armed conflict is having a great toll on the following:

Agriculture was the main contributor to the GDP. On average, it represented 16.9% of the GDP³ and employed around 16.4% of the Syrian work force⁴. Women constitute a large proportion of

¹Retrieved from the following link:

http://www.fao.org/fileadmin/templates/tc/tce/pdf/syria_crisis/Syria_Crisis_Executive_Brief_20_02_13.pdf

²Retrieved from the following link:<http://www.almonitor.com/pulse/business/2013/02/economic-impact-syrian-crisis.html>

³Central Bureau of Statistics Data (2009)

⁴Labor Force Survey (2009)

unpaid farm labour in the country. A Rapid Food Security Assessment, conducted by WFP and FAO and the Ministry of Agriculture and Agrarian Reform in July 2012, revealed that close to one million people need crop and livestock assistance such as seeds, food for animals, fuel and repair of irrigation systems.

Industry & Mining was considered one of the most important sectors of the national economy, representing around 41.6% of the GDP⁵. The sector employed 32.4% of the Syrian work force⁶. The sector is facing huge challenges due to the destruction of industrial facilities, capital flight and loss of productive assets (particularly in Aleppo, Deir Zor and Homs) and the imposed sanctions which have decrease tremendously Syrian exports, especially oil and fuel. A detailed assessment of the impact of the crisis on the industrial sector should be carried out to identify the needs and priorities for recovery.

Services and Transport was a growing sector; it represented 21.6% of GDP in the country and employed 49% of the labour force⁷. This sector has been severely affected by the crisis. The disruption in the transport sector has limited the movement of goods and people both inside and outside the country. Transit routes have been deviated through neighbouring countries.

Tourism was viewed as the savior sector in lieu of the oil sector up until mid-2011. Before the crises, tourism infrastructure was taking an increasingly important role. However, this is one of the hardest hit sectors due to the crises, with staff layoffs and facilities closures and damages and destruction reported.

Employment and Livelihoods have been affected by the crisis through direct physical damage, loss of productive assets, limited access to suppliers and markets, and limited employment opportunities both in the formal and informal sectors. Unemployment figures are constantly changing due to the escalation of the security situation in country. The crisis has had a major effect on the employment of daily labourers in the agricultural and construction sectors. For example, in Deir-ez-Zor, 70% of the seasonal workers in agriculture are reportedly out of work. Daily paid workers were among the poorest social groups and the crisis has added to their vulnerability. Labour migration to neighbouring countries has increased. However this was unmatched by remittances which have decreased significantly due to the sanctions. Only public employees are still receiving their salaries constituting a steady income for their families. Sector targeted assessments should be conducted to reveal the actual impact of the crisis on livelihoods and analyse affected groups vulnerability using the livelihoods framework in crisis situations: loss or damage of assets, shocks and their impact, disruption of the value and supply chain of products particularly for local markets production and marketing. For the time being, livelihoods interventions will rely on a bottom up and area-based approach.

Assistance / Social Networks have a strong tradition in Syria that has been evident during the current crisis. Houses and properties have been damaged in many areas throughout the country. The loss of shelter and the unrest have forced people to flee. IDPs are mostly housed with hosting families and in schools, mosques, churches or other religious places, some under crowded conditions. Many displaced families rented houses in safer areas, but are now finding it difficult to continue paying rent due to depletion of savings and resources. The loss of assets is a major issue for the IDPs and their hosting communities, particularly where damage has occurred. The loss of assets adds a burden for future livelihood restoration especially in rural areas where households are already very poor. Assistance has been provided by local communities, whether through extended family networks, religious groups, or local charitable organizations. UN agencies and SARC (with inputs from the ICRC and IFRC) have also been providing support. There is a need for food as well as non-food items, including hygiene kits, clothing, blankets, mattresses, and kitchen utensils. Hosting families are also experiencing shortages of some NFIs due to their limited financial capacity. Close to three million people are at risk of food insecurity. Of this number,

⁵Central Bureau of Statistics Data (2009)

⁶Labor Force Survey (2009)

⁷Central Bureau of Statistics Data (2009)

around 1.5 million people need urgent and immediate food assistance over the next 3 to 6 months, especially in the areas affected by the current events and drought.

Basic infrastructure has been completely or partially destroyed in areas experiencing unrest (ex. roads, electricity lines, schools, hospitals, courts and police stations, irrigation canals, etc.). The situation is exacerbated by the lack of capacity to rehabilitate due to the loss of equipment, material and skilled labour. Accessibility to some affected areas is also a challenge.

Basic services face major disruptions. School services disruptions are disturbed in most areas. Tens of thousands of children are psychologically affected by the current crisis and its consequences. The Ministry of Education has expressed its intention to scale up remedial classes and counselling in functioning schools but it is limited by both human and financial resources.

The provision of safe water supplies has been disrupted in certain communities due to electricity cuts and/or the lack of diesel to operate water pumping stations and household wells. Waste management is becoming problematic in the majority of localities and cities, such as parts of Aleppo, Homs, Deir-ez-Zor, Idleb and Rural Damascus, due to the disruption of garbage collection and acute shortage of dustbins/containers. The same applies to wastewater treatment. Nationally, 35 per cent of sewage is being treated compared to 70 per cent before the crisis (OCHA Syria Humanitarian Bulletin, 24 December 2012). These hygiene issues are posing serious public and environmental health risks (SHARP 2013).

Hospitals and medical facilities have been completely or partially destroyed. The health sector is also plagued by the lack of drugs and medical supplies, and the decrease in experienced and skilled medical corps due to casualties, displacement and migration. The severity varies from one region to the other. Vector transmitted diseases, such as typhoid and leishmaniasis, have increased due to the lack of hygiene and basic community services. Conflict, displacement, poverty and shortages in medication and medical services are drivers for the upsurge of certain diseases such as tuberculosis and HIV/AIDS which need to be kept in check.

Poverty and attainment of MDGs: Until 2011, the country witnessed notable progress in the national indicators related to basic amenities, including health, education and access to basic social services. However, the recent poverty assessment conducted by UNDP in 2009 and the recent MDGR 2010 showed that Syria achieved inadequate improvements in poverty rates at the national level. Overall poverty (share of the population under the poverty line) is relatively widespread in Syria, affecting 33.6% of the population equivalent to 6.7 million Syrian people who are considered poor. With the crisis the situation has exacerbated. Poverty and vulnerability have increased significantly. Households are resorting to a range of coping mechanisms that will have negative long-term impacts. They include selling assets at low prices, using meagre savings, reducing consumption in quantity and quality, cutting down on expenditure, borrowing, using traditional food stockpiles that are usually carried over from one year to the other and reliance on subsistence agriculture where possible. A trend in relying on humanitarian aid and charitable actions has been noted lately.

The social tissue has been significantly damaged. The causes of the divides vary along sectarian and ethnic lines as well as inequalities such as access to resources and exclusion from political processes. Yet it is still unclear how severe these fractures have affected communities. Local committees made up of armed civilians have emerged in certain areas to protect neighbourhoods and villages. Concerns have been raised over the rule of law functions being supplemented or taken over by armed civilian groups, particularly when vulnerable groups such as women, minorities or IDPs, are concerned.

Priorities differ among affected and host community and areas affected by drought. The need for humanitarian assistance in affected areas is increasing in order to save lives and to avoid a large segment of the Syrian population 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. The latest revision of the Plan covers the period from 1 January 2013 to the end of June 2013 and aims to serve around four million people that have been directly or indirectly affected by the current events, among them 2.5 million internally displaced people. The USD 348 million mobilized for 2012 SHARP covered only 55% of the requested funding to respond to the needs of the affected population in 2012. The 2013 SHARP is also under-funded; it stands at 20.9% of the pledges (OCHA Financial Tracking Service, 16 March 2013). In a recent development, the UN has declared Syria a Level 3 (L3) emergency, designating the crisis as its global priority. This brings along a number of additional programmatic, operational and logistical complexities.

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 current unrest and enable those whose livelihoods were severely disrupted to recover and rebuild their lives.

The project's specific objectives are to ensure a well-coordinated response that provides IDPs and their host communities with rapid employment opportunities to enhance service delivery and rehabilitate basic community infrastructure; and creates/ stabilises basic livelihoods in view of supporting spontaneous recovery efforts. Special attention will be given to creating such opportunities to women headed household and disabled people.

To achieve this, the project has five outputs. The five outputs and related activities are as follows:

Output 1: Emergency employment opportunities created for improved service delivery and repair of basic community infrastructure

The armed conflict in Syria continues to cause massive destruction of infrastructure, deterioration of basic social and municipal services. Rubble is spread in the majority of the severely affected neighbourhoods, piles of garbage are left on the streets and basic services are difficult to maintain. Moreover, unemployment is on the rise as many businesses have either closed down or drastically cut down the number of workers.

Through this component, it is expected that 1,000 workers will be provided with short term emergency jobs (a minimum of three months), mainly in clean up campaigns, garbage collection and disposal, rubble removal, and where possible, repair of some basic community infrastructure. It is expected that cash injection into communities will stimulate the rather weak local economy, contribute to stabilizing livelihoods of crisis affected people including men, women and those with special needs. Additionally, emergency employment will contribute to the repair of priority basic community infrastructure including water networks, schools, health centres, irrigation canals, and other priority community and agricultural infrastructure.

More importantly, the project will give IDPs residing in communal shelters a chance to improve their surroundings and reduce their exposure to diseases resulting from piles of garbage and unclean water. A problem that has been observed in the surroundings of the majority of shelters, where garbage is piling leading to infections and diseases among the IDPs and host communities, particularly that most municipalities are not able to respond to the increasing needs.

NGOs and CBOs will be the main implementing partners. They will be selected as per UNDP procedures.

Result 1.1: Targeted livelihoods and damage assessments conducted

- Activity 1.1.1: Develop TOR and select implementing partner(s) to conduct assessments
- Activity 1.1.2: Carry out rapid livelihood assessments in target areas to inform the planned income generation schemes

Result 1.2: Emergency employment created on the basis of 60% wages and 40% material/ tools modality.

- Activity 1.2.1: Select and undertake risk assessment to identify implementing partner(s)
- Activity 1.2.2: Purchase necessary tools and equipment
- Activity 1.2.3: Identify and prioritize labour-intensive interventions in full consultation with local communities and concerned authorities.
- Activity 1.2.4: Launch labour intensive employment schemes for repairing basic community infrastructure (ex. health centres, schools, irrigation canals, secondary/ tertiary roads, etc.) or enhancing service delivery (ex. garbage collection and waste management, rubble removal, etc.) as identified by communities
- Activity 1.2.5: Launch cash-for-work employment schemes to repair IDP shelters.

Output 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided

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.), and savings. Moreover, many have lost their houses and shelters as a result of the continued armed conflict in many regions across Syria. Host families have started to experience depletion of their resources and savings as they have been overburdened with additional costs and responsibilities.

Through this component, UNDP, in full collaboration with other humanitarian/relief agencies, will contribute to responding to the urgent needs of the internally displaced Syrians and to some extent to their host families, to cope with the consequences of the crisis. Direct support will be offered through providing non-food items. All target governorates will benefit from this activity as per the needs assessment conducted by UNDP partner NGOs and field teams. Funds will also be made available, through cash transfers, to repair small businesses, and productive industrial or agricultural or service facilities while applying stringent selection criteria of beneficiaries. Transparent selection criteria will be agreed with the community. The ceiling for cash transfers will also be fixed. Different cash transfer modalities will need to be considered depending on the context in different communities. UNDP will ensure that cash transfer activities will follow basic principles of accountability, transparency, participation and dignity while including strong communication and community sensitization strategies. Experience in houses and shelter repairs through conditional cash transfer shall benefit from past experience of UNDP in Haiti under the CARMEN⁸ project. Crash courses of specialized vocational trainings will be also conducted based on the identified needs of the market (during the crisis and post crisis such as reconstruction and rehabilitation related skills) targeting different sectors and groups.

Result 2.1: Conditional cash assistance provided for repairing small businesses, and productive industrial or agricultural or service facilities.

- Activity 2.1.1: Map small businesses, and small productive industrial or agricultural or service facilities needing repair.
- Activity 2.1.2: Develop and agree with beneficiary communities on implementation and payment modalities.

⁸Home owners successfully benefited from conditional cash transfer made under emergency employment in Haiti for house repairs.

- Activity 2.1.3: Develop and implement monitoring and quality assurance plan.
- Activity 2.1.4: Roll-out small grant scheme.

Result 2.2: NFIs/ productive tools distributed to needy displaced families and hosting communities.

- Activity 2.2.1: Identify needs and procure as necessary
- Activity 2.2.2: Identify partners for distribution and monitoring
- Activity 2.2.3: Carry out actual distribution according to agreed 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
- Activity 2.3.3: Procure and distribute start-up kits as needed.

Output 3: Emergency support provided for vulnerable groups with special attention to 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 emergency employment for women in areas of their expertise to generate quick earnings to support their families, even if it is for a short period of time. It is foreseen that women in communities and/or public shelters will benefit from rapid cash for work schemes for the manufacturing/production of blankets or other items of clothing, food processing activities, and any other small business.

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 support offered to women headed households

- Activity 3.1.1: Provide specialized and tailored emergency jobs to engage women headed households in emergency response and recovery process;
- Activity 3.1.2: Provide tailored vocational training;
- Activity 3.1.3: Provide start-up grants/kits for restoration of livelihoods;
- Activity 3.1.4: Support women with psychosocial services

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 resilience⁹ enhanced

As the crisis continues to affect all groups of the population, people coping mechanisms are weakened and reliance on aid increases. Loss of lives (skilled and unskilled, professionals...), jobs and assets as well as the magnitude of the crisis, all lead to harsh living conditions, cripple peoples' ability to gain a living, and put pressure on functioning institutions.

This project will promote the capacities of people and institutions to cope with the consequences of on-going crisis. Focus will be put on training psychosocial workers to provide necessary services and build/ develop the capacities of NGOs/CBOs to allow them to engage in emergency responses and promote social cohesion and reconciliation through community based activities. Thus, a significant emphasis on local level interventions will be considered. This can be promoted through the establishment of local community groups composed of all concerned local stakeholders to facilitate the implementation of coordinated humanitarian activities and paving the way for more reconciliatory actions among various community groups. The project will also capitalise on the role of women in assuring resilience and social cohesion at the local level.

Result 4.1: Psycho-social support provided in crisis affected communities/ or to affected people.

- Activity 4.1.1: Train psychosocial workers
- Activity 4.1.2: Conduct community-based psychosocial services

Result 4.2: NGOs/CBOs and local level working groups empowered to engage in emergency responses and reconciliation efforts

- Activity 4.2.1: Map and carry out capacity assessment of NGOs/CBOs involved in this line of work.
- Activity 4.2.2: Establish local working group composed of all concerned local stakeholders
- Activity 4.2.3: Implement targeted specialized trainings for NGOs/CBOS and working groups.
- 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: Coordination systems for emergency livelihoods enhanced

This project will enhance and reinforce the livelihood and early recovery coordination as well as foster the various relevant working groups that are in place or to be activated. Coordination with all stakeholders will be a priority to ensure synergies, coherence, and avoidance of duplication and maximization of resources. An Early Recovery Advisor will coordinate early recovery efforts and ensure that early recovery is mainstreamed in all technical working groups/ clusters in view of facilitating planning, targeting, implementation and tracking of results. Coordination on livelihoods and early recovery issues not captured by other working groups/ clusters will also be ensured by a Recovery Specialist. An active database resorting to 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 gaps, the needs, the response and the future plans for humanitarian and early recovery. The Livelihoods Technical Working Group

⁹Resilience 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.

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

- Activity 5.1.1: Establish a coordination unit (composed of national and international expertise including Early Recovery Specialist, and Management Information Officer with GIS background among others).
- Activity 5.1.2: Undertake a desk review of global experiences on coordination systems for early recovery and propose options building on the existing infrastructure in the country.
- Activity 5.1.3: Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping of who is doing what and where, collect information from the field and other partners on sectoral thematic areas to set the system parameters.
- Activity 5.1.4: Develop and roll-out the management information system and generate regular reports on needs, activities, geographical scope, agencies on the ground, etc.
- Activity 5.1.5: Facilitate coordination at the local and regional levels (deployment of field coordinators, setting up hubs...) as deemed necessary.

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

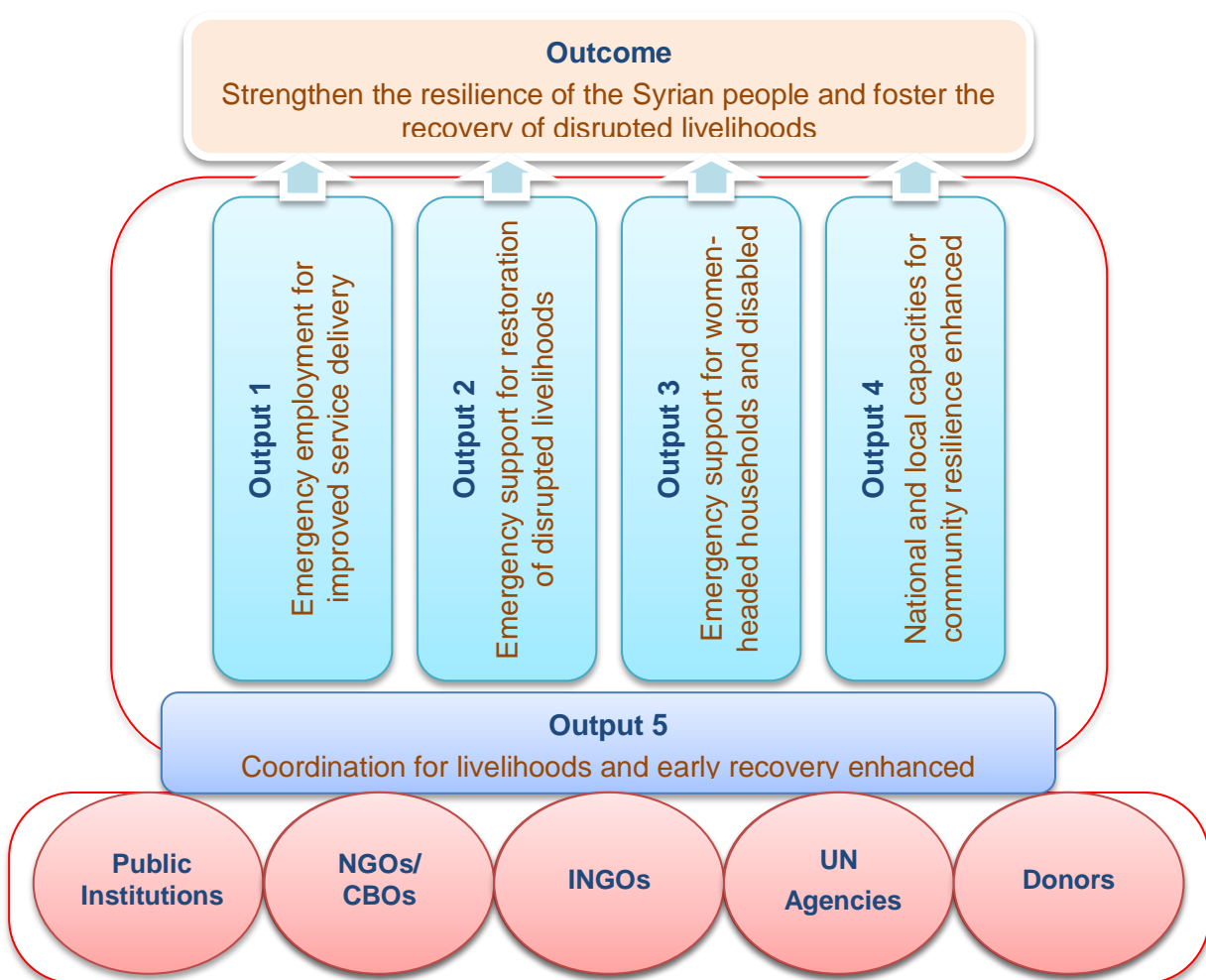


Figure 1. Results Framework

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 implementation partners
- Criteria 4: Areas which are relatively stable and accessible.

Moreover, UNDP will rely on existing capacity and infrastructure to start immediate implementation in Raqqa and Hassakeh (through UNDP field personnel) and Homs, Tartous, Deraa, Idleb, Hama, Souweida, Quneitra, Rural Damascus (including Al Ghab area) and Aleppo (through established

partnerships with NGOs and CBOs). Geographic targeting will account for the type of sub-projects and proposed activities and its relevance and convenience to the specificity and characteristics of target locations.

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: Activities have to be labor-intensive, where beneficiary wages should constitute at least 60% of the total budget, in exceptional cases a lower percentage could be considered;
- Criteria 2: The selection will be guided by local rapid assessments, including on emergency livelihoods, local service delivery, basic social infrastructure status and target beneficiaries.
- Criteria 3: 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 4: Emphasis will be placed on immediate and quick rehabilitation of vital small community infrastructure, including water, health and shelter while aiming at gauging more sustainable means for future income generation.
- Criteria 5: 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 6: UNDP will endeavour that its activities are gender-sensitive and environmentally sound. Women should constitute at least 30% of the total beneficiaries.
- Criteria 7: 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.

The project will encourage local procurement as per UNDP rules and regulations and shall endeavour to encourage manufacturing of tools locally to maximize the use of resources in the local market; hence 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 the psycho-social support services. New partnerships are also sought with other UN agencies for various humanitarian activities, particularly with UNHCR for shelter rehabilitation and with WFP for logistics coordination. Liaison is closely maintained with OCHA for coordination and assessments purposes. 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 (project selection, wages, etc.) and knowledge management and information sharing will be sought with all partners.

E. UNDP's current interventions and ongoing initiatives

1. Re-aligning development projects towards humanitarian objectives

Since mid-2011, UNDP exerted all efforts to address the changing priorities in the country and relied on on-going local development initiatives due to their importance in alleviating the impact of the crisis at the local level. As such, project teams worked on assessing the needs of the affected and hosting communities and re-aligned their priority interventions to respond to current urgent needs.

2. Emergency interventions: June 2011 – December 2012

As stipulated in the Syria Humanitarian Response Plan for 2012, UNDP planned and implemented targeted interventions as per the needs expressed by the IDPs and hosting communities. More than 100,000 IDPs benefited from this emergency support as follows:

- a. **Needs assessment:** shortly after the beginning of the crisis in Syria, UNDP resorted to its on-going local development projects to initiate rapid needs assessments in affected communities. Given their presence in the field, projects' staff managed to collect information from Raqqqa, Hassakeh, Deir EL Zor, Aleppo, Souweida, Damascus and Rural Damascus and other accessible areas. This is an ongoing activity that is carried out by field staff and partner NGOs and CBOs.
- b. **Provision of NFIs and hygiene kits:** according to the most urgent needs of IDPs, particularly the ones who had fled their homes without any of their basic needs and personal belongings, UNDP worked on the distribution of Non Food Items, particularly some durable household assets, through direct procurement and

partnerships with local associations (CBOs, NGOs, faith based entities...). The items included: mattresses, blankets, heaters, clothes, kitchen sets, hygiene kits, winterization items, and others.

- c. **Provision of medical equipment and disability aids:** persons with disability, injured and elderly were left out of the overall targeting of other UN agencies, thus UNDP focused on ensuring adequate and timely services to these target groups. Various medical aids, for hearing and mobility, and equipment were provided to the needy through direct liaison with directorates of health, NGOs, charity organizations and medical associations.
- d. **Provision of capacity development for psychosocial support:** UNDP provided TOTs for 40 NGOs from different Governorates on the provision of psychosocial support to affected population.

3. 2013 Initiation Plan of the Humanitarian Livelihoods programme

In 2013, UNDP launched the initiation plan of its humanitarian livelihoods programme in preparation for the full-fledged programme. This plan is meant to initiate the immediate and quick implementation of the relevant emergency activities as follows:

- Provision of non-food items, hygiene and winterization kits to affected populations
- Provision of disability aids for persons with disability, injured and elderly.
- Pilot the implementation of select humanitarian activities such as basic infrastructure rehabilitation, cash for work (solid waste management) and grants provision for small businesses.

III. RESULTS AND RESOURCES FRAMEWORK

Applicable Key Result Area (from 2008-11 Strategic Plan): Strengthen the resilience of the Syrian people and foster the recovery of disrupted livelihoods
Partnership Strategy 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. This will promote a wider engagement of all concerned stakeholders in 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 (project selection, priority interventions wages, etc.) will be sought and knowledge management and information sharing with all partners will be considered involving the beneficiaries/target groups as well.
Project title and ID (ATLAS Award ID): Emergency Restoration and Stabilization of Livelihoods of Syrian People

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<p>Output 1: Emergency employment opportunities provided for improved service delivery and repair of basic community infrastructure</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> No up to date data on livelihoods or damage is available. Disruption of basic service delivery (ex. solid waste) and destruction of houses and basic community infrastructure; Income generation capacity has decreased tremendously in communities. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Percentage of target areas where assessments were conducted Number of emergency employment opportunities provided Number of projects implemented for restoring service delivery, shelter and basic community infrastructure. 	<ul style="list-style-type: none"> Assessments are carried out in all areas where the project activities will be implemented. 50,000 job opportunities for at least 3 months created 250 basic community infrastructure restored and/ or services provided 	<p>1.1 Targeted livelihoods and damage assessments conducted</p> <ul style="list-style-type: none"> Develop TOR and select implementing partner(s) to conduct assessment Carry out rapid livelihood assessment in target areas to inform income generation activities. <p>1.2 Emergency employment created for restoring service delivery, shelter and basic community infrastructure.</p> <ul style="list-style-type: none"> Select and undertake risk assessment to identify implementing partner(s) Purchase necessary tools and equipment Identify and prioritise labour-intensive interventions in full consultation with the local communities and concerned local authorities. Launch labour intensive employment schemes for repairing basic community infrastructure and shelters, or restoring service delivery as identified by communities. 	UNDP	<ul style="list-style-type: none"> Assessments: US\$500,000 Emergency employment: US\$13 million

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<p>Output 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> • A number of small businesses have stopped their activities due to physical damage or loss of productive assets. • Loss of productive assets and livelihoods is the main concern in communities. No up-to-date data on livelihoods and damage assessments is available but there are empirical reports on the increased demand for specific skills and trades (ex. Repair and restoration). • IDPs and hosting communities have overstretched their resources and are in need of NFIs. • Market places in hot areas have been heavily destroyed. <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 who have access to income thanks to productive tools and trainings. • Number of families that have received NFIs. • Number of small businesses benefiting from the restoration of small market places. 	<ul style="list-style-type: none"> • At least 5,000 businesses received small grants; • At least 20,000 families benefited from productive tools and/ or trainings • At least 57,000 families benefited from NFIs • At least 400 small businesses have benefitted from restored market places. 	<p>2.1 Conditional cash assistance provided for restoring small businesses, and productive industrial and, agricultural facilities.</p> <ul style="list-style-type: none"> ▪ <i>Map small businesses, and productive industrial, agricultural or service facilities needing repair.</i> ▪ <i>Develop and agree with beneficiary communities on implementation and payment modalities.</i> ▪ <i>Develop and implement monitoring and quality assurance plan.</i> ▪ <i>Roll-out small grants scheme.</i> <p>2.2 NFIs/ productive tools distributed to needy displaced families and hosting communities.</p> <ul style="list-style-type: none"> ▪ <i>Identify needs and procure as necessary</i> ▪ <i>Identify partners for distribution and monitoring</i> ▪ <i>Carry out actual distribution according to agreed criteria</i> <p>2.3 Tailored short-term vocational and skills development trainings delivered</p> <ul style="list-style-type: none"> ▪ <i>Map out and assess capacities of existing vocational programmes delivered by training centres and/ or NGOs.</i> ▪ <i>Identify training needs and match beneficiaries with appropriate trainings.</i> ▪ <i>Provide start-up kits as needed.</i> 	<p>UNDP</p>	<ul style="list-style-type: none"> • Conditional cash transfer: US\$7.5 million • Productive tools/ NFI: US\$5.7 million • Vocational Training: USD 1 million • Start-up kits: US\$5 million
<p>Output 3: Emergency support provided for vulnerable groups with special attention to women-headed households 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. • Access of people with disabilities to psychosocial and rehabilitation services have been disrupted during the crisis. 	<ul style="list-style-type: none"> • 5000 female headed households or people with disabilities have access to employment. • 10,000 women received psychosocial support. • 4400 people with disability have received disability rehabilitation services. • 2500 patients have received medications for chronic and other communicable diseases 	<p>3.1 Livelihoods support offered to women headed households</p> <ul style="list-style-type: none"> ▪ <i>Provide specialized and tailored emergency jobs to engage women headed in emergency response and recovery process.</i> ▪ <i>Provide tailored vocational training.</i> ▪ <i>Provide start-up grants/kits for income generating activities.</i> ▪ <i>Support women with targeted psychosocial services.</i> <p>3.2 Livelihoods support provided to persons with</p>	<p>UNDP</p>	<ul style="list-style-type: none"> • Start-up kits for women and disabled: US\$1.65 million • Disability rehabilitation services (equipment and disability aids): US\$950,000

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
<ul style="list-style-type: none"> Government subsidies were disrupted leading to increased vulnerability among people with chronic and communicable diseases, and disabilities. Access to basic documents is limited in hot areas and for displaced people. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Number of women headed households who have access to income and psychosocial support. Number of people with disabilities who have access to income and psychosocial support. Number of patients with disabilities, chronic and communicable diseases who are receiving treatment Number of people affected by the crisis who have access to vital docs (ex. ID card). 	<p>(ex. cancer, HIV, TB, etc.).</p> <ul style="list-style-type: none"> At least 2000 persons have access to vital documents per month. 	<p>disabilities</p> <ul style="list-style-type: none"> Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupation therapy where possible, psycho-social support...) in partnership with local health centres, and NGOs. Provide specialized and tailored vocational trainings to people with disabilities. Provide start-up grants/kits for restoration of livelihoods 		<ul style="list-style-type: none"> Training for targeted disabled and women: US\$0.6 million Psycho-social support for women and disabled: US\$350,000 Grants: \$15,000
<p>Output 4: National and local capacities for community resilience enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Increased need for psychosocial services to deal with the effects of the crisis in communities. Limited CBOs' capacity to coordinate, plan and respond to the current needs of the affected population. The social tissue 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 psychosocial workers trained. 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"> 150 people trained on providing psychosocial services in communities. 100 initiatives undertaken by NGOs/CBOs At least 5 initiatives undertaken in 3 governorates 	<p>4.1. Psycho-social support provided in crisis affected communities/ or to affected people.</p> <ul style="list-style-type: none"> Train psychosocial workers Conduct community-based psychosocial services <p>4.2 NGOs/CBOs and local working groups empowered to engage in emergency responses</p> <ul style="list-style-type: none"> Map and carry out capacity assessment of NGOs/CBOs Establish local working groups composed of all concerned local stakeholders to share information and inform activities in their respective areas. Implement targeted training as per identified needs for NGOs/CBOs and working groups to take the lead in coordinating response at the local level. Facilitate networking for exchange of information and best practice. Provide grants for initiatives promoting social 	<p>UNDP</p>	<ul style="list-style-type: none"> NGOs/CBO capacity assessment and development programme (trainings and workshops): US\$300,000 Grants for youth activities: US\$500,000 Community based activities: US\$500,000.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in US\$
		<p><i>cohesion and reconciliation.</i></p> <p>4.3 Community activities implemented for promoting co-existence and dialogue</p> <ul style="list-style-type: none"> ▪ <i>Mobilize youth groups at local and regional levels to implement community activities.</i> ▪ <i>Facilitate networking among various groups and various communities to share experiences and exchange of information.</i> 		
<p>Output 5: Coordination for emergency livelihoods enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> • The cluster system has not been rolled out yet. The livelihoods working group chaired by UNDP would need to be reactivated. • Early recovery and livelihoods data and information are ad hoc. • Coordination at the regional and local levels is ad hoc or inexistent. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Number of joint initiatives (assessments, projects, etc.) undertaken by the livelihoods working group. • Regular progress reports generated by newly established information management system. • Number of coordination networks created. 	<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] • At least 1 coordination network developed up to the local level. 	<p>5.1 Strengthen the early recovery and livelihoods coordination among relevant counterparts:</p> <ul style="list-style-type: none"> ▪ <i>Establish a cluster coordination unit.</i> ▪ <i>Undertake a desk review of global coordination systems for early recovery and propose options building on the existing infrastructure in the country</i> ▪ <i>Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping of who is doing what and where, collect information from the field and other partners on sectoral thematic areas to set the system parameters.</i> ▪ <i>Roll out the data management system and generate reports regularly on early recovery and livelihoods (needs, activities, geographical scope, agencies, etc.).</i> ▪ <i>Facilitate coordination at the local and regional levels (deployment of field coordinators, setting up hubs...) as deemed necessary.</i> 	UNDP	<ul style="list-style-type: none"> • Budget US\$1 million
Project management and operations/ Personnel				\$ 800,000
Security, transportation, logistics, communication, printing, etc.				\$ 1,877,990
Monitoring and Evaluation/ Personnel				\$ 400,000
TOTAL PROJECT				\$ 42,242,990
GMS (7%)				\$ 2,957,010
TOTAL				\$ 45,200,000

IV. ANNUAL WORK PLAN

Year: 2013 (could be extended to 2014)

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>Output 1: Emergency employment opportunities provided for improved service delivery and repair of basic community infrastructure</p> <p>Baseline:</p> <ul style="list-style-type: none"> No up to date data on livelihoods or damage is available. Basic service delivery was disrupted (ex. solid waste) and basic community infrastructure was damaged; Income generation capacity has decreased tremendously in communities. <p>Indicators:</p> <ul style="list-style-type: none"> Percentage of target areas where assessments were conducted Number of emergency employment opportunities provided Number of projects implemented for enhancing service delivery and basic community infrastructure. <p>Targets:</p> <ul style="list-style-type: none"> Assessments are carried out in all areas where the project activities will be implemented. 	<p>1.1 Targeted livelihoods and damage assessments conducted</p> <ul style="list-style-type: none"> Develop TOR and select implementing partner(s) to conduct assessment Carry out rapid livelihood assessment in target areas to inform income generation activities 	X	X			UNDP	Donor	Assessments	500,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<ul style="list-style-type: none"> • 50,000 1-month job opportunities created • Number of basic community infrastructure restored and/ or services provided 	<p>1.2 Emergency employment created on the basis of 60% wages and 40% material/ tools modality¹⁰</p> <ul style="list-style-type: none"> ▪ <i>Select and undertake risk assessment to identify implementing partner(s)</i> ▪ <i>Purchase necessary tools and equipment</i> ▪ <i>Identify and prioritise labour-intensive interventions in full consultation with the local communities and concerned authorities.</i> ▪ <i>Launch labour intensive employment schemes for repairing basic community infrastructure or enhancing service delivery as identified by communities.</i> ▪ <i>Launch cash-for-work employment schemes to repair IDP community shelters.</i> 		X	X	X	UNDP	Donors	Employment schemes	13,000,000

¹⁰Wages to material cost of 60:40 modalities will be examined thoroughly during the implementation of the project and will be based on actual market prices. This modality may change accordingly. Hence, the project will institute a monthly market price surveys where possible.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>Output 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> A number of small businesses have stopped their activities due to physical damage or loss of productive assets. Loss of productive assets and livelihoods is the main concern in communities. No up to date data on livelihoods and damage assessments re available. IDPs and hosting communities have overstretched their resources and are in need of NFIs. Increased demand for specific skills and trades (ex. Repair and restoration). <p>Indicators:</p> <ul style="list-style-type: none"> Number of businesses that have restarted their activities thanks to cash grants. Number of families who have access to income thanks to received productive tools. Number of families that have received NFIs. Number of people trained that have access to income as a result. <p>Targets:</p> <ul style="list-style-type: none"> At least 5,000 businesses received cash assistance; At least 10,000 families benefited from productive tools At least 57,000 families benefited from NFIs At least 10,000 trainees have access to income. 	<p>2.1 Conditional cash assistance provided for repairing small businesses, and productive industrial, agricultural or service facilities.</p> <ul style="list-style-type: none"> Map small businesses, and productive industrial, agricultural or service facilities needing repair. Develop and agree with beneficiary communities on implementation and payment modalities. Develop and implement monitoring and quality assurance plan. Roll-out small grants scheme. 		X	X	X	UNDP	Donors	Grants	7,500,000
	<p>2.2 NFIs/ productive tools distributed to needy displaced families and hosting communities.</p> <ul style="list-style-type: none"> Identify needs and procure as necessary Identify partners for distribution and monitoring Carry out actual distribution according to agreed criteria 		X	X	X	UNDP	Donors	Productive tools/ NFIs	5,700,000
	<p>2.3 Tailored short-term vocational and skills development trainings delivered</p> <ul style="list-style-type: none"> Map out and assess capacities of existing vocational programmes delivered by training centres and/ or NGOs. Identify training needs and match beneficiaries with appropriate training. Provide start-up kits as needed. 		X	X	X	UNDP	Donors	Vocational Training	1,000,000
								Start-up kits	5,000,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$	
<p>Output 3: Emergency support provided for vulnerable groups with special attention to women-headed households and people with disabilities</p> <p>Baseline:</p> <ul style="list-style-type: none"> • Reported increase in female headed households who have lost their breadwinners. • Government subsidies have been disrupted leading to increased vulnerability of people with disabilities. • Access of people with disabilities to psychosocial and rehabilitation services has been disrupted during the crisis. • Women are vulnerable during conflicts (GBV, displacement, responsibilities to family, etc.). <p>Indicators:</p> <ul style="list-style-type: none"> • Number of participating women headed households who have access to income. • Number of participating people with disabilities who have access to income. • Number of disabled people receiving psychosocial and rehabilitation services. • Number of women receiving psychosocial support. <p>Targets:</p> <ul style="list-style-type: none"> • 5000 female headed households or people with disabilities have access to employment. • 10,000 women received psychosocial support. • 4400 people with disability have received disability rehabilitation services. 	<p>3.1 Livelihoods support offered to women headed households</p> <ul style="list-style-type: none"> ▪ Provide specialized and tailored emergency jobs to engage women headed in emergency response and recovery process. ▪ Provide tailored vocational training. ▪ Provide start-up grants/kits for income generating activities. ▪ Support women with targeted psychosocial services. 		X	X	X	UNDP	Donors	Start-up kits for women	1,100,000	
								Training for women	400,000	
								Psycho-social support for women	250,000	
								Grants	400,000	
		<p>3.2 Livelihoods support provided to persons with disabilities</p> <ul style="list-style-type: none"> ▪ Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupation therapy where possible, psycho-social support...) in partnership with local health centres, and NGOs. ▪ Provide specialized and tailored vocational trainings to people with disabilities. ▪ Provide start-up grants/kits for restoration of livelihoods. 						Donors	Start-up kits for disabled	550,000
								Donors	Equipment and disability aids	950,000
								Donors	Training for disabled people	200,000
								Donors	Psycho-social support disabled	100,000
								Donors	Grants	215,000
			X	X	X		UNDP			

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
Output 4: National and local capacities for community resilience enhanced <u>Baseline:</u> <ul style="list-style-type: none"> Increased need for psychosocial services to deal with the effects of the crisis in communities. Limited CBOs' capacity to coordinate, plan and respond to the current needs of the affected population. The social tissue 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 psychosocial workers trained. 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 people trained on providing psychosocial services in communities. 100 initiatives undertaken by NGOs/CBOs At least 5 initiatives undertaken in 3 governorates. 	4.1 Psycho-social support provided in crisis affected communities/ or to affected people. <ul style="list-style-type: none"> Train psychosocial workers Conduct community-based psychosocial services 		X	X	X	UNDP	Donors	Community based activities	150,000
	4.2 NGOs/CBOs and local working group empowered to engage in emergency responses <ul style="list-style-type: none"> Map and carry out capacity assessment of NGOs/CBOs Establish local working groups composed of all concerned local stakeholders to share information and inform activities in their respective areas. Implement targeted training as per identified needs for NGOs/CBOs and working groups to take the lead in coordinating response at the local level. Facilitate networking for exchange of information and best practice. Provide grants for initiatives promoting social cohesion and reconciliation. 		X	X	X	UNDP	Donors	NGOs/CBO capacity assessment and development programme	300,000
								Community based activities	500,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
	<p>4.3 Community activities implemented for promoting co-existence and dialogue</p> <ul style="list-style-type: none"> ▪ Mobilize youth groups at local and regional levels to implement community activities. ▪ Facilitate networking among various groups and various communities to share experiences and exchange of information. 		X	X	X	UNDP	Donors	Grants for youth activities	350,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
Output 5: Coordination for emergency livelihoods enhanced <u>Baseline:</u> <ul style="list-style-type: none"> The cluster system has not been rolled out yet. The livelihoods working group chaired by UNDP would need to be reactivated. Early recovery and livelihoods data and information are ad hoc. Coordination at the regional and local levels is ad hoc or inexistent. <u>Indicators:</u> <ul style="list-style-type: none"> Number of joint initiatives (assessments, projects, etc.) undertaken by the livelihoods working group. Regular progress reports generated by the newly established information management system. Number of coordination networks created. <u>Targets:</u> <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] At least 1 coordination network developed up to the local level. 	5.1 Strengthen the early recovery and livelihoods coordination among relevant counterparts: <ul style="list-style-type: none"> Establish a cluster coordination unit. Undertake a desk review of global coordination systems for early recovery and propose options building on the existing infrastructure in the country Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping of who is doing what and where, collect information from the field and other partners on sectoral thematic areas to set the system parameters. Roll out the data management system and generate reports regularly on early recovery and livelihoods (needs, activities, geographical scope, agencies, etc.). Facilitate coordination at the local and regional levels. 		X	X	X	UNDP		Personnel, Database Equipment Assessment	1,000,000
Project management and operations		X	X	X	X	UNDP	Donors	Personnel	800,000
Security, transportation, logistics, communication, printing, etc.		X	X	X	X	UNDP	Donors	Miscellaneous	1,877,990
Monitoring and Evaluation		X	X	X	X	UNDP	Donors	Personnel	400,000
GMS (7%)									2,957,010
Total Budget									US\$ 45,200,000

V. MANAGEMENT ARRANGEMENTS

The project will be directly executed by UNDP according to the DEX modality. 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), an NGOs/ think tank, and selected UN agency(ies (see *Figure 2* below). The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/ Implementing Partner 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 PM 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. Note that 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 the Executing Entity/ UNDP.

The project will be managed on day-to-day basis by a dedicated international Project Manager assisted by two international Project officers, one international procurement specialist, nine (9) national staff for the management and operations of the project (area project managers, field officers, NGOs liaison officer, coordinators.); a national gender specialist and a national disabilities specialist will also be recruited.

A communication strategy will be developed for the project. It will give full acknowledgement and visibility for the donor, 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. An international Communications Officer will lead the documentation of lessons learnt, best practices and undertake advocacy within and beyond the target areas, and design and disseminate targeted messages to manage expectation and increase awareness of relevant issues.

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

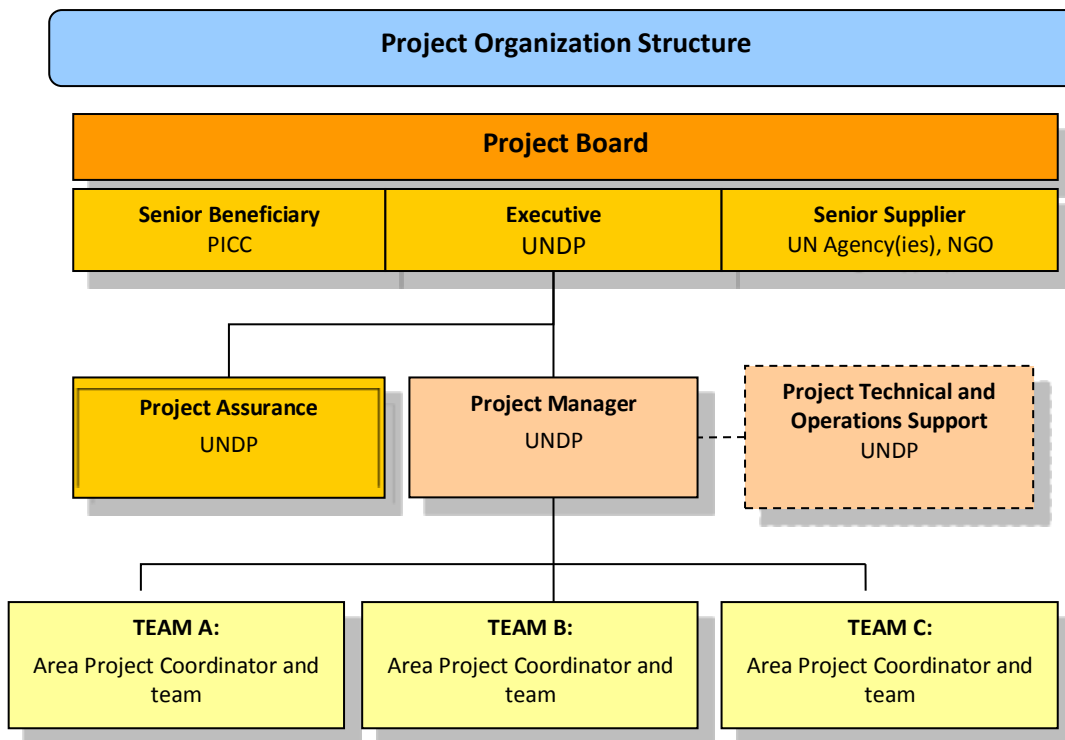


Figure 2: Project Organisational Structure

An integrated and interactive database will be established to host information and data related to needs and priorities of the target populations/beneficiaries, implementing institutions, beneficiaries, projects, locations, resources and results, etc. The database will be managed by two (2) national IT specialists. Additionally this database will be username and password protected and shall be shared with Public institutions, donors and UN agencies.

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, the UN is proposing to open four hubs in Daraa, Homs, Qamishli, and Tartous. In case of deterioration of the security situation leading to the evacuation of international personnel, project implementation will be performed through remote management from the back-up office in Amman, in accordance with UN rules and procedures. Such management will follow the recently developed UNDP guidance note on remote management.

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 UNDP's 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: <i>Emergency employment opportunities created for improved service delivery and repair of basic community infrastructure</i>		
Activity Result 1	Targeted livelihoods and damage assessments conducted	Start Date: April 2013 End Date: March 2014
Purpose	To give an indication on priorities, magnitude and scope of needs and opportunities.	
Description	<ul style="list-style-type: none"> ▪ Develop TOR and select implementing partner(s) to conduct assessments ▪ Carry out rapid livelihood assessments in target areas to inform the planned income generation schemes 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Percentage of target areas where assessments were conducted 	<i>Assessment reports</i>	<i>At start of project Quarterly</i>

OUTPUT 1: <i>Emergency employment opportunities created for improved service delivery and repair of basic community infrastructure</i>		
Activity Result 2	Emergency employment created on the basis of 60% wages and 40% material/ tools modality.	Start Date: April 2013 End Date: March 2014
Purpose	To inject money into the community and restore basic service delivery and/ or basic community infrastructure.	
Description	<ul style="list-style-type: none"> ▪ Select and undertake risk assessment to identify implementing partner(s) ▪ Purchase necessary tools and equipment ▪ Identify and prioritize labour-intensive interventions in full consultation with local communities and concerned authorities. ▪ Launch labour intensive employment schemes for repairing basic community infrastructure (ex. health centres, schools, irrigation canals, secondary/ tertiary roads, etc.) or enhancing service delivery (ex. garbage collection and waste management, rubble removal, etc.) as identified by communities ▪ Launch cash-for-work employment schemes to repair IDP shelters. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of emergency employment opportunities provided ▪ Number of projects implemented for enhancing service delivery and basic community infrastructure. 	<i>Database Third party monitoring reports Field visits reports Pictures/ videos/ stories/ press</i>	<i>Monthly</i>

OUTPUT 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided		
Activity Result 1	Conditional cash assistance provided for repairing small businesses, and productive industrial or agricultural or service facilities.	Start Date: April 2013 End Date: March 2014
Purpose	To restore livelihoods in affected communities.	
Description	<ul style="list-style-type: none"> ▪ Map small businesses, and small productive industrial or agricultural or service facilities needing repair. ▪ Develop and agree with beneficiary communities on implementation and payment modalities. ▪ Develop and implement monitoring and quality assurance plan. ▪ Roll-out small grant scheme. 	
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>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	<i>Monthly</i>

OUTPUT 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided		
Activity Result 2	NFIs/ productive tools distributed to needy displaced families and hosting communities.	Start Date: April 2013 End Date: March 2014
Purpose	To replace lost assets	
Description	<ul style="list-style-type: none"> ▪ Identify needs and procure as necessary ▪ Identify partners for distribution and monitoring ▪ Carry out actual distribution according to agreed criteria 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of families who have access to income thanks to received productive tools. ▪ Number of families that have received NFIs. 	<i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	<i>Monthly</i>

OUTPUT 2: Emergency support for restoration/ stabilisation of disrupted livelihoods provided		
Activity Result 3	Short-term vocational and skills development trainings delivered	Start Date: April 2013 End Date: March 2014
Purpose	To restore livelihoods in affected communities and build needed skills.	
Description	<ul style="list-style-type: none"> ▪ Map out and assess capacities of existing vocational training programmes 	

	delivered by training centre and/ or NGOs in the target area <ul style="list-style-type: none"> Identify training needs and match beneficiaries with appropriate training Procure and distribute start-up kits as needed. 	
Quality Criteria <ul style="list-style-type: none"> Number of people trained that have access to income as a result. 	Quality Method <i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	Date of Assessment <i>Monthly</i>

OUTPUT 3: Emergency support provided for vulnerable groups with special attention to women headed household and people with disabilities

Activity Result 1	Livelihoods support offered to women headed households	Start Date: April 2013 End Date: March 2014
Purpose	<i>Empower women headed households</i>	
Description	<ul style="list-style-type: none"> Provide specialized and tailored emergency jobs to engage women headed households in emergency response and recovery process; Provide tailored vocational training; Provide start-up grants/kits for restoration of livelihoods; Support women with psychosocial services. 	
Quality Criteria <ul style="list-style-type: none"> Number of participating women headed households who have access to income. Number of women receiving psychosocial support. 	Quality Method <i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	Date of Assessment <i>Monthly</i>

OUTPUT 3: Emergency support provided for vulnerable groups with special attention to women headed household and people with disabilities

Activity Result 2	Livelihoods support provided to persons with disabilities	Start Date: April 2013 End Date: March 2014
Purpose	<i>Empower disabled people</i>	
Description	<ul style="list-style-type: none"> Provide a holistic disability rehabilitation services to persons with disability (including disability aids, physiotherapy and occupational therapy where possible, psycho-social support...) Provide specialized and tailored vocational training Provide start-up grants/kits for restoration of livelihoods 	
Quality Criteria <ul style="list-style-type: none"> Number of participating people with disabilities who have access to income. Number of disabled people receiving psychosocial and rehabilitation services. 	Quality Method <i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	Date of Assessment <i>Monthly</i>

OUTPUT 4: National and local capacities for community resilience enhanced		
Activity Result 1	Psycho-social support provided in crisis affected communities/ or to affected people	Start Date: April 2013 End Date: March 2014
Purpose	To help communities deal with the consequences of the crisis.	
Description	<ul style="list-style-type: none"> ▪ Train psychosocial workers ▪ Conduct community-based psychosocial services 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of psychosocial workers trained. 	<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	NGOs/CBOs and local level working groups empowered to engage in emergency responses and reconciliation efforts	Start Date: April 2013 End Date: March 2014
Purpose	To develop local capacities for managing emergency response and reconciliation efforts	
Description	<ul style="list-style-type: none"> ▪ Map and carry out capacity assessment of NGOs/CBOs involved in this line of work. ▪ Establish local working group composed of all concerned local stakeholders ▪ Implement targeted specialized trainings for NGOs/CBOS and working groups. ▪ Facilitate networking for exchange of information and best practice ▪ 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. ▪ Number of people engaged in community and inter-communal activities. 	<i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	<i>Quarterly</i>

OUTPUT 4: National and local capacities for community resilience enhanced		
Activity Result 3	Community activities implemented for promoting co-existence and dialogue	Start Date: April 2013 End Date: March
Purpose	To develop local capacity for dialogue and conflict prevention, particularly among young people	
Description	<ul style="list-style-type: none"> ▪ 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. <ul style="list-style-type: none"> Facilitate networking among various groups and various communities to share experiences and exchange of information. 	
Quality Criteria <ul style="list-style-type: none"> Number of people engaged in community and inter-communal activities. 	Quality Method <i>Database</i> <i>Third party monitoring reports</i> <i>Field visits reports</i> <i>Pictures/ videos/ stories/ press</i>	Date of Assessment <i>Quarterly</i>

OUTPUT 5: Coordination systems for emergency livelihoods enhanced		
Activity Result 1	Early recovery and livelihoods coordination strengthened among relevant counterparts	Start Date: April 2013 End Date: March
Purpose	To enhance information sharing and coherence among different concerned agencies	
Description	<ul style="list-style-type: none"> Establish a coordination unit (composed of national and international expertise including Early Recovery Specialist, and Management Information Officer with GIS background among others). Undertake a desk review of global experiences on coordination systems for early recovery and propose options building on the existing infrastructure in the country. Carry out and collaborate with other agencies to conduct baseline surveys, quick mapping of who is doing what and where, collect information from the field and other partners on sectoral thematic areas to set the system parameters. Develop and roll-out the management information system and generate regular reports on needs, activities, geographical scope, agencies on the ground, etc. Facilitate coordination at the local and regional levels (deployment of field coordinators, setting up hubs...) as deemed necessary. 	
Quality Criteria <ul style="list-style-type: none"> Number of joint initiatives (assessments, projects, etc.) undertaken by the livelihoods working group. Regular progress reports generated by the newly established information management system. Number of coordination networks created. 	Quality Method <i>Meeting minutes</i> <i>Database/ reports</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)	<p>Impede access and operations in specific locations/governorates or in the country (depending on intensity/scale/geographical areas)</p> <p>P = 5</p> <p>I = 4 (depending on available contingency measures and partnerships agreements)</p>	<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 	UNDP			Increasing in some locations in the country

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					<ul style="list-style-type: none"> Maintain an in-depth follow up and analysis of incidents and security situation in the country. 				
2	Inaccessibility to target areas due security situation		Operational	<p>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> <p>P = 5 I = 4 (Agreements with implementing partners should be in place, which will lessen the impact)</p>	<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	<p>Slow implementation of the planned activities due to limited capacities of national and local partners</p> <p>P = 4 I = 4</p>	<ul style="list-style-type: none"> Quick on-the-job training for target implementing partners to better implement/perform the emergency and humanitarian activities 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 	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					and recruitment plans to support the implementation of activities)				
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>	<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/		Financial Strategic	Delay in implementation will affect UNDP's credibility	<ul style="list-style-type: none"> UNDP will make use of existing resources to kick 	UNDP			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	receiving required funds for implementation			and capability to immediately respond to the rising needs P=4 I=4	<ul style="list-style-type: none"> start implementation of project activities in target locations Preparation of needs assessment and pertinent response mechanisms should start before ensuring all funds 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. 				

Annex 2

Suggested financial management and procurement (based on experience from Somalia)

Payments to implementing institution/NGO

UNDP has allocated and will make available to the implementing institution funds up to the maximum amount approved in the Agreement:

- The first instalment of funds will be advanced to the implementing institution upon signature of the Agreement by both parties and as per UNDP rules and procedures governing advancing of funds.
- Depending on the number of agreed trenches, any subsequent instalment will be advanced to the implementing institution on the basis of satisfactory performance against the agreed work plan, disbursement of at least 80% of the previous payment, and submission of satisfactory financial and narrative (technical) reports of the previous payments along with agreed upon supporting documents that may include invoices, procurement documents, pictures, and others as deemed necessary.
- For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction.
- The final instalment will be transferred upon successful completion of the project, certification from concerned local committee/authority/line ministry as per the agreement, satisfactory final substantive/technical narrative and financial report and original supporting documents that may include but not limited to invoices, contracts, and handover note of all material and tools to local administration/committee signed by both..
- The implementing institution agrees to utilize the funds and any supplies and equipment provided by UNDP in strict accordance with the approved Agreement. Any funds advanced will be used only for the implementation of agreed upon activities and any unspent funds will be returned to UNDP or deducted from the next or final instalment.
- Any savings (such as arising from variations in exchange rates or changes in prices of tools and material, etc.) will be considered project saving. UNDP has the right to decide on the final utilization of the unspent funds under agreement and shall inform the implementing institution in writing with its decision.
- Any Income arising from the management of the Project shall be promptly disclosed to UNDP.
- The implementing institution shall disclose to UNDP any additional or parallel cost sharing/joint financing or funding from other sources in support of the same or related activities. Where a project is jointly funded, the implementing institution will clearly elaborate the specific activities supported by the different donors and be proactive in ensuring full disclosure.
- Upon completion of the project/or termination of the agreement, the implementing institution shall maintain the project records for a period of five years unless otherwise agreed upon between the Parties.
- The proposed material/equipment/tools prices indicated in the project document do not mean actual, and therefore prices of such items shall be determined through proper procurement procedure that may include competitive bidding, request for quotations etc.

1.1. Beneficiary Payments:

Where the project is expected to engage or benefit local beneficiaries, such as through cash for work, the implementing institution shall endeavour to demonstrate a high level of accountability in the payment of emoluments and wages (unskilled workers are paid USD 10 at current rates of exchange) for six active hour's labour per day.

In case of the implementing institution paying to beneficiary workers, then the below applies;

- Each beneficiary should have a record prior to commencing the work, providing an ID number where possible, unique signature/finger printing if illiterate,
- Daily attendance records will be prepared and maintained by the supervisors/foremen;
- A list for payment shall be prepared by the implementing institution reflecting the name as per the registration list/card, the number of days worked, the amount in US\$/local currency, and the signature/finger printing by the individual workers. No one worker/supervisor/foreman can sign on behalf of another worker(s) or the like;
- The implementing institution shall ensure that payments to the workers are done in the presence of the local consultancy firm representative, a responsible/ senior officer from the implementing institution and/or community committee/local authority who shall be accountable and shall ensure that payment records are well maintained and that each beneficiary provides their unique signature/finger-print record in order to receive payment(s);
- Payment records will be prepared and maintained by the implementing institution. Each individual worker will sign/finger print against their names on the payment list and against the amount received. Other workers or persons cannot sign on their behalf. The attendance and payment sheets/ records shall be certified and approved by the supervisor, the head/ director of the implementing institution, and as much as possible by a verifiable local community leader or local authority representative, and the local consultancy firm;
- UNDP field-based monitoring staff will review all related documents for verification and endorsement where and when possible;
- Payments to labourers will be made every two weeks unless agreed otherwise between the implementing institution and the beneficiary worker;
- UNDP field-staff will review all the documents, ensure that UNDP internal control frameworks are adhered to by the implementing institution;
- The implementing institution to that effect shall ensure separation of powers as follows:
 - a) The site supervisor is the sole person to prepare the list of workers and ensure attendance of the workers;
 - b) The site supervisor must ensure that the project manager endorses the attendance sheets;
 - c) The project manager based on documents provided to him/her re- workers sheets, procurement of tools/material and other supplies, prepares payment request after verification and sends to the head of the implementing institution for quality assurance and authorization;
 - d) The finance officer as per approved procedures review the payment request, prepares checks or other means of payment;
 - e) In case of procurement, a proof of payment includes original invoice, receipts as well as procurement supporting documents (bidding, quotations, etc.);
 - f) In the case of payments to workers, the cashier of the concerned implementing institution in the presence of the project manager, a committee representative, the site supervisor; and when possible a UNDP representative, effects the payment to the workers, unless a banking/financial institution is used, the supervisor should be present to identify the workers, organize the teams with their foremen, and ensure that security is in place;
 - g) It is imperative that the implementing institution provides pictures of the payment process.

It is the responsibility of the implementing institution to ensure that the community/workers know how much their wages would be. This can be done through proper communication channels.

1.2. Procurement of Goods and Services

UNDP will require the implementing institution to adopt the UNDP procurement rules and procedures. A Summary in Arabic will be provided upon signature of the agreement.