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*Empowered lives
Resilient nations.*

United Nations Development Programme in Syria

ANNUAL REPORT 2017

RESILIENCE AT THE FOREFRONT





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Cover page Photo credit:
Food processing workshop supported by UNDP in Hama Governorate
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ACRONYMS AND ABBREVIATIONS

CBO	Community-Based Organization
ERL	Early Recovery & Livelihoods
FBO	Faith-Based Organization
HRP	Humanitarian Response Plan
IDP	Internally Displaced Person
IMRP	Internal Monitoring & Reporting Platform
INGO	International Non-Governmental Organization
MSEs	Medium and Small Enterprises
NGO	Non-Governmental Organization
PWDs	Persons with Disabilities
SHF	Syria Humanitarian Fund
UNDP	United Nations Development Programme
HCT	Humanitarian Country Team
PMT	Programme Management Team

FOREWORD



ALI AL-ZA'TARI
UN RESIDENT AND HUMANITARIAN COORDINATOR,
UNDP RESIDENT REPRESENTATIVE IN SYRIA

“The coping capacities of millions is now stretched to their absolute limit. Yet, the people of Syria bite their pains and move about living to the fullest of their ability. We have to believe in the industriousness of the Syrian people, they yearn for a return to normalcy, for peace and for opportunities to rebuild.”



DAVID AKOPYAN
UNDP SYRIA COUNTRY DIRECTOR

“It is truly inspiring to see the resilience of the people who are trying to rebuild their lives despite the devastation and destruction. People across Syria need urgent assistance to access basic services. They need water, electricity, they need to work and earn a living. We need to empower communities and individual Syrians, all Syrians, no one left behind. “

NEEDS IN 2017⁽¹⁾



13.8 M

PEOPLE IN NEED OF LIVELIHOOD SUPPORT



13.5 M PEOPLE IN NEED OF HUMANITARIAN ASSISTANCE



6.3 M PEOPLE INTERNALLY DISPLACED



5.7 M PEOPLE WITH SEVERE NEED



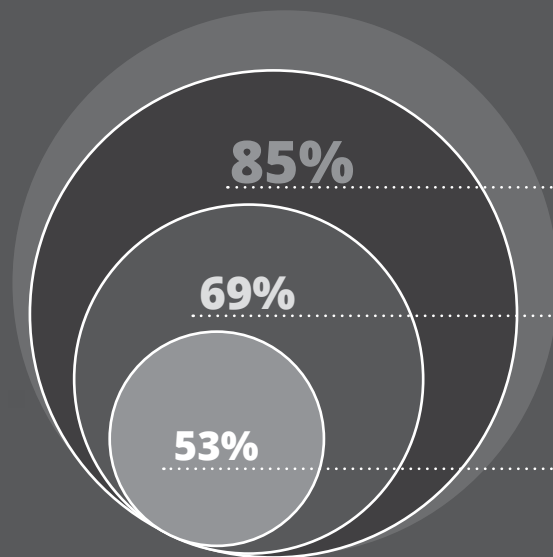
2.8 M PERSONS WITH PERMANENT DISABILITIES



11.8 M PEOPLE IN NEED OF ELECTRICITY PROVISION



7.7 M PEOPLE IN NEED OF SOLID WASTE MANAGEMENT SERVICES



OF THE POPULATION LIVE IN **POVERTY**

OF THE POPULATION LIVE IN **EXTREME POVERTY**

OF SYRIANS ARE **UNEMPLOYED**

⁽¹⁾ HNO- Syria - 2017

Adra collective shelter for IDPs from Eastern Ghouta, Rural Damascus Governorate © UNDP-Syria.

UNDP'S RESPONSE IN SYRIA DURING THE CRISIS A UNIQUE RESILIENCE PROGRAMME

UNDP Syria is positioned to implement a country programme under the overall strategic goal of “enhancing the resilience and socioeconomic stabilisation of individuals and communities”. Since the beginning of the crisis seven years ago, UNDP has responded to the huge emerging needs by implementing a unique resilience programme. The aim is to build resilience through providing a durable substitute to humanitarian assistance by supporting emergency livelihoods, early recovery, and- at a later stage- sustainable livelihoods.

The focus of the interventions is on supporting the resilience of communities through livelihoods support, the rehabilitation of local infrastructure and social inclusion, as well as economic recovery through supporting small businesses and creating employment opportunities.

The interventions succeeded in enhancing the skills and capacities of the most vulnerable communities, targeting internally displaced persons (IDPs) and host communities as well as returnees and crisis-affected areas, which in turn supported the positive coping mechanisms of beneficiaries. Against a background of high unemployment, UNDP has placed a priority on reviving small businesses, especially those with the capacity to generate income opportunities. A particular focus was placed on people most affected by the crisis, including female-headed households, persons with disabilities, and youth. These local projects were designed to provide alternatives for Syrians to stay in Syria and to create a sustainable economic environment for the eventual return of refugees.

RESILIENCE-BASED INTERVENTIONS ARE NECESSARY TO:



- ☑ Integrating IDPs in host communities and strengthening their capacity to cope with and recover from potential future shocks.
- ☑ Gradually shifting towards investments that aim to address present and future shocks.
- ☑ Optimizing existing resources by investing in more durable solutions.
- ☑ Reducing the cost of the international response in the medium-term.
- ☑ Allowing Syrians affected by the conflict to move from lifesaving interventions (relief in the present) to longer term, resilience-supportive interventions (hope for the future).

AREA-BASED APPROACH

UNDP combined a thematic approach with an area-based approach to identify location-specific needs. The emphasis on local governance meant that the intervention was focused, pragmatic, and effective, promoting the reactivation of local basic services and socioeconomic recovery as well as fostering social cohesion.

Local economy was supported through advocating for local production and employment schemes as well as engaging with local actors and stakeholders for planning, implementing, and monitoring. In 2017, UNDP was actively operating in nine governorates, namely Aleppo, Al-Hassakeh, Damascus, Deir-ez-Zor, Hama, Homs, Latakia, Rural Damascus, and Tartous, either through field presence, outsourced personnel, private service providers, or partner NGOs. The extended network of partners and various implementation modalities were essential for overcoming operational and access challenges and it ensured higher flexibility and resilience in response to security disturbances and other types of shocks.

PARTNERSHIP WITH LOCAL ACTORS (NGOS, FBOS, CBOS) AND COORDINATION WITH OTHER UN AGENCIES

Various partnerships with UN agencies and NGOs were established within the framework of the Humanitarian Country Team (HCT), Clusters/Sector Working Groups, and various technical task forces. The Early Recovery and Livelihoods Sector Working Group - led by UNDP Syria - directed the compilation of inputs for the Humanitarian Response Plan (HRP). These include policy advice, monitoring and

reporting on early recovery and resilience interventions implemented by the UN, International Non-Governmental Organisations (INGOs), and their partners. Additional coordination mechanisms among UN agencies were also placed through the UN Country Team, the Programme Management Team (PMT), and other technical committees to ensure increased complementarities and joint programming.

UNDP APPROACH: FULLY FOCUSED ON THE RESILIENCE OF PEOPLE/COMMUNITIES

Geographical locations of intervention were chosen based on several UNDP criteria. Some of these include the severity of the impact of the armed conflict, the capacity for labour absorption and creation, and the presence of local partners to support implementation. Stability and accessibility were also considered.

In order to achieve optimal results, UNDP adopted a local participatory mechanism for identification and implementation. Local committees were established by assembling local partners, UNDP, non-governmental organisations (NGOs), Community-Based organisations (CBOs), Faith-Based Organisations (FBOs), as well as beneficiaries and representatives from the host communities. These committees played a quality assurance role for the implemented initiatives, ensured the engagement of all concerned parties in the selection of beneficiaries, and monitored the implementation and delivery of results. Field teams worked in targeted geographical areas supported by a core technical team operating from Damascus.

GENDER MAINSTREAMING

In 2017, UNDP mainstreamed gender within its Early Recovery and Resilience Building programme. Women constituted a minimum of 35% of total beneficiaries with targeted activities tailored to address their needs and priorities. Across the nine governorates, 22,631 monthly job opportunities were provided to women, 17,513 of which went to female-headed households. Additionally, specialised vocational training was provided to 4,183 women, 2,730 of whom received start-up toolkits to support sustainable income-generating activities. UNDP Syria was the 2nd highest among 19 Arab countries in terms of timely validation of the draft of the Gender

Justice Report. UNDP boosted the capacity of its County Office staff by enhancing the understanding and mainstreaming of gender-related issues and including core Gender Equality and Gender-Based Violence topics in UNDP programming. UNDP also carried out activities for 16 days covering issues on eliminating Gender-Based Violence from education, displaying advocacy messages, and incorporating gender mainstreaming inputs in social cohesion strategies. The inclusion of basic gender concepts was carried out in UNDP thematic areas of online training with local partners through NGO capacity development unit. Strategic inputs on gender mainstreaming were also provided in UNDP's on-going programme activities.



Sewing workshop in Jaramana, Rural Damascus Governorate © UNDP-Syria

MONITORING AND EVALUATION APPROACH

To ensure transparency, neutrality, business continuity, high quality of delivery, and efficient use of resources, UNDP Syria applied three mechanisms to monitor field activities. Combinations of these mechanisms were adopted depending on the local context and the nature of activities in each area.

Community-based Monitoring:

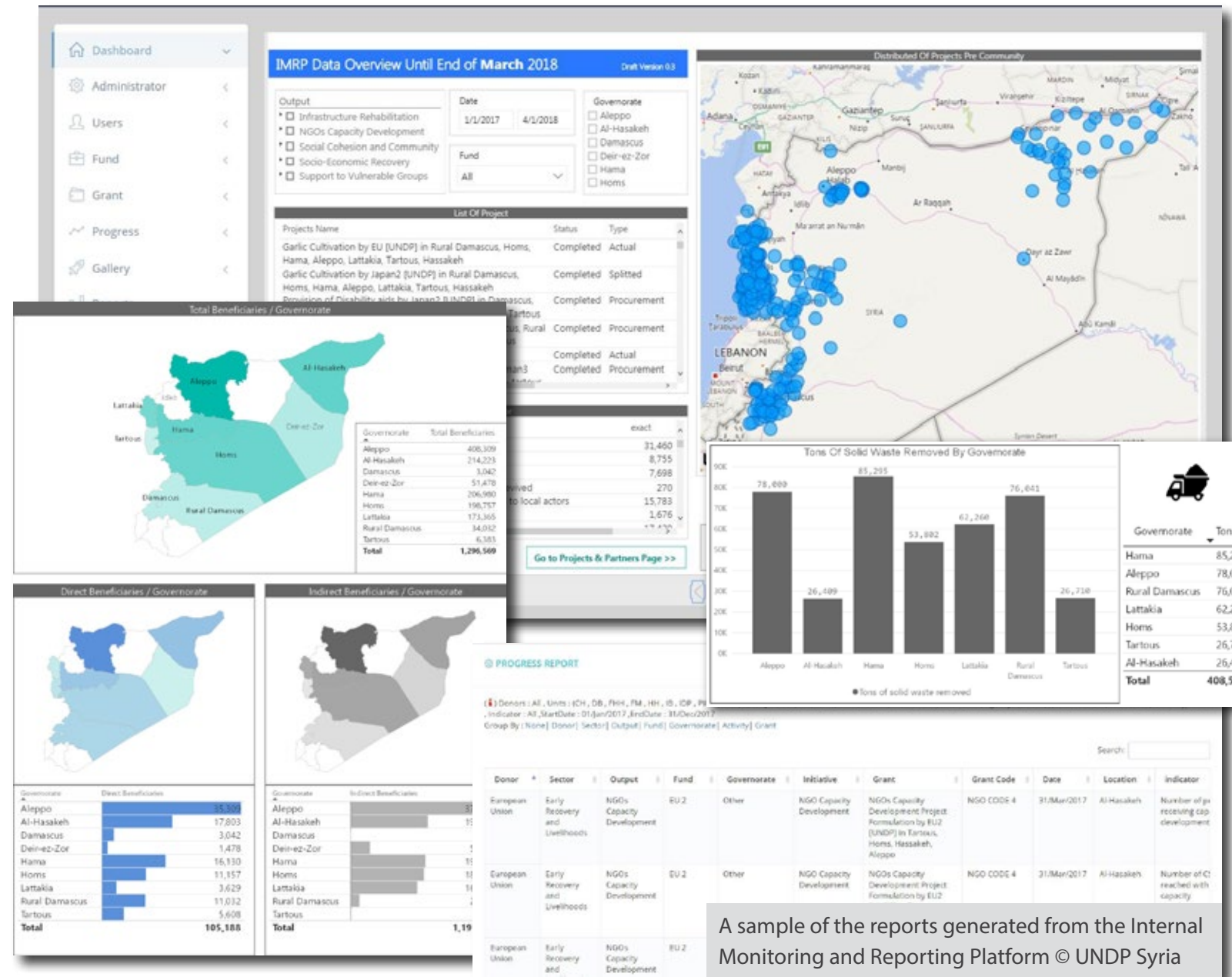
In 2017, UNDP Syria built a unique partnership with more than 125 Syrian youth and volunteers from local communities, all of whom were selected and recruited based on agreed transparent criteria. They then received simplified training on project cycle and monitoring techniques followed by on-the-job training opportunities to actively provide real-time reporting on projects' progress, quality of implementation, and transparency.

Third-Party Monitoring and Evaluation:

This was carried out by an independent firm to ensure that the implemented projects in the nine governorates are monitored and objectively assessed. Additionally, it guaranteed that findings will be reported quickly and thoroughly with a clear focus on relevance, efficiency, sustainability, and effectiveness in relation to UNDP's pre-set targets and work-plans.

Site visits:

Regular and ad-hoc missions were undertaken by the country office and field teams to monitor activities' progress and performance and to identify key results and challenges.



A sample of the reports generated from the Internal Monitoring and Reporting Platform © UNDP Syria

In addition, the UNDP country office in Syria designed and developed an innovative in-house platform in 2015 called **“INTERNAL MONITORING AND REPORTING PLATFORM (IMRP)”**. The second version was rolled out in 2016 to field offices to facilitate progress reporting and internal monitoring of UNDP interventions throughout the country.

In 2017, UNDP Syria's Information Management Team (IMT) actively supported the Country Programme interventions through developing and implementing evidence-based innovative information management web solutions. These have been designed to address specific challenges to the Syrian context, namely lack of security and widespread destruction.

The platform created a channel through which UNDP can collect micro-level data on its achievements, which can then be aggregated to the macro-level to support the decision-making process.

UNDP SYRIA ACHIEVEMENTS IN 2017

 **4.7 M TOTAL BENEFICIARIES REACHED**

 **89,866** MONTHLY JOB OPPORTUNITIES PROVIDED

 **162 KM** WATER NETWORKS REPAIRED

 **250 KM** SEWAGE NETWORKS REPAIRED

 **155** WELLS REHABILITATED

 **113 KM** ELECTRICITY NETWORKS REPAIRED

 **27 KM** STREETS LIT WITH SOLAR LIGHTING

 **1,708** SOLAR UNITS INSTALLED

 **592,437** TONS OF SOLID WASTE REMOVED

 **994,893** TONS OF DEBRIS REMOVED

 **422** NEIGHBOURHOODS CLEANED

 **811** SOCIAL / PRODUCTIVE INFRASTRUCTURES REPAIRED

 **266** BUSINESSES REVIVED

 **61,680** FEMALES TARGETED

 **8,488** PEOPLE RECEIVED VOCATIONAL TRAINING

 **15,629** PRODUCTIVE ASSETS PROVIDED TO VULNERABLE PEOPLE

 **11,082** PWDS TARGETED BY UNDP'S INTERVENTIONS

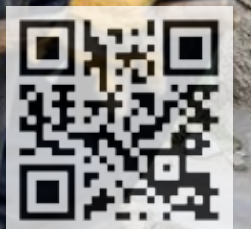
 **135** YOUTH-LED INITIATIVES PROMOTING SOCIAL COHESION

 **40,535** PARTICIPANTS IN SOCIAL COHESION ACTIVITIES

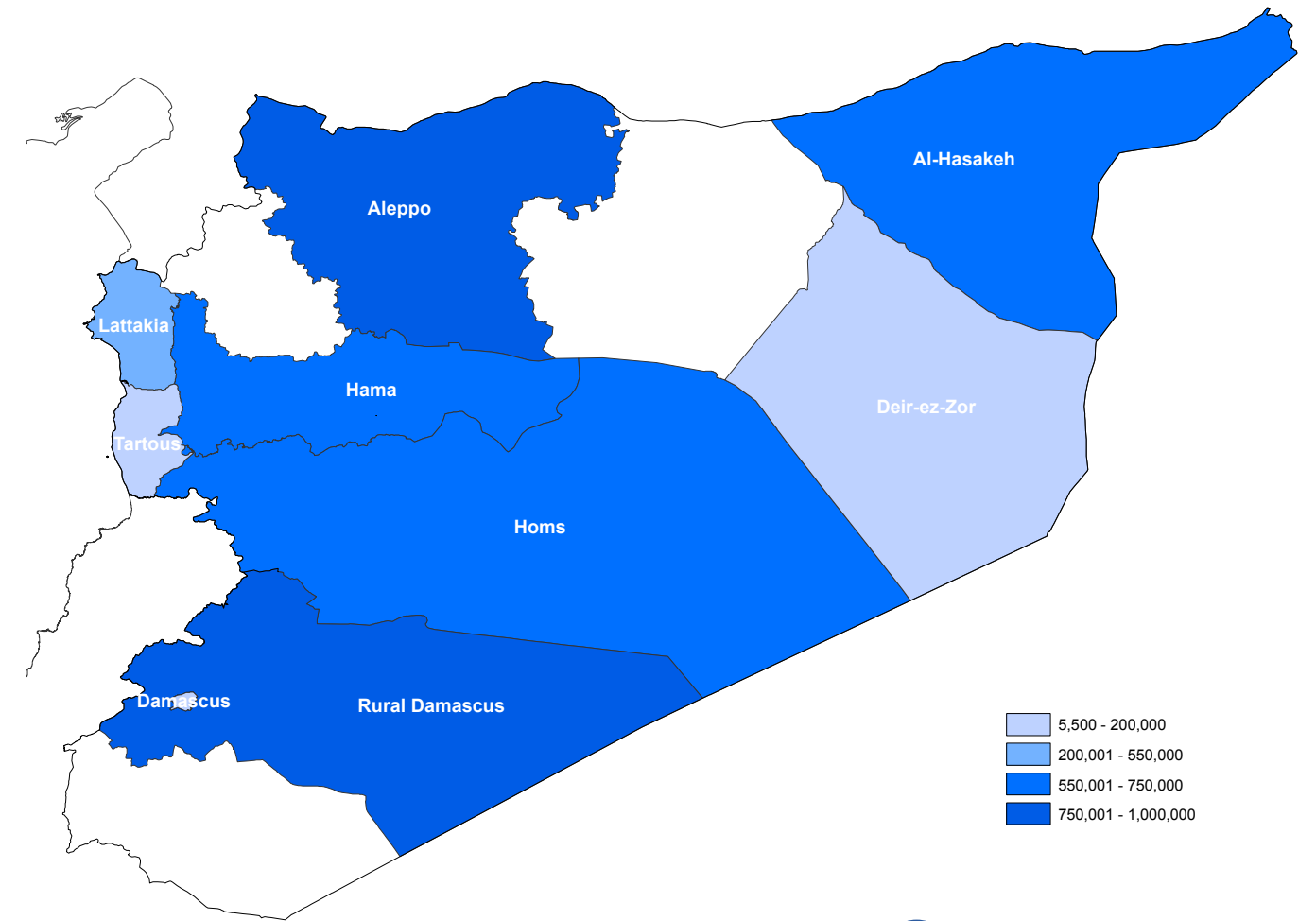
 **429 NGOs** NGOS RECEIVED CAPACITY DEVELOPMENT

 **3,751** MOBILITY AIDS DISTRIBUTED TO PWDS

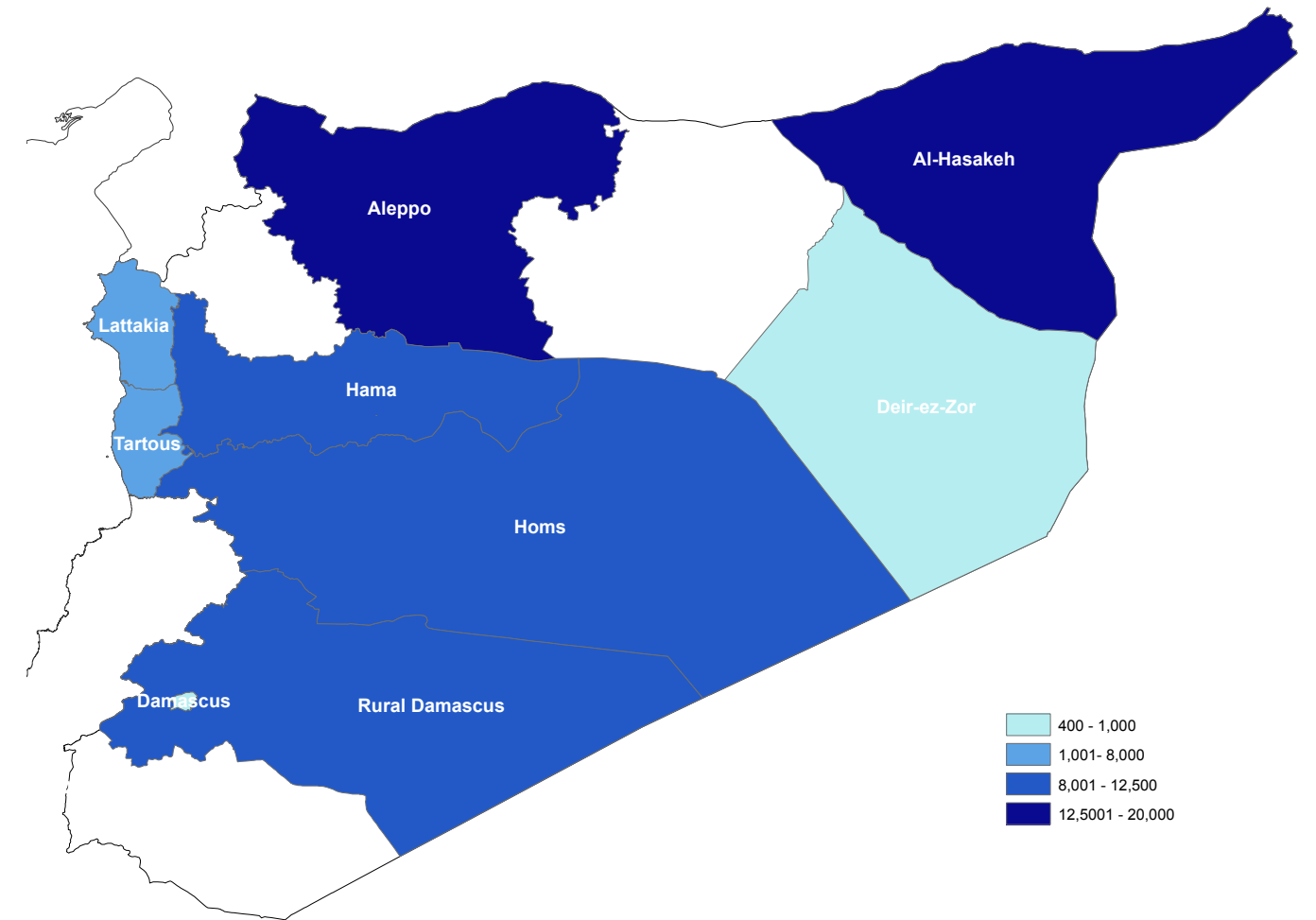
[Link to Video](#)



Debris removal in the old city of Aleppo © UNDP-Syria



MORE THAN **4,647,744**
 >> SYRIANS BENEFITED FROM UNDP'S INTERVENTIONS IN 2017



400 - 1,000
 1,001 - 8,000
 8,001 - 12,500
 12,501 - 20,000

89,866

MONTHLY JOB OPPORTUNITIES PROVIDED IN 2017

UNDP'S RESPONSE IN 2017

UNDP's community resilience response focused on the following thematic areas:



- Basic local and social infrastructure rehabilitation including solid waste and debris management, in addition to crossline electricity provision support.
- Socioeconomic recovery, including business revival and restoration and income generation support for female-headed households.
- Rehabilitation and social protection support to persons with disabilities.
- Youth-led initiatives promoting tolerance and acceptance.
- Capacity development of local partners for resilience building.
- Advocacy and coordination for enhanced resilience building.

In 2017, UNDP contributed to strengthening the resilience of **4,647,744 people** in Syria. This was accomplished through early recovery and livelihoods restoration efforts in partnership with more than 51 Non-Governmental local actors including NGOs, CBOs and FBOs. Accordingly, UNDP Syria provided **89,866 monthly job opportunities** by implementing 221 local projects, which directly benefited more than **547,774 crisis-affected persons**.

This was achieved through rehabilitating community infrastructure and restoring basic services by managing solid waste and debris and executing quick repairs in crisis-affected governorates, all using a labour-intensive approach. The implemented projects also facilitated business revival through productive assets replacement, start-up kits distribution, vocational training, job placements, value-chain development, and market restoration. UNDP

also focused on targeting vulnerable groups, including women, female-headed households, as well as people with disabilities (PWDs). These vulnerable groups benefited from interventions that were specifically tailored to support their livelihoods and employability. Youth were also targeted through enhancing their capacities and providing them with opportunities to come up with youth-led initiatives that promote social cohesion. On-the-ground implementation was carried out in partnership with local NGOs, FBOs and CSOs. These, in turn, were targeted by a special UNDP programme, aimed at promoting their capacity as potential partners for efficient on-the-ground implementation. Furthermore, UNDP's interventions stimulated the local economy through fostering local production and prioritising local procurement.

Sewage network rehabilitation in Aleppo Governorate © UNDP-Syria



REHABILITATION OF LOCAL LEVEL SOCIAL SERVICES AND BASIC INFRASTRUCTURE

IN 2017, UNDP INTERVENTIONS FOR LOCAL LEVEL SOCIAL AND BASIC INFRASTRUCTURE REHABILITATION INCLUDED:



SOLID WASTE MANAGEMENT



DEBRIS MANAGEMENT



REHABILITATION OF WATER, SEWAGE AND ELECTRICITY NETWORKS



REHABILITATION OF DAMAGED HEALTH CENTERS, BUSINESS UNITS AND SCHOOLS



SUPPORTING RENEWABLE ENERGY SUPPLY



EMERGENCY REHABILITATION OF CROSSLINE ELECTRICITY INFRASTRUCTURE



Debris removal in the old city of Aleppo © UNDP-Syria

In 2017, UNDP implemented **45 local projects** for the rehabilitation of basic and social infrastructure in **9 governorates**. An area-based approach was used because it efficiently captures the real needs of communities and, as a result, allows for an implementation modality that promotes inclusiveness, ownership, and sustainability. This approach facilitated the detection of different priorities in each targeted area, ensured the engagement of local partners and social groups in every step of the process, and fostered a sense of unity through constructive feedback on community-based activities. A comprehensive response approach was adopted in most of the targeted areas based on rapid local assessment and severity scale. This maximized the desired impact, promoted stabilisation, improved living conditions of local communities, and accelerated the return of IDPs.

BASIC LOCAL COMMUNITY INFRASTRUCTURE REHABILITATION



Water network rehabilitation in Aleppo Governorate © UNDP-Syria

Through the implemented projects, UNDP supported the rehabilitation of basic infrastructure to pave the way for other rehabilitation efforts, including social infrastructure and business activities. In this context, UNDP repaired **162 km** of water networks, **250 km** of sewage networks, and **113 km** of electricity networks.



Sewage Network Rehabilitation works in Al-Qamishli, Al-Hassakeh Governorate © UNDP-Syria

SOCIAL INFRASTRUCTURE REHABILITATION

In 2017, UNDP rehabilitated **30 local schools**, facilitating the return of more than **24,000 students** to their schools. UNDP also rehabilitated **39 local health centres**, where more than **478,000 people** benefited from the health services provided.

Furthermore, UNDP rehabilitated **727 business units** in Homs and Tartous Governorates where crisis-affected shops and markets were restored, enabling small businesses to resume their income-generating activities.

The implemented rehabilitation work and basic service

delivery also provided **56,854 monthly job** opportunities to **17,552 beneficiaries** including both IDPs and host communities. The newly employed workers filled the labour shortage facing local service providers.

Additionally, the workers were able to earn a decent income that met the basic needs of their families. The involvement of local communities in the rehabilitation process contributed to vocational skills development, livelihoods support, and private sector revival.



Students are back to their school which was rehabilitated by UNDP in Hama Governorate © UNDP-Syria



Rehabilitation works of a damaged health centre in Al-Hassakeh Governorate © UNDP-Syria

SOLID WASTE MANAGEMENT

UNDP supported basic service delivery by collecting and removing more than **592,437 tons** of solid waste from **388 neighbourhoods**, enabling residents to sustain more hygienic living conditions. The integrated management was implemented where possible through separating and recycling waste. Accordingly, **28,512 tons** of solid waste was separated and part of it was used to produce **86,500 fuel briquettes**.

The capacity of municipalities was enhanced to sustain the provision of solid waste management services. In this context, **1,083 pieces** of equipment were repaired, including vehicles and containers, and **6,336 tools** were provided to enhance the service delivery to local actors.



DEBRIS MANAGEMENT

UNDP responded to the issue of accumulated debris that resulted from clashes in urban areas by clearing **994,893 tons** of debris from **34 neighbourhoods** in affected areas. The implemented debris management activities facilitated access to the targeted area and consequently allowed the initiation of other rehabilitation work to enable the return of IDPs to their residence.



RENEWABLE ENERGY

UNDP advocated for comprehensive, integrated solutions where renewable energy plays a key role in sustainable energy provision. To this end, UNDP ensured increased access to renewable energy and energy efficiency through adopting a number of methods including off grid lighting systems for streets, gardens, and commercial districts; water heating and water pumping; power supply to lab equipment such as small vaccine refrigerators in health centres; and supporting equipment operation in small businesses' workshops such as sewing machines.

In 2017, UNDP installed **1,623 street solar lighting panels**, **85 heating units**, and **72 solar electricity units** in 7 governorates, namely Aleppo, Al-Hassakeh, Deir-ez-Zor, Hama, Homs, Rural Damascus, and Tartous. The newly installed units generated around 121 kW of electricity to light 27 km of streets and provided hot water to vital facilities such as hospitals and universities. The lit streets enhanced the resilience of the local community by helping them to enhance their social and economic activities through an increased sense of security.



Installation of electricity solar panels in a health center in Deir-ez-Zor Governorate © UNDP-Syria



A street lit with solar energy in Hama city © UNDP-Syria

EMERGENCY REHABILITATION OF CROSSLINE ELECTRICITY INFRASTRUCTURE

Electricity production, transmission and distribution was heavily affected by the crisis in Syria and faced serious shortages of spare parts. Due to long black-outs that could last for more than 16 hours, many businesses were also affected. People across Syria could not pump water for household usage and students were not able to study after sunset. Combined with high prices of fuel, electricity outages left many people without any heating source in winter. Even community health facilities were not able to provide sustainable health services to people.

To sustain electricity generation for alleviating the suffering of people, UNDP supported the rehabilitation of Jandar,

Zara, and Baniyas power plants by providing necessary spare parts to ensure that electricity is supplied to Syrians with no one left behind.

Jandar power plant is situated in Homs Governorate and is one of the major power plants in the country, with a total capacity of **730 MW**.

In 2011, the production of Jandar covered 12% of the overall demand in Syria (**4,800 MW**). This includes the entire needs of Homs, with a potential to cover up to 30% of the power demands in Hama and Deir-ez-Zor, as well as **15% to 25% of the demand** in the City of Damascus.



Gas turbine maintenance at Jandar Power Station in Homs Governorate © UNDP-Syria

Maintenance was carried out based on a comprehensive study of the technical situation of the plant and it included the replacement of prioritised emergency parts. UNDP finalised the procurement process to ensure the provision and installation of the new rotor as well as the replacement of damaged spare parts. Thanks to the project, a turbine shutdown was prevented, which could have created a loss of 130 MW.

The power plant is expected to maintain its operation for the next four years. The total number of beneficiaries of the Jandar power plant was estimated at approximately 3,960,000 Syrians. Additional urgent spare parts will be delivered and installed in the power plant in 2018 to ensure continued efficiency.

UNDP also supported the rehabilitation of Al Zara and Baniyas power plants in Hama and Tartous Governorates with funding from the Government of Japan. The first batch of spare parts has already been delivered to Baniyas and Al-Zara power plants and the remaining spare parts will be delivered and installed by the end of 2018.



Spare parts delivered to Baniyas power plant © UNDP - Syria



Restoration of the Monastery of Mar Takla in Ma'loula, Rural Damascus © UNDP-Syria

MA'LOULA .. RESURRECTED

Ma'aloula is a historic town located 56 km to the northeast of the capital Damascus. Aramaic, an ancient language dating back to the 6th century BC, is still widely spoken there. The city was heavily damaged and its people were displaced when an armed group took control of the town. After the security situation has improved, and starting from 2016, UNDP Syria responded to the emerging needs of the town by implementing a comprehensive area approach intervention removing debris and improving basic services delivery. The intervention also included the rehabilitation of Mar Takla monastery to encourage people to come back to their town and restart their disrupted life.

Also, 6 vocational workshops were revived by providing them with needed equipment and raw materials. The workshops included oriental wood-carving, blacksmithing, aluminum works, window glasses installation and concrete block production, in addition to one food processing workshop producing grape molasses.

To enhance the employability of the residents, UNDP provided vocational training to more than 174 people in hair-dressing, painting, electric wiring, sanitary services, mobile maintenance and sewing.

Eventually, more than 5,000 people benefited from the implemented activities, getting access to basic services and to generating their own income.



Grape molasses production workshop supported by UNDP in Ma'loula



Debris removed from one of the neighbourhoods in Ma'loula



Rehabilitation of Old Souq in Al-Qaissarieh, Homs City © UNDP-Syria

HOMS OLD MARKET BACK TO LIFE

The Old Market in the city of Homs, a historic landmark at the heart of the city, was destroyed during the conflict. When the security situation improved, UNDP deployed its technical team who conducted a needs assessment. Based on needs assessments, priorities were identified to revive the Souq to retrieve its role as a vital commercial center, and a focal point for social interaction and communal life.

In 2017, more than 375 shops were rehabilitated, where walls were painted and metal shutters were installed creating more than 759 jobs to crisis-affected people. The rehabilitation works of damaged shops has encouraged the return of shop owners. By the end of 2017, more

than 85 shop owners have returned to their rehabilitated shops and resumed their disrupted businesses. With the absence of regular and steady electricity supply, UNDP installed 70 solar lighting units to provide lighting to the shops in the Souq. With the availability of a reliable lighting source during night-time, shops were open and people could come and buy their needs even after sunset.

375 commercial units rehabilitated.
70 solar Led-lighting units installed.
759 Jobs opportunities created.



The old Souq lit with solar lighting units that UNDP installed in Homs city



Shops are open in the Old Souq that was rehabilitated by UNDP, Homs city



Food processing workshop Al-Hassakeh Governorate © UNDP-Syria



LIVELIHOODS AND SOCIOECONOMIC RECOVERY

IN 2017, UNDP VASTLY EXPANDED ITS LIVELIHOODS AND ECONOMIC RECOVERY WORK, DIRECTLY SUPPORTING THE LIVELIHOODS OF 290,078 PEOPLE WHO LOST THEIR SOURCE OF INCOME DURING THE CRISIS. THESE INCLUDE WOMEN, FEMALES HEADED HOUSEHOLDS, PERSONS WITH DISABILITIES, AND YOUTH. THE INITIATIVE INCLUDED:



ESTABLISHING AND REVIVING MICRO AND SMALL BUSINESSES TO ALLOW THE ECONOMICALLY VULNERABLE TO GENERATE A DECENT INCOME.



PROVIDING VOCATIONAL AND SKILLS TRAINING WHICH LEADS TO EMPLOYMENT WITH JOB PLACEMENT OR SELF-EMPLOYMENT WITH HANDOVER START-UP KITS.



SUPPORTING SELF-EMPLOYMENT THROUGH ENTREPRENEURSHIP DEVELOPMENT.



AIDING IN LIVELIHOOD RECOVERY THROUGH REHABILITATION AND REPLACEMENT OF PRODUCTIVE ASSETS, INCLUDING AGRICULTURAL ASSETS.

The impact of the crisis remained severe in 2017, with substantial losses in human, physical, financial, social, and natural assets and potential. Large numbers of the affected population, including IDPs and host communities, largely relied on humanitarian aid. The livelihoods of the host communities were also severely affected by the declining economic performance in all sectors.

Many households developed different coping strategies to meet their basic needs as a result of the growing dependency on unsustainable sources of income - such as remittances and humanitarian aid - as well as the deteriorating purchasing power of local currency. To alleviate the negative impact of the crisis on the affected people and to enhance their resilience, UNDP Syria supported sustainable livelihood initiatives to pave the way for a long-term socioeconomic recovery.

The implemented socioeconomic interventions provided

26,299

Monthly job opportunities to IDPs, women & youth to help them meet the basic needs of their families and enhance their resilience.

ESTABLISHING AND REVIVING MICRO AND SMALL BUSINESSES TO ALLOW THE ECONOMICALLY VULNERABLE TO GENERATE A DECENT INCOME

UNDP supported the establishment of various micro, small, and medium businesses by providing assets and raw materials. Additionally, UNDP covered some labour wages to provide assistance to businesses and to create sustainable job opportunities.

To ensure decent work and income for beneficiaries, UNDP Syria supported the rehabilitation and establishment of more than **266 MSEs**. Additionally, it contributed to the revitalisation of local markets through producing a wide range of food and non-food products.

UNDP implemented its socioeconomic interventions in nine governorates. UNDP played a pioneering role in local market revitalisation in Aleppo in 2017.



Laurel soap production workshop in Kassab, Latakia Governorate

UNDP supported the establishment of various workshops around Syria. These include **6 sewing workshops** that produce various kinds of clothing in Aleppo, Hama, Homs, and Rural Damascus; two handicrafts workshops in Homs and Rural Damascus; one shoe-making workshop in Homs; and one laurel soap production workshop in the rural areas of Lattakia Governorate.



Sewing workshop in Aleppo Governorate © UNDP-Syria



Dairy production workshop in Hama city © UNDP-Syria

Two bakeries that produce traditional bread were established in the rural areas of Al-Hassakeh and Tartous Governorates to help meet the need for this staple. Four food processing workshops were also established in Al-Hassakeh, Damascus, Hama, and Tartous Governorates that produce dried seasonal vegetables, pickles, dairy products, jams, and other food products.

These efforts were enhanced further through the establishment of MSEs in the construction sector to support the recovery of damaged houses and spaces and to provide practical vocational training. Four vocational centres were established in Aleppo, Rural Damascus, and Tartous that provided repair and maintenance services including carpentry, blacksmithing, aluminium works, glass works, electric wiring, sanitary & plumbing services, construction works, cement-block manufacturing, and woodworks.

The wood furniture industry was flourishing in Rural Damascus through small and medium workshops, most of which were disrupted during the crisis. Thus, the re-established workshops were able to absorb **16 skilled workers** who had lost their livelihoods.



Furniture manufacturing workshop in Rural Damascus Governorate © UNDP-Syria

UNDP supported the establishment of **7 cow farms** that produce milk and other dairy products in Al-Hassakeh, Homs, Rural Damascus, and Tartous and included the provision of cows and dairy equipment as well as covering the salaries of crisis-affected workers for five months on average.



Cow farm in Rural Damascus Governorate © UNDP-Syria

VOCATIONAL AND SKILLS TRAINING

Vocational training and skills development is one of the key areas through which UNDP aims to engage women and youth in socioeconomic recovery. Acquiring new professional skills through vocational training is one of the most effective coping mechanisms for the beneficiaries because it enhances their employability in the labour market. The vocational training targeted the people most affected by the crisis and it allowed them to establish their own income-generating activities by teaching them skills and providing them with start-up kits.

UNDP implemented vocational training and integrated entrepreneurship projects, where **8,488 beneficiaries** received professional training and **5,502 start-up kits**. The integrated training project was implemented at a national level in Aleppo, Hama, Homs, Lattakia, Rural Damascus, and Tartous. More than **3,549 trainees** benefited from vocational training activities in the following areas: electrical wiring, plumbing, sewing, hairdressing, beauty care, food processing, beekeeping, mobile maintenance, computer maintenance, fashion design, crochet, accessories, and home appliance maintenance.



Blacksmith workshop in Rural Damascus Governorate © UNDP-Syria



A female-headed household receives an in-kind grant to start her own income-generating activity in Hama City © UNDP-Syria

The graduated trainees received **2,750 vocational toolkits**, with the top 20% - who excelled in acquiring the taught skills - receiving an upgraded level of training in entrepreneurship skills to establish their own self-employment projects. As a result, **850 entrepreneurs** submitted their own business plans and were consequently supported by in-kind grants to launch their businesses. It is worth mentioning that 846 of the in-kind grant recipients started their own income-generating activities with the help of UNDP's continued monitoring support.



Beekeeping farm in Qamishli, Al-Hassakeh Governorate © UNDP-Syria

DISTRIBUTION OF PRODUCTIVE ASSETS AND FARMING SUPPORT

In response to the major loss of productive assets that are vital to sustain businesses and farming activities, UNDP distributed **15,629 productive assets**. These include sets for mobile phone, computer, and home appliance maintenance tools, as well as sewing machines and hairdressing and beauty care equipment in Aleppo, Al-Hassakeh, Hama, Homs, Lattakia, Rural Damascus, and Tartous governorates.



A beneficiary receives garlic seeds to support her farming activities in Tartous Governorate

UNDP's interventions placed special focus on small farmers in order to help them restore their production cycle. To this end, UNDP distributed farming inputs such as seeds, beehives, weed cutters, sprayers, livestock, plastic sheets for greenhouses, and irrigation systems.



Farmers in Al-Hassakeh Governorate growing winter crops in the greenhouses that they received from UNDP © UNDP-Syria

In Al-Hassakeh Governorate, UNDP implemented a business model that supports agricultural activity through composting organic waste. Five workshops were established for processing cow manure into compost. The workshops depended on manual labour for collecting, converting, and packing the manure and the resulting compost. The produced compost was sold to farmers at a reasonable price.



Compost production in Al-Hassakeh Governorate © UNDP-Syria

In Tartous Governorate, support was given to the cultivation of herbs. In the first phase of the project, small-holder farmers were provided with **150 needed** inputs to grow medicinal and aromatic plants that are native to the area. In the second phase, a workshop was established for processing, drying, and packaging herbs. These were then marketed to local and neighbouring shops, creating income for both the farmers and the workshop workers.



Food processing workshop supported by UNDP in Aleppo Governorate © UNDP-Syria



Women plant medicinal and aromatic herbs in Tartous Government © UNDP-Syria

SUPPORT TO FEMALE-HEADED HOUSEHOLDS THROUGH INCOME GENERATION

The increasing number of female-headed households in shelters and host communities has made this group a priority target for UNDP's interventions. As such, and as part of its approach to enhance equality, participation, and empowerment, UNDP worked with stakeholders on women's economic empowerment, especially in terms of creating income-generating opportunities to help them support their families. In 2017, the livelihoods and socioeconomic recovery activities provided **14,510 monthly job opportunities** to vulnerable women from IDPs and host communities. By supporting the livelihood activities and economic empowerment of women and female-headed households, UNDP is enhancing the resilience of the whole family and contributing directly and indirectly to other sectors such as protection, education, nutrition, and food security.

In this context, UNDP targeted women in Deir-ez-Zor, one of the most food insecure areas, by distributing **50 traditional ovens** with the necessary raw material to **50 women**. The female-headed households started producing bread to feed their children and to generate a decent income from selling what remains from the produced bread. Another project that UNDP implemented in Deir-ez-Zor was establishing a quilt-manufacturing workshop, creating job opportunities for **107 women, 66 of whom received vocational training** in sewing quilts.



Food processing project in Hama Governorate © UNDP-Syria



Women sew quilts in Deir-ez-Zor Governorate © UNDP-Syria

EARNING A LIVING FROM A UNDP-SUPPORTED WORKSHOP

Mohammad, 61, is one of the beneficiaries who started working in a bakery established by UNDP in Al-Qamishli, Al-Hassakeh Governorate. Mohammad has five children, one of whom has special needs. Being the sole bread winner of his family, Mohammad was very happy to earn a steady income from his new job. Before joining the UNDP workshop, Mohammad was working as a daily labourer for intermittent periods and found it difficult to secure a steady job.

UNDP, with help from local partners in Al-Hassakeh Governorate, established **15 bakeries** across Al-Qamishli, most of which are in rural areas.

The established bakeries created 90 sustainable job opportunities for the most crisis-affected people and provided bread for the population.

“I was a daily labourer, the work was unstable and it was hard for me to meet the basic needs of my family”, said Mohamad remembering his difficult economic situation before getting this new job.
“The living conditions of my family have improved after I started working in the bakery. Now I have a steady income and I can afford to provide food for my children and medicine for my sick son”.



SURVIVING HARDSHIP

Samaher, a 32-years-old mother from Deir-ez-Zor, lost her husband during the conflict. She had to flee to Al-Hassakeh with her four children the eldest of whom is 12- years-old and the youngest is only 4 and suffers from epilepsy. Samaher is now living in a crowded collective shelter with her children and 3 other families in the same room. Samaher relied on charity to survive before she was selected to work in UNDP’s food processing project in Al-Hassakeh.

“My world was turned upside down when I lost my husband and my house four years ago. My main concern was the safety of my children. I found myself responsible

for everything. I was worried that I might not be able to feed my children and provide for them to continue their education .. afraid of not being able to afford treatment for my youngest for his epilepsy condition,”

“Now that I am working in UNDP’s food processing project, I have a stable income at the end of the month that is enough to cover our basic needs and the treatment for my youngest.
Now, I also have a new set of skills that I can employ in my daily life.”



REHABILITATION AND SOCIAL PROTECTION SUPPORT TO PERSONS WITH DISABILITIES

With 2.8 million people living with disabilities in Syria, the situation of war-born injuries and resulting impairment and disability is the number one priority for humanitarian response. The unfavourable medical care environment is accelerating the transition from injuries to impairments and, given the exclusivity of the health services and their declining coverage, the transition of impairments to disability appears to be inevitable.

The challenges in responding to the needs of persons with disabilities (PWDs) range from their lack of access to basic services and economic opportunities to lack of attention, accountability and rules of law, in addition to PWDs' independence.

UNDP has been one of the first responders to PWDs'

needs during the crisis. The programme developed from emergency support in the form of distributing mobility and other disability aids to a more comprehensive approach that sees disability as an interaction between functional limitation and environmental barriers (physical and social). UNDP's strategy for supporting PWDs is designed to mainstream the inclusion of PWDs in early recovery responses of livelihoods stabilisation. The approach is threefold:

- Enhancing PWDs' functionality and independence to engage in socioeconomic activities
- Integrating PWDs in socioeconomic activities and promoting access to basic services
- Promoting inclusion and mainstreaming of PWDs at the national, subnational, and community levels.



A young boy supported with 2 lower limb prosthetics in Tartous Governorate © UNDP-Syria



Wheelchairs distribution in Hama city © UNDP-Syria



A Person with Disability receives start-up kits in Al-Hassakeh Governorate

UNDP reached out to **3,854 PWDs** with tailored services to support their physical and mental wellbeing. These included **77 PWDs** who were provided with high quality lower limb prosthetic devices, **60 PWDs** provided with rehabilitation treatment, **3,674 PWDs** provided with other disability aids such as wheelchairs and crutches, and 43 PWDs who benefitted from psycho-social support. Furthermore, UNDP provided **384 PWDs** with livelihood assistance in Aleppo, Al-Hasskeh and Hama. Self-employment opportunities were also created through distributing start-up toolkits and productive assets to sustain income-generating activities. UNDP partnered with other UN agencies in an effort to promote national level planning. This will be achieved by implementing a national assessment on the disability situation in Syria, the result of which will inform stakeholders in the planning and decision-making process. Through its urgent social protection interventions, UNDP developed a social protection programme to support vulnerable households with the most severely disabled members to achieve income stability and human capital



People with disabilities received employment opportunities in a detergent production workshop in Al-Qamishli, Al-Hassakeh Governorate © UNDP-Syria

accumulation. The programme consists of cash support linked to a graduation model that enhances socioeconomic integration of PWDs and their family members.



Vocational training in sewing for people with disabilities in Aleppo city

LENS FOR PEACE... ENABLING THE DISABLED

Dana, 24, a university graduate of architecture, is living with hearing loss. She has been using a hearing aid for 19 years. Dana joined "Lens for Peace" project supported by UNDP Syria. The project provided professional training in photography and filmmaking. Despite the communication difficulties she was facing, Dana felt much more at ease when expressing herself through the camera she is using. Dana learned how to shoot professionally and to convey her message through photos.

The workshop contributed to expand her experience and allowed her to approach life from a different perspective. Dana has actively participated in the different activities of the workshop.

"I learned storytelling techniques as well as filmmaking and writing success stories. I feel more self-confident and capable of facing the camera without being nervous or shy."

said Dana with a smile on her face.

The training workshop "Lens for Peace" targeted 15 people with disabilities by enabling them to learn a new profession as photographers. The beneficiaries also received cameras to help them start their own business as photographers and start earning their own income.

"The training workshop was one of the best experiences I have ever had, as a lot of interaction and friendly competition took place. All trainees have become one family, where I felt no longer disabled. I feel I am strong and able to achieve my dream of being a professional photographer and earn my living"

Having gained the professional training to be a photographer, Dana got a new job as professional photographer. Dana now is very happy to earn her own income thanks to her new profession.



HUSSAIN'S STORY

Hussain, 19, lost his leg during a mortar attack in 2013. In the beginning, it was hard for him to accept his burdens; he felt ashamed, depressed and stigmatized, but his spirit and courage eventually shuffled his reality.

"After the injury I was so depressed. Before I got my prosthetics I was walking on two crutches and of course using them was not easy, it was very tiring. I was shy, shy to try, shy to walk the uphill road in front of my parents. I asked myself: Should I go on like this? Will I remain sad forever? Then, I told myself, I should think of the things that matter, focus on the things I have, never think of what I can't change or I'll never find happiness."

In 2017, Hussain benefited from an above-knee limb prosthetic device manufactured at UNDP prosthetic workshop

in Damascus. The device helped him reintegrate easily with his society. Hussain is now a student of English Literature and works as a receptionist in a local healthcare center. Now, Hussain is also reclaiming his passion in the field of swimming.

"I love swimming, so when I was injured I got depressed, I thought I could never swim again. I thought I was chained and limited, but I raced with people and I came in first, and no one would call someone who came first disabled."

This opportunity has given him a step forward into being an independent individual, and a chance to sustain his ambitions in helping and inspiring others.





YOUTH LED INITIATIVES PROMOTING TOLERANCE AND ACCEPTANCE

The level of social cohesion in Syria is directly linked to conflict in the country, simultaneously contributing to and being undermined by instability and insecurity. While different geographical areas within Syria have had very different experiences of conflict, no area has been left untouched. Conflict has weakened trust between groups; communities are increasingly prone to adhere to in-group/out-group interpretations of others and of events and to express intolerant attitudes towards cultural diversity. Some would even resort to threats or use of violence when interacting with people from a different background.

To address this situation, UNDP interventions targeted the youth through providing them with jobs, enhancing their participation in community activities, and developing their capacities. The aim of this intervention is to reinforce

the positive role of youth in building and engaging with their society. The implemented initiatives provided **3,514 monthly job opportunities**, 2,349 of which went to youth. The earned income from the new jobs contributed to support their livelihoods and enhanced their resilience and positive coping mechanism.

To enrich the positive and constructive role of youth, UNDP supported **135 community-led initiatives** in 8 governorates, namely Aleppo, Al-Hassakeh, Deir-ez-Zor, Hama, Homs, Lattakia, Rural Damascus, and Tartous. UNDP designed and implemented community-based initiatives to maximise participation and engagement of local community-members, as well as that of IDPs.



International Day of Peace in Al-Qamishli, Al-Hassakeh Governorate © UNDP-Syria



International Day of Peace in Aleppo City © UNDP-Syria



Youth Networks (Hygiene Campaign) in Aleppo City © UNDP-Syria

More than **40,535 participants** and **6,786 volunteers** joined versatile social cohesion interventions. Through the implemented activities people were able to identify their own needs in a participatory process that involved local communities, with a special focus on youth, in planning and implementing more than **135 youth-based initiatives**. These included facilitating local dialogues, conducting social media campaigns, and organising communal activities for peace (arts, sports, or food for peace and civic engagement initiatives and carrying out various activities that eased the tension and decreased the barriers among them. Additionally, the implemented initiatives supported livelihood activities and rehabilitated spaces where people from different backgrounds can meet to overcome barriers.



Young volunteers draw murals to beautify their neighbourhood, Lattakia Governorate © UNDP-Syria



Volunteers distribute leaflets about energy saving to inhabitants of Qudsiya, Rural Damascus Governorate © UNDP-Syria

The engagement of youth and volunteers with other outputs was established through comprehensive approach initiatives. As such, **289 awareness campaigns** were conducted in seven governorates, namely Aleppo, Al-Hassakeh, Hama, Homs, Lattakia, Rural Damascus, and Tartous. The awareness campaigns aim at:

- Enhancing understanding and respect.
- Raising awareness for hygiene campaigns and solid waste management.
- Raising awareness for energy saving.
- Encouraging effective community participation.

UNDP also launched a new project for community security and access to justice in Syria. The objective is to maintain the social fabric of communities against defragmentation, increase communities' ability to access legal remedies and judicial needs, manage internal conflicts peacefully by building local capacities, and mitigate immediate security threats and violence.

Under the UNDP's project initiation plan on community security, UNDP conducted **20 context analyses** on local areas of programming that covered the Governorates of Aleppo, Al-Hasakah, Hama, Homs, Rural Damascus and Tartous. The analyses highlighted the need for social cohesion, provided a deeper understanding of key actors and factors in creating divisions and connections, and emphasised the importance of context sensitivity. The analyses also served to identify entry-points and to design tailored interventions that address the instability issue.



Rehabilitation works in a park in Aleppo Governorate to be a common space-for-all © UNDP-Syria

ABU TAMMAM PARK, A COMMON SPACE FOR ALL

Surrounded by **5,000 families** and hundreds of houses in one of the neighbourhoods of Lattakia, Abu Tammam Park was intended to be a potential recreational place for the residents. Unfortunately, the park was not a proper place for families and children to visit, given the accumulation of waste that spread odour and caused health hazards and the lack of maintenance.

Responding to the need to have a proper communal facility for the host community and the IDPs, UNDP supported a youth-led initiative to rehabilitate the park and revive its role as a common space for all.

In addition to being an effective tool for social cohesion, the implemented youth-led initiative activated the youth's ability to take action based on the needs of their community. Thus, waste was removed, bins were fixed, benches were installed, lights were added, drinking water was supplied and playground equipment was installed. Moreover, a basketball court was established, in addition to an outdoor theatre. The initiative was implemented through the collaborative work of the neighbourhood's young dwellers who planned it according to their own vision of their community's requirements.

"We used to take our children to parks far from our neighbourhood and never allowed them to play here. Now, after this great work is done, we see the park as a nice place that gathers all inhabitants" says Khaled, one of the neighbourhood residents.

"We feel that the park belongs to everyone and we are all responsible for it"



International Day of Peace in Damascus City © UNDP-Syria



CAPACITY DEVELOPMENT OF LOCAL PARTNERS FOR RESILIENCE BUILDING

UNDP resolutely capitalized on the capacities of civil societies and NGOs, aiming to develop strategic partnerships with local partners while remaining an effective provider of value-added policy advice and capacity-development services. Civil societies and NGOs were often uniquely positioned to ensure a quick response, reach communities at grassroots level, and engage with excluded or marginalised population groups. The cooperation with NGOs/CSOs in the development and implementation process will also strengthen their technical and managerial capacity, as well as fortify their relationship with UNDP, which will allow the organisation to increase its impact.

In 2017, UNDP supported the capacity of **339 Syrian NGOs**, through conducting **57 interactive training workshops** attended by **766 NGOs' staff and volunteers**. The workshops covered 16 different generic and thematic topics, including management, governance, finance, participatory and evidence-based programming; youth volunteers' mobilisation, and designing. In addition to managing and implementing early recovery interventions. UNDP conducted 4 Exchange visits and study tours for **39 participants** representing **33 Syrian NGOs** that specialise in social cohesion and service provision for PWDs.

An online platform has been assigned and a pilot of one training module has already been launched, covering project life-cycle management. These courses represent self-learning tools that can be used by the NGOs/CBOs' staff, volunteers, and other partners. It is especially useful for partners who live in remote or besieged areas as it provides them with an accessible platform for free learning that can help them develop better practices and interventions. The E-Learning platform can be accessed through personal computers and any mobile device.



Communication workshop for NGOs in Damascus © UNDP-Syria



NGOs capacity development on project formulation in Homs © UNDP-Syria

CAPACITY DEVELOPMENT FOR RESILIENCE BUILDING – TRAINING FOR ALL

UNDP Syria, together with UN Habitat, WHO, UNFPA and FAO, launched a project, with the support of the Government of Japan, to maintain and improve Syrian human capital in various fields. The aim is to provide both men and women with multi-sectoral training opportunities in order to preserve and upgrade their skills and knowledge and to give them the necessary tools to carry out their services more effectively. This is important because it promotes the role of Syrian individuals from all backgrounds to sustain the functionality and capacity of institutions, thus directly participating in the recovery process. Capacity development activities were integrated in the work of the aforementioned thematic areas such as the rehabilitation of the energy sector, the revival and restoration of businesses, the support for PWDs, and the youth-led initiatives for tolerance and acceptance. In addition,

UNDP Syria's capacity development interventions targeted the field of cultural heritage through providing training programmes in partnership with the Archaeological Institute of Kashihara, Nara Prefecture. The training targeted the technical staff of the Directorate General of Antiquities and Museums and provided them with the technical equipment necessary to document damaged structures and artefacts. In July 2017, the Archaeological Institute of Kashihara organised an international conference to kick-start the training programme. The conference was titled "Saving Syrian Cultural Heritage for the Next Generation" and it convened Syrian, Japanese, and international experts on Syrian cultural heritage. The Nara message was adopted at the end of the conference and it confirmed its commitment to support the capacity development of Syrian technical personnel.



"Saving Syrian Cultural Heritage for the Next Generation" conference, in Nara, Japan © UNDP-Syria



TOT Project Cycle Management for NGOs in Hama City © UNDP-Syria



ENHANCED ADVOCACY AND COORDINATION FOR RESILIENCE-BUILDING

In 2017, UNDP Syria - being the lead agency in the Early Recovery and Livelihoods (ERL) sector - continued to coordinate and guide early recovery efforts under the Whole of Syria coordination structure. This is to ensure that the early recovery and resilience building approach is mainstreamed in various sectors and at each stage of implementation.

The ER&L's capacity to respond to immediate humanitarian needs increased significantly in 2017.

The ERL Sector Group remained active both within Syria and under the Whole of Syria humanitarian architecture

and it highlighted the challenges and opportunities of going beyond immediate lifesaving relief. As a result, more than **22 consultative and capacity building events** for the ER&L partners were conducted, resulting in better quality inputs to the Humanitarian Response Plan (HRP) and more informed programming by the partners.

The ERL Sector Group expanded substantially and achieved several milestones in 2017.

In terms of expansion, the ERL finalised the recruitment of one international ERL Coordinator and four sub-nationals



Early recovery sector meeting in Beirut, Lebanon © UNDP-Syria

at the end of 2017. This is to ensure that the response of sector partners is effectively coordinated. Additionally, ERL interventions expanded to over 139 sub-districts in 2017 compared to 80 sub-districts in 2016 and it increased the number of implementing partners by 18%. This reflects the need for more durable solutions and resilience-oriented projects to achieve longer-term support.

In terms of milestones, ERL designed, printed, and circulated an introductory booklet "What is Early Recovery?" which aims to mainstream early recovery approaches in other sectors. The ERL team in Geneva decided to make the booklet available to other countries with an ERL sector. Additionally, ERL accomplished a severity analysis through key informants at the sub-district level using 16 indicators to assess severity of needs in 263 sub-districts.

Finally, the ERL obtained funds under the Syria Humanitarian Fund (SHF) standard allocation in 2017, for the restoration of basic services in East Aleppo through labour incentives, debris management, recycling, and reuse.

The ERL sector took part in initiating a resilience workshop that took place in September 2017. The workshop served two purposes; the first is to review on-going resilience activities to see if there is room to improve targeting or to upscale.

The second purpose is to formulate inter-sector agreement around key aspects of resilience-building programming and tagging (such as guidelines and check-lists).

The sector contributed to the following studies and assessments:

- Wheat value chain analysis which allows different organisations to use their expertise and plan their activities around wheat and wheat-based products for cost-effective and impactful implementation.
- Employment, livelihoods and economic opportunities assessment to guide strategy formulation by conducting socioeconomic and employment analyses.
- Livelihoods damage assessment which aims to formulate immediate and short-term development programmes that take into consideration regional and sector specificities.
- The ERL Sector partnered with the Syrian Centre for Policy Research to update the Impact of Crisis Report through collecting and reviewing newly available data related to economic and social status; laws and regulations; and political information. The data facilitates conducting in-depth analysis on specific development issues, diagnosing institutional capacity of key technical institutions, estimating the missing economic and social indicators, and analysing socioeconomic indicators to formulate appropriate policies.

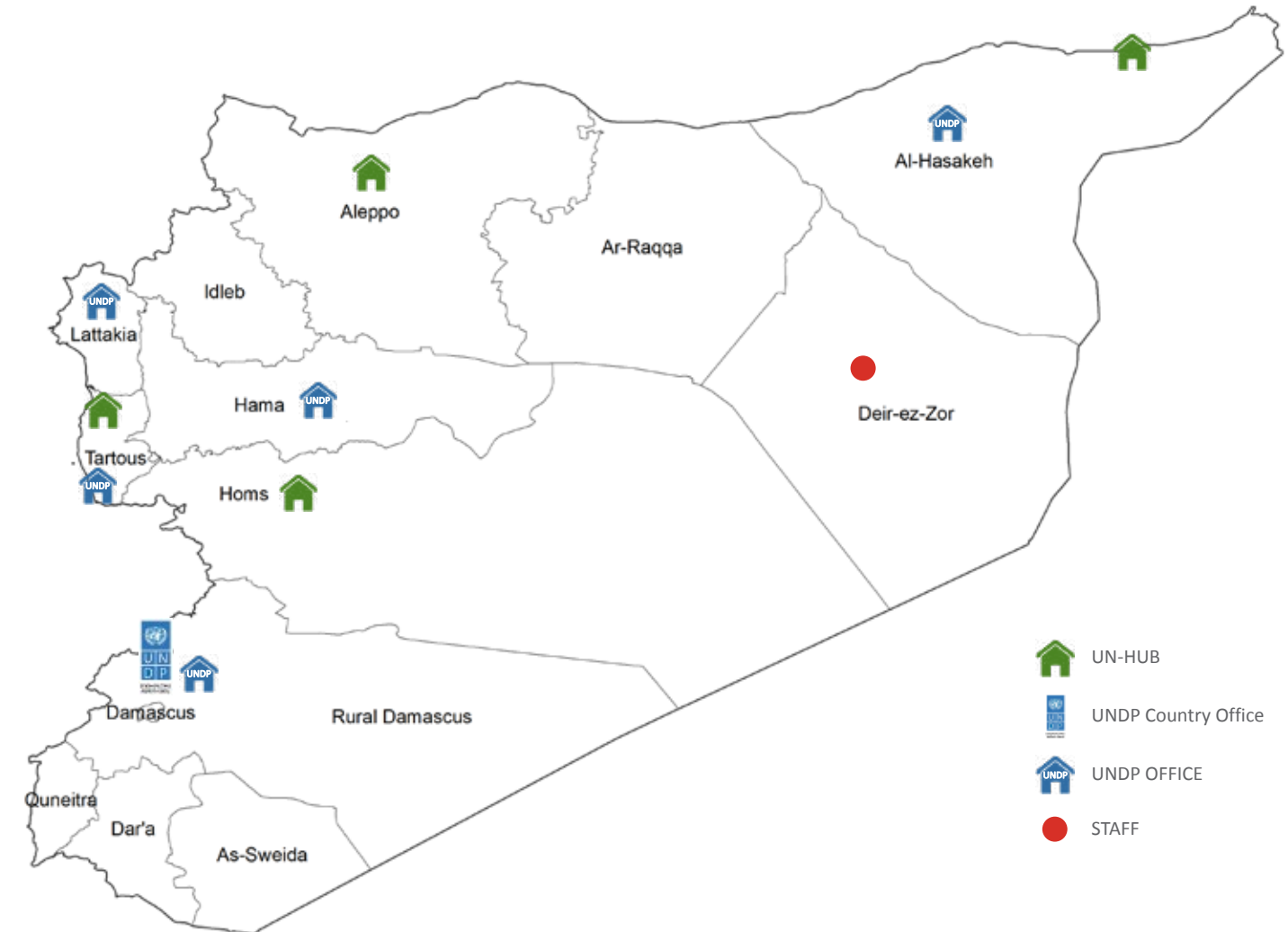
UNDP SYRIA PRESENCE IN THE FIELD

To enhance rapid and quality response and implementation all over Syria, UNDP Syria was physically present in 9 governorates in 2017, namely Aleppo, Al-Hassakeh, Damascus, Deir-ez-Zor, Hama, Homs, Lattakia, Rural Damascus, and Tartous. UNDP field offices are located either in UN hubs or in other office locations where a UN hub has not been established.

UNDP deployed field staff covering the aforementioned areas since early 2014. In 2017 the field team was comprised of 40 highly qualified personnel, including dedicated technical officers in the areas of infrastructure rehabilitation and socio-economic recovery to facilitate and ensure quality implementation of field activities. A dedicated field management unit in the country office supported and coordinated between field teams and relevant country office units within the programme and operation teams.

UNDP field activities were continuously expanding to cover larger geographical areas as well as broader thematic approaches. As a result, the field team structure was designed not only to ensure adequate representation, but to also ensure a flexible and timely response to volatile situations in the field, such as hard-to-reach and newly accessible areas. Given the bottom-up and area based approach adopted by UNDP, the field teams were engaged at the very early stages of project design and were the primary source of information used for area profiling, assessments, area planning, implementing, monitoring and evaluating.

With UNDP leading the Early Recovery & Livelihoods Sector, the field teams included subnational sector coordinators in each area who were continuously in touch with local partners, stakeholders, local communities, and other national and international sector members including UN Agencies and INGOs.



IN 2017, UNDP SYRIA REACHED
4,647,744 BENEFCIARIES

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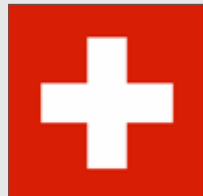
\$42,352,614



\$33,706,265



\$3,995,665



\$3,703,702



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TOTAL FUNDS RECEIVED
 SINCE 2016 TILL THE END OF 2017

\$90,277,345

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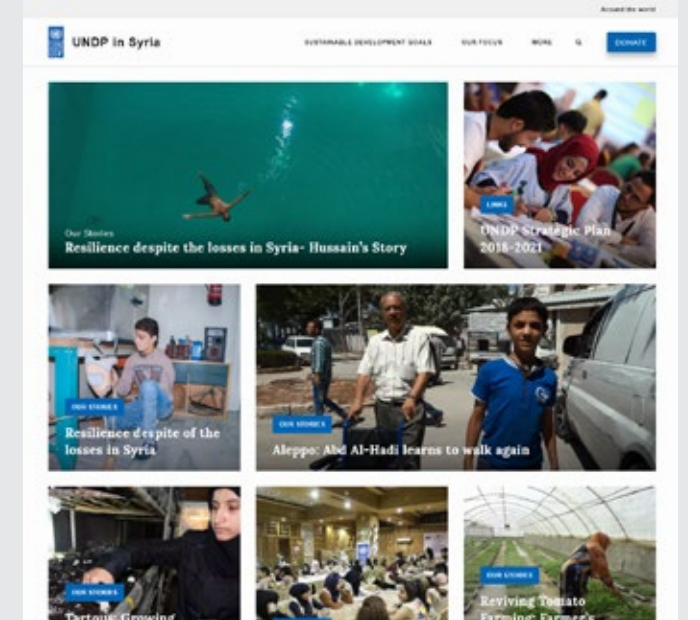
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