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United Nations Development Programme

PROJECT DOCUMENT

[Syria Country Office]

Project Title: Climate Change Adaptation Project[1]
Programme Pillar: Climate Change and Natural Resource Management
Project Number: 0100284
Implementing Partner(s): Direct Implementation by UNDP

Start Date: 1 January 2024 **End Date:** 31 December 2025 **PAC Meeting date:** 6 February 2024

Brief Description

The Climate Adaptation Project represents a strategic response to the pressing development challenge posed by the heightened vulnerability of the Syrian population due to environmental degradation and the impact of climate change. The main objective to facilitate a green and sustainable recovery, aligning closely with national priorities particularly National determined commitment (NDC), It is aligned with the United Nations Strategic Framework (UNSF) 2022–2025 and the Country Programme Document 2022 – 2025 (CPD) as well as the six signature solutions of the UNDP Strategic Plan 2022-2025, it is also linked to the Humanitarian Response Plan (HRP) Objective 3 “Increase the resilience of affected communities by improving access to livelihoods opportunities and basic services, especially amongst the most vulnerable households and communities”.. By addressing climate-related challenges, safeguarding vulnerable communities, and contributing to overall societal well-being, the project will significantly contributes to multiple SDGs (SDG 1, SDG 2, SDG 3 , SDG5,SDG 6, 7,SDG 8; SDG 11,- SDG 12 and SDG 13).

The adaptation activities are strategically focused on enhancing Water, Land Resources Management and Agriculture and rural development, improving and Solid Waste Management, supporting evidence-based planning and response, disaster risk management and early warning systems and building the capacity of key actor at local and national level. The activities are designed to support achievement of two key outputs: output1: involves enhancing the capacities of relevant stakeholders to sustainably manage natural resources and environmental conservation, while Output 2 aims to ensure that communities have improved access to environmentally sustainable solutions for managing natural resources.
In pursuit of sustainable Early Recovery, the project aspires to achieve several overarching results as follows:

- Enhanced capacities across the country at national and sub-national levels to improve governance and to address key climate change concerns via both the public and private sectors.
- Syrians can return to their homes in a dignified manner whereby their rights are protected, especially the most vulnerable populations including women, children, and those with disabilities.
- Increased opportunities for building and improving livelihoods are widely available throughout the country.
- Increased effective resource management, particularly in water, ensures that communities have dependable access to safe drinking water sources. Natural water systems are safeguarded, and there is a concerted effort to prevent the release of untreated wastewater

[1] This is a living document to be revisited regularly and adjusted as needed.

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into these systems through implementing local wastewater treatment plant that reduce pollution.
- The agricultural sector is equipped to cultivate crops in a manner that reduces vulnerability to climate change-related shocks, particularly drought, thereby contributing to food security and creating sustainable livelihood opportunities.
- Youth have increased access to funding to support their entrepreneurship activities and help their nascent start-ups.
- Women's role in local resource governance and resource management is empowered and their capacities to effectively participate in equitable and sustainable resource management is enhanced.

The design and implementation of the Climate Adaptation project activities is guided by an inclusive and participatory approach. The initiatives not only align with climate adaptation and mitigation strategies but also bridge the gap between localized efforts and global climate goals. By addressing immediate challenges in crisis-affected communities, the project interventions simultaneously enhance resilience against future shocks, encompassing socio-economic and ecological impacts. This holistic approach places a strong emphasis on gender equality, fosters youth employment, and aligns seamlessly with broader regional and global sustainability priorities.

Contributing Outcome (UNSF):

Outcome 2: Better access for people, especially the most vulnerable, to social protection services,
sustainable livelihoods, and inclusive and equitable socio-economic recovery.

Outcome 3: Improved living conditions of displaced people, returnees and affected communities.

Outcome 4: Vulnerable people's resilience is enhanced through increased institutional responsiveness in planning and providing services.

Related CPD Outputs:

Output 2.8: Community resilience to environment degradation and climate change enhanced.

Output 2.9: Community engagement in gender-sensitive and inclusive climate change adaptation, environmental management and durable solutions to displacement strengthened.

Total resources required:	USD 37,532,142	
Total resources allocated:	USD 8,063,186	
	UNDP TRAC:	243,751
	Donors:	7,819,435
	Government:	0
	In-Kind:	0
Unfunded:	29,468,956 $	

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Indicative Output(s) with gender marker[2]:		
Output 1 Relevant stakeholders have enhanced capacity to sustainably manage natural resources and environmental conservation. GEN2 Output 2 Communities have improved access to environmentally sustainable solutions to managing natural resources. GEN2		

Agreed by (signatures)[3]:

UNDP Syria	
Sudipto Mukerjee Resident Representative	DocuSigned by: 320D710AF7944D2...

DS H.Ak DS AZ. DS HS DS MM

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[3] Note: Adjust signatures as needed

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I. DEVELOPMENT CHALLENGE

The Climate Adaptation project strives to address the primary development challenge associated with the **heightened vulnerability of the Syrian population due to environmental degradation and the impact of climate change that hinder a green and sustainable recovery.** It will address the critical development challenge of environmental degradation and climate change in Syria, a factor intricately linked to the erosion of social cohesion and the instability posed by climate risks. This challenge is closely interconnected with escalating economic and social vulnerabilities, magnified by the ongoing humanitarian crisis. Climate-induced disasters, especially severe droughts and their aftermath, have heightened water insecurity and spurred rural-to-urban displacement. The degradation of essential natural resources and water infrastructures, combined with the overexploitation of fragile ecosystems and resources, has further worsened the overall situation.

The project's multifaceted approach addresses climate-related challenges, safeguards vulnerable communities, and contributes to the overall well-being of societies, making a meaningful impact on several SDGs.
As per country context Syria continues to face the aftermath of a prolonged crisis with all it's devastating effect, the war-torn country is also among the most climate-vulnerable countries, leading to a multi-layered crisis with complicated and interlinked challenge.
The loss or abandonment of livelihoods and assets resulted from the crisis over the past ten year, combined with a low adaptive capacity to shocks like climate change impacts and disasters, significantly heightens vulnerability for affected populations.
Environmental degradation and climate change have additionally heightened economic and social vulnerabilities. Syria has emerged as a hotspot for climate change, with more frequent and severe droughts exacerbated by climate-induced disasters. Climatic shifts such as decreasing rainfall, rising temperatures, an increasing number of warm days, and more frequent extreme events mainly flood and dust storms. have considerable socio-economic repercussions, compromising livelihoods, agricultural productivity, water availability, community health, and the post-crisis recovery of both urban and rural agricultural areas.

The country's vulnerability to environmental degradation and climate change is exacerbated by low adaptive capacity, damaged infrastructure, limited institutional capabilities, rapid and uncontrolled resettlement by Internally Displaced Persons (IDPs), returning refugees (5.6 million registered Syrian refugees and 6.7 million IDPs) [4]and an increased level of poverty. Many achievements in socio-economic and environmental progress achieved in the previous two decades have been severely reversed, with this vulnerability expected to intensify in the future. Hence, the imperative to build climate resilience nationwide.

This has worsened water insecurity and rural-to-urban displacement, which were already destabilizing factors at the onset of the humanitarian crisis. As highlighted in CPD, the 2021 water crisis along the Euphrates River has threatened the livelihoods of approximately 5 million people, demonstrating the potentially highly destabilizing impact of declining access to water.
While natural resource degradation, pollution, and exposure to natural disasters predate the current humanitarian crisis, these factors have been aggravated by the massive destruction of critical energy and water infrastructures, overuse of fragile ecosystems and natural resources, the impact

[4] Source: https://response.reliefweb.info

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of hazardous waste and debris, depleted vegetation over and forests and desertification. According to the state of environment report 2010-2021 the **vegetation cover decreased by 0,26%** yearly between (2010-2015), desertification is threatening large areas of Syrian territory, estimated at about 109 thousand km2, equivalent to about 59% of the country's area. The forest fires led to a decrease in the forest area between 2015 and 2019 by more than 9.5 thousand hectares and in 2020 the country witnessed a wave of severe forest fires that destroyed an area of 11,865 acres of forests and 4,545 acres of agricultural land.

According to the recent climate adaptation analyses conducted by national stakeholders and the FAO in 2021, the most vulnerable sectors to these climatic changes include agriculture and food security, water resources, range lands, forests, natural protected areas, health, coastal zone, and disaster risk. These sectors face challenges such as decreased agricultural productivity, compromised water supply, increased risk of diseases, coastal infrastructure damage, and displacement of coastal communities.

Problem analysis and screening of immediate, underlying and root causes reveals numerous self-reinforcing challenges and barriers to sustainable and resilient recovery in Syria, compounded by climate change threats and degraded natural resources. These includes:

- **Degraded Natural Resources:** Land degradation, including desertification associated with drought waves. and Water resource degradation due to pollution and overuse, posing a threat to food security and livelihood.
- **Infrastructure Degradation:** Degradation of health, water, and other key infrastructure.
- **National Capacity Strain:** Reduced and strained national capacity leading to limited governance at both national and local levels and Lack of institutional arrangements and capacities to integrate climate change action and environmental control.
- **Policy Integration Challenges:** Lack of integration of climate change dimensions in the national policy framework and local plans.
- **Knowledge, data and Awareness Gaps:** Lack of knowledge, awareness, and capacity regarding climate change issues and Lack of updated Data and research
- **Financial Resource Constraints:** Limited national and local financial resources.
- **Limited Access to International Finance:** Limited access to international climate and environment finance.
- **Crisis-Induced Barriers:** The crisis adds additional barriers to securing finance and introduces territorial insecurity. Internal and external displacements, especially in the north and southwest, exert high pressure on degraded resources.

To address this, enhancing sub-national environmental governance, engaging local communities and empowering them to address climate change impacts and promote improved natural resource management are crucial components of the solution.

The project is designed to correspond identified barriers and problems, local and national needs, specific geographic regions priorities. It will be implemented through a comprehensive approach ensuring integration climate mitigation project and other UNDP pillars. The design and implementation of the project activities is guided by an inclusive and participatory approach. The initiatives not only align with climate adaptation and mitigation strategies but also bridge the gap between localized efforts and global climate goals. By addressing immediate challenges in crisis-affected communities, the project interventions simultaneously enhance resilience against future

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shocks, encompassing socio-economic and ecological impacts. This holistic approach places a strong emphasis on gender equality, fosters youth employment, and aligns seamlessly with broader regional and global sustainability priorities.
Through its comprehensive approach, the Climate Adaptation project serves also as a catalyst for positive change, embodying the spirit of sustainable development encapsulated in SDGs.

II. STRATEGY

The Climate Adaptation project aims at responding to a main development challenge related to Exacerbated Vulnerability of Syrian people by Environment degradation and climate change impact by enhancing adaptive capacity that support green sustainable recovery, the project will address the development challenge related to communities and a national limited adaptive capacity for climate impact and degraded environment and natural resources. It is built to correspond to the immediate, underlying, and structural problem causes of increased Vulnerability and poor adaptive capacity of Syrian people caused by Environment degradation and climate change impact.

The project Theory of Change is directly linked to the CPD's ToC , the UNSF outcomes the newly developed CO environment and climate change strategy and directly relates to key adaptation priorities in the National Determined Commitment (NDC) of Syria which include the following sectors: sector 1: Water Resources Management sector 2: Conservation of Biodiversity Adaptation NDC sector 3: Combating Land Degradation and Desertification ;sector 4: Integrated Coastal Zone Management sector 5: Development of Early Warning Systems
It is assumed that by enhanced capacity of relevant stakeholders to sustainably manage natural resources and environmental conservation and improving access of local to environmentally sustainable solutions for managing natural resources this will contribute to decrease the vulnerability to climate change, increase adaptive capacity, improve resilience to climate impact, improve social and economic condition.

In the context of the overarching theory of change, the envisioned activities are designed to collectively contribute to the anticipated outcomes, contingent upon the thorough integration of key elements; These include the establishment of robust local partnerships, alignment with national and local development priorities, the adept addressing of the most vulnerable populations' needs, and the strategic securing of international funding to fill financial gaps, all within the framework of achieving a sustainable and environmentally conscious recovery.

Moreover, the activities are thoughtfully shaped to embrace **inclusive participatory engagement**, ensuring the active involvement of diverse community members. They are also **gender-responsive**, recognizing and addressing the unique needs and contributions of both women and men. **A comprehensive context analysis** informs the tailored design of interventions, **considering the specific challenges and opportunities** inherent to the local environment. Furthermore, the activities are attuned to the **specific needs of different areas** aligning with area-based approach during the design and implementation, acknowledging, and accommodating the **specific requirements and priorities of distinct geographic or demographic segments**. These considerations enrich the project's potential for fostering a truly sustainable and inclusive early recovery.

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The adaptation activities are focused on Water, Land Resources Management and Agriculture and rural areas recovery to support water food and energy nexus aligning with the recommendation of COP28 regarding intertwining and immediate link of Climate action with development of Sustainable food systems particularly that sustainable agriculture is considered as immediate response or climate change and taking into account the fact that introduction and application of such systems is a long-term process that includes intensive capacity development programmes, the project will give special focus to training activities that go line-in-line with introduction of locally-adapted sustainable agriculture production techniques. In addition to above, the activities will include improving and Solid Waste Management, supporting evidence-based planning and response and capacity building to key actor at local and national level.

The key strategic entry points are:

- **Support Management of Water Resources**: this includes local wastewater treatment to promote the use of non-conventional water and decrease the pollution and Implementation of Rainwater Harvesting Systems to address gaps in water access, especially in drought-affected and mountainous areas away from the coastline ,used to meet irrigation needs in agriculture, serve as a method of protection against climate-induced droughts, and to counter the impacts of damaged fresh water supply infrastructure.
- **Support Agricultural capacity-building through Smart and Climate-Resilient Agricultural Techniques**: to promote transitioning towards food production systems that help to preserve water resources and maintain/ improve production levels at the same time Water-efficient practices of local communities such as drought-resilient seedlings, water-saving cropping practices, soil conservation, opportunities to use grey water for agriculture coupled with water-efficient irrigation technologies, good agricultural practices in accordance with soil composition, and awareness raising among farmers would provide immediate local human security benefits, especially in agriculture-dependent communities, where few other major income streams exist. It is recommended to provide awareness raising and training on water management and irrigation schedule to prevent overuse of water coming from renewable energy sources. This intervention will also help to raise the efficiency of irrigation water use, support water harvesting techniques, using highly efficient irrigation methods, and providing actual quantities of water needed by plants, as well as using supplementary irrigation to irrigate rain crops during droughts. While locally relevant information will be provided, especially with respect to water infrastructure, weather and climate, geography, and crops produced, there will also be significant overlap across the country. Thus, a nationally coordinated farmer training and capacity building programme will be developed, serving the additional benefit of enhancing national institutional capacity.
- **Enhance Sustainable Agricultural Production**: to support rural green early recovery and food security.: Implementing a **robust value chain approach** will enhance efficiency and significantly reduce wastage across the agricultural-food value chain. Studies indicate that optimizing the value chain can lead to a reduction of up to 30 per cent in greenhouse gas emissions compared to conventional practices. This holistic approach focuses on every stage, from production to consumption, and has the potential to minimize the carbon footprint associated with agricultural activities and increase the adaptive capacity of the community.
- **Supporting Disaster Risk Management Systems and Rehabilitation of Early Warning Systems**: Early warning systems for climate-induced disasters such as floods and droughts, forest fire, early warning systems that enable local farmers to build resilience to climate-

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induced shocks on their livelihoods, and can help communities to limit infrastructural and natural resources damage

- **Rehabilitation of rangelands, protected areas, and green belts**: Rehabilitation of rangelands, protected areas, and green belts to serve as a barrier against increasingly frequent and severe dust storms, soil erosion, and desertification which contribute to food insecurity in the country. Supporting rehabilitation of rangelands would help to combat desertification and enhance climate-induced areas while preventing additional internal displacement.
- **Restoration of the functionality of local solid waste management system**: It includes updating solid waste management plans, rehabilitation of the waste-collecting fleet, segregation and recycling of the waste materials, and management and rehabilitation of the existing landfills. While dealing with the rehabilitation of existing solid waste landfills, considering various options for energy-generation (e.g. local waste-to-energy facilities, this technology can power essential community services and produce fertilizer to strengthen resilience of the agriculture sector, local composting for organic waste). In addition, support to medical waste management with a particular focus on treatment.
- **Support evidence-based planning for climate change and environment protection** supports research, Assessment, and data collection to identify status and inform planning and implementation.

The implementation of the above represents several key impacts for which UNDP Syria's Strategy for Advancing a Green Recovery in Syria.

The anticipated outcomes of each adaptation initiative, integral to UNDP Syria's Strategy for Advancing a Green Recovery, encapsulate short to med-term actions crucial for laying the groundwork in realizing the overarching theory of change. These activities are envisaged to contribute to the following **long-term impacts:**

- **Restoration of Local and National Capacities:** Strengthening the resilience and capabilities of both local communities and the national apparatus to effectively address and adapt to climate challenges.
- **Enhanced Focus on Environmental Governance:** Promoting effective environmental governance practices that facilitate sustainable resource management, climate-resilient policies, and equitable distribution of benefits.
- **Achievement of Sustainable Recovery:** Facilitating communities in attaining a sustainable recovery from the prolonged crisis by addressing climate-related challenges in a holistic manner.

A pivotal focus shared across all activities **is capacity-building**. By actively involving and empowering national stakeholders, ranging from local community actors to government representatives, the aim is to foster ownership and leadership at the national level. UNDP Syria, in its unique position as an international organization with extensive networks, serves as a coordinator, facilitating the utilization and development of local capacities. The coordination role involves sharing best practices, optimizing resource utilization, fostering communication among local actors, and assuming overall program management responsibilities, including financial management, and monitoring and evaluating processes and outcomes. This collaborative approach seeks to ensure the sustainable and impactful implementation of climate adaptation initiatives in Syria.

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In addition, the project activities will adhere to the key principles namely those of national ownership, coordination of key actors and avoiding duplication, taking a cross-sectorial approach to addressing both climate and socioeconomic concerns, and contextual sensitivity including people-centred and area-based programming. The activities strategically align with the climate-security nexus, acknowledging the inter-connectedness of climate concerns and recovery imperatives.

By addressing both stakeholder capacity and community access to sustainable solutions, these initiatives can contribute to a more resilient, balanced, and sustainable relationship between communities and their natural environment. Capacity building can lead to several positive outcomes and play an essential role in Syria's recovery including:

Ecosystem Health and Biodiversity Conservation:

- Stakeholders with enhanced capacity are more likely to implement effective conservation measures, contributing to the health and preservation of local ecosystems.
- Communities gaining access to sustainable solutions can adopt practices that protect biodiversity and maintain the balance of ecosystems.

Climate Change Mitigation and Adaptation:

- Increased capacity among stakeholders can result in the adoption of climate-resilient practices, aiding both mitigation and adaptation efforts.
- Communities with access to sustainable solutions may implement climate-smart practices, reducing vulnerability to climate change impacts.

Sustainable Livelihoods:

- Stakeholders, equipped with enhanced skills and knowledge, can develop sustainable livelihood strategies that rely on responsible natural resource management.
- Access to sustainable solutions empowers communities to derive livelihoods from natural resources without depleting them, fostering long-term economic stability.

Water Resource Management:

- Improved capacity enables stakeholders to implement effective water resource management strategies, ensuring sustainable use and conservation.
- Communities accessing sustainable solutions may adopt water-saving practices, preventing over-extraction and contamination of water sources.

Enhanced Food Security:

- Stakeholders with increased capacity can implement sustainable agricultural practices, contributing to food security.
- Access to sustainable solutions allows communities to manage natural resources in a way that supports long-term food production.

Resilient Infrastructure:

- Stakeholders, with a focus on sustainability, can contribute to the development of resilient infrastructure that can withstand environmental challenges.
- Communities with access to sustainable solutions can implement eco-friendly infrastructure practices, reducing the environmental impact of development projects.

Community Empowerment and Social Well-being:

- Enhanced capacity empowers stakeholders to engage in decision-making processes, fostering community participation and ownership.
- Access to sustainable solutions provides communities with tools to address their needs, leading to improved well-being and quality of life.

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Partnerships and Collaboration:

- Building stakeholder capacity fosters collaboration among various actors, leading to a more coordinated and effective approach to environmental conservation.
- Access to sustainable solutions encourages partnerships between communities, NGOs, governments, and businesses, creating a network for shared knowledge and resources.

Education and Awareness:

- Increased stakeholder capacity can contribute to educational programs that raise awareness about the importance of environmental conservation.
- Communities with access to sustainable solutions can be actively engaged in educational initiatives, fostering a culture of environmental stewardship.

Global Environmental Impact:

- Local actions, when aggregated, can have a positive impact on global environmental issues.
- Sharing successful strategies and solutions developed by stakeholders and communities can contribute to global efforts for sustainable development and conservation.

Context-Sensitive Early Recovery Programming:

UNDP Syria has established a Context Sensitivity Unit. The role of the Context Sensitivity Team (CST) is to ensure that the project functions effectively within the unique social, cultural, and environmental context of the targeted areas. The CST achieves this by conducting thorough assessments, consultations, and continuous monitoring to gain a deep understanding of and respond to the specific conditions in the targeted areas. To achieve context-sensitive early recovery, it is crucial to comprehend how early recovery interventions interact with local dynamics in Syria. This understanding informs the design and implementation of context-sensitive early recovery programs that consider the risks of undermining peace and the opportunities to prevent local tensions. The CST examines the various factors that either connect or divide the communities within each target area and identifies the key actors present in these areas. The CST offers risk mitigation measures and clear recommendations to ensure that project activities are sensitive to the local context and gender-sensitive, as well as aligned being peace-responsive. By adapting strategies and interventions based on the unique dynamics of each context, the project aims to be both impactful and sustainable, ultimately leading to improvements in the lives of the individuals served by UNDP Syria. The CST also provides institutional support by engaging with early programmatic staff at both the country office and field levels. This engagement includes training, capacity building and accompanying relevant programming and implementation processes at UNDP and HCT levels. The goal is to foster a more coherent application of context sensitivity in operational practice. To achieve this, the CST collaborates closely with UNDP's Risk Management and Monitoring & Evaluation Teams, aiming to consolidate the integration of context-sensitive processes within UNDP's overall framework. This coordination helps ensure that context sensitivity becomes an integral part of UNDP's operations, promoting a holistic approach to addressing the unique challenges of the regions in which they work.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project will focus on implementing adaption-related activities serve to enhance adaptative capacities of the Syrian people against the impacts of the climate change. The activities are focused on water, land resources management and agriculture, improving and solid wate management, supporting evidence-based planning and response, early warning systems and capacity building to

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key actor at local and national level. These adaptation activities are not viewed as standalone activities; instead, they represent a component of an overall green recovery strategy and contribute to climate mitigation, advance social cohesion and stability, and support economic recovery.

The proposed activities are expected to achieve two main outputs:

Output 1 *Relevant stakeholders have enhanced capacity to sustainably manage natural resources and environmental conservation.*
Output 2 Communities have improved access to environmentally sustainable solutions to managing natural resources.

The impact of the proposed entry points includes:

- **Improved local water quality** through the implementation of local wastewater treatment. This will promote the use of non-conventional water sources, reducing reliance on traditional water supplies. The focus on rainwater harvesting systems is expected to contribute to increased water access in drought-affected and mountainous areas, ensuring a more resilient water supply for agriculture. Over time, these measures will decrease pollution and enhance the overall sustainability of water resources.

- **The establishment of climate-resilient agricultural practices**, reducing vulnerability to climate change-related challenges. This involves a shift towards sustainable food production systems that preserve water resources. Through comprehensive capacity-building, including farmer training programs at the national level, there will be a widespread adoption of water-efficient practices, leading to increased food security and sustainable livelihoods. The overarching result is an enhanced adaptive capacity at both local and national levels, with a specific emphasis on the empowerment of women in agriculture. Women will be actively involved in decision-making processes, gaining equal access to resources, and contributing significantly to sustainable agricultural practices.

- **The implementation of a robust value chain approach** is expected to yield long-term benefits, including increased agricultural efficiency and a significant reduction in wastage throughout the food supply chain. This holistic approach will not only minimize the carbon footprint associated with agricultural activities but also contribute to the adaptive capacity of communities. Over time, the optimized value chain is anticipated to **enhance overall food security, reduce greenhouse gas emissions, and promote sustainable agriculture, with a focus on ensuring gender equality in all stages of the agricultural value chain**.

- **The establishment and enhancement of early warning systems** for climate-induced disasters will lead to increased resilience among local farmers and communities while addressing the needs and roles of women in disaster response and recovery efforts. This long-term result is critical for limiting infrastructural and natural resource damage caused by floods, droughts, and forest fires. By enabling timely responses to climate-induced shocks, these systems will contribute to the overall resilience of communities and their livelihoods, with a gender-inclusive approach to disaster risk management.

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- **The restoration of ecosystems**, acting as a barrier against dust storms, soil erosion, and desertification, will involve active participation and empowerment of women in natural resource management. This rehabilitation effort will contribute to food security by preventing additional internal displacement and combating desertification. Over time, these initiatives will enhance climate-induced areas, promoting sustainable land management practices and preserving biodiversity, with women playing a central role in these conservation efforts.
- **Improved waste management practices, i**ncluding updated waste management plans and rehabilitation of waste-collecting fleets, will prioritize the inclusion of women in waste management and recycling initiatives. Implementation of waste-to-energy facilities and local composting for organic waste will contribute to community resilience, with an emphasis on empowering women in waste-related livelihood activities. The focus on medical waste management will also ensure the active involvement and empowerment of women in healthcare and environmental sustainability initiatives.

- **Informed decision-making through research, assessment, and data collection** will include a gender-responsive approach to ensure the active participation of women in planning and implementation. By supporting evidence-based planning, the initiative will contribute to sustained climate change resilience and environmental protection, with a specific focus on addressing gender disparities. Over time, this approach will facilitate adaptive strategies and policies, ensuring a holistic and informed response to emerging climate challenges, with an emphasis on promoting gender equality and women's empowerment as integral components of sustainable development.

The project's success hinges on an effective monitoring and evaluation framework. Various activities, conducted at regular intervals, will adhere to UNDP's standards and guidelines. The primary focus of these activities is to assess the project's impact that feed in improved capacities for climate adaptation and decreased pollution. This involves comprehensive data collection, thorough analysis, and transparent reporting to ensure accountability and continuous improvement.

Resources Required to Achieve the Expected Results

For the UNDP Syria Climate Adaptation Project, the acquisition of critical resources is imperative to ensure effective implementation.

UNDP Staff and Personnel:
The engagement of UNDP personnel from country and area offices is fundamental. Their roles encompass providing technical expertise, facilitating coordination, monitoring progress, and ensuring rigorous compliance with UNDP policies, donor requirements, and reporting standards. Additionally, support from regional hub and HQ levels will be sought, ensuring a holistic approach to project implementation.
A primary resource is the expertise of UNDP staff, strategically leveraged at various levels. This includes tapping into the knowledge of country-level experts, regional coordinators, and HQ-level specialists. Their roles are diverse, ranging from assessing local climate adaptation challenges to facilitating collaboration and providing essential guidance and support throughout the project's implementation.

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In terms of procurement, the project requires a meticulous approach to obtaining technology and materials. The objectives of procurement activities must align seamlessly with the overarching goals of the project. This involves covering essential areas such as wastewater treatment, landfill rehabilitation, early warning systems, resilient agriculture, and water harvesting infrastructure. Adherence to UNDP rules and regulations is paramount, emphasizing a strict commitment to quality and sustainability considerations in the procurement processes.

Establishing partnerships and fostering collaboration is another critical resource for the project. The scope of this effort extends to building robust partnerships with UN agencies, local organizations, international stakeholders, and communities. This collaborative approach is designed to facilitate knowledge sharing, foster cooperation, and mobilize resources collectively.

Partnerships

UNDP will explore partnerships within and outside the UN system and will promote cooperation and engagement with relevant national/local technical authorities, national and international NGOs/CSOs, private sector and institutes. As described in the UNDP's Strategic Plan (2022-2025) and the Country Programme Document, challenges are increasingly complex, requiring ever greater collaboration across sectors and partners to deliver more sustainable impact and utilize the limited resources efficiently.
UNDP will continue to broaden and diversify its partners and donors base by targeting traditional and non-traditional financing entities and exploring innovative partnerships.
To achieve the project outputs and its anticipated results and impact, the Climate Adaptation project will work with partners to achieve results by adopting a collaborative and participatory approach that builds on the existing capacities and resources of different stakeholders. The project will engage with national and local authorities, civil society organizations, community-based groups, private sector actors, and other UN agencies. It will also seek to align its activities with other relevant initiatives within and outside UNDP. The project will work at three different levels of partnership:

- At the Macro level: National authorities (Ministry of Water resources, Ministry of Agriculture and Ministry of Local Administration and Environment) and UN agencies (FAO for projects related to support agriculture and food production, UN Habitat for projects related to climate change and environment conservation, and WASH partners) to ensure complementarity and synergy of interventions.
- At the Meso level: Local technical authorities, with local NGOs, CBOs, faith-based groups, women's groups, youth groups, and other civil society actors to enhance their capacities in adapting to climate change, mobilize communities, advocate for their rights and needs, and monitor service quality and accountability. The project will also support their participation in decision-making processes and platforms related to adaptation activities. private sector mainly with local businesses, cooperatives, associations, and entrepreneurs to leverage their resources, skills, and innovations for enhancing adaptation capacities. It will also support their access to markets, finance, and information to enable them to create income-generating opportunities and contribute to economic recovery particularly for farmers.
    - At the Micro level: local directorates (water, agricultural, forest and environment department and institutions in each governorate focusing on the local communities to ensure inclusiveness.

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Risks and Assumptions

UNDP is facing significant operational and programming risks primarily related to the operating environment. To mitigate these risks, context-sensitivity and “do no harm” are of critical importance. Guided by the United Nations’ human-rights-based approach, UNDP will build on existing context-sensitivity and risk management capacities to continuously assess social and environmental risks, as well as risks of undermining social cohesion through its program, at the operational and programmatic levels. This means that UNDP will work to ensure that its interventions are sensitive to the local context and do not cause harm to communities. By taking this approach, UNDP is working to ensure that its interventions are effective and sustainable over the long term.
The project risk log identifying both risks associated with the project and steps being taken to mitigate these risks are attached as annex to this project document., there will be a regular update for critical risk analysis to ensure that timely preventive mitigation measures are taken to avoid programme disruption and doing harm to the communities it serves. The project will exercise due diligence and appropriate mitigation measures to ensure transparent and competitive procurement processes. UNDP will continuously upgrade its quality assurance measures for the implementation of Social and Environmental Standards and apply gender assessment tools in the identification of potential risks and mitigation measures. It will ensure that its personnel and partners are conscious of the controls that need to be implemented, including prevention of sexual exploitation and abuse to safeguard people and the environment.

In Addition to the project Risk log, the risks and mitigation measures for each of the proposed entry point and related activities are identifies as follows:

Water Management, Local Wastewater Treatment, and Water Harvesting:

Risks:

1. Infrastructure Vulnerability: Aging or poorly maintained infrastructure may compromise the efficiency of water management and treatment systems.
2. Climate-Induced Events: Extreme weather events like floods or droughts can disrupt water management infrastructure and treatment processes.
3. Operational Challenges: Inadequate technical expertise and insufficient staffing may pose operational challenges to wastewater treatment facilities.
4. Community Resistance: Resistance or lack of acceptance from local communities for wastewater treatment initiatives can hinder their success.
5. Resource Constraints: Limited financial resources may impact the implementation and maintenance of water management and treatment projects.

Mitigation Measures:

1. Infrastructure Upgradation: Regularly assess and upgrade water management infrastructure to ensure resilience to climate-induced events.
2. Climate-Resilient Designs: Incorporate climate-resilient designs in wastewater treatment facilities and water harvesting projects to withstand extreme weather conditions.
3. Capacity Building: Invest in training programs to enhance the technical skills of personnel involved in water management and treatment.
4. Community Engagement: Implement comprehensive community engagement strategies, including awareness campaigns, to garner support for wastewater treatment initiatives.

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5. Diversification of Funding Sources: Seek alternative funding sources, partnerships, and grants to overcome financial constraints and sustain water management projects.

Support Agricultural Capacity-building through Smart and Climate-Resilient Agricultural Techniques:

Risks:

1. Technological Adoption Challenges: Farmers may face difficulties in adopting and adapting to smart and climate-resilient agricultural techniques.
2. Financial Constraints: Limited financial resources among farmers may hinder the adoption of advanced agricultural technologies.
3. Knowledge Gaps: Lack of awareness and knowledge about smart and climate-resilient techniques may impede successful implementation.
4. Resistance to Change: Traditional farming practices and cultural resistance to change may pose challenges in promoting new techniques.
5. Climate Variability: Unpredictable climate conditions may affect the effectiveness of climate-resilient techniques.

Mitigation Measures:

1. Farmers Training Programs: Implement comprehensive training programs to educate farmers about the benefits and usage of smart and climate-resilient techniques.
2. Financial Support: Provide financial assistance, subsidies, or access to credit to support farmers in adopting new agricultural technologies.
3. Knowledge Dissemination: Conduct awareness campaigns, workshops, and extension services to bridge knowledge gaps and promote understanding.
4. Community Involvement: Engage local communities and farmers in decision-making processes, considering their perspectives and addressing concerns.
5. Climate-Resilient Crop Selection: Encourage the cultivation of crops resilient to climate variability and promote diverse, adaptive farming practices.

Enhance Sustainable Agricultural Production to support rural green recovery and food security:

Risks:

1. Market Access Challenges: Limited market access for agricultural products may hinder the economic viability of sustainable production.
2. Resource Constraints: Insufficient resources, such as water and fertile land, may limit the scalability of sustainable agricultural practices.
3. Climate Variability: Unpredictable weather patterns and climate change can impact crop yields and the success of sustainable agriculture.

Mitigation Measures:

1. Market Diversification: Explore diverse marketing channels, including local markets, partnerships with retailers, and participation in farmers' cooperatives, to mitigate market access challenges.
2. Resource-efficient Practices: Implement precision farming and resource-efficient techniques to optimize land and water use, enhancing sustainability in resource-constrained environments.

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3. Climate-Resilient Crops: Promote the cultivation of climate-resilient crops and adopt adaptive strategies to mitigate the effects of climate variability on agricultural productivity.

These measures aim to address the identified risks and contribute to the success of sustainable agricultural production for rural green recovery and food security.

Supporting Disaster Risk Management Systems and Rehabilitation of Early Warning Systems:

Risks:

1. Inadequate Preparedness: Existing disaster risk management systems may be insufficiently prepared for evolving climate-induced threats.
2. Technological Challenges: Dependence on technology for early warning systems could face technical glitches or failures.
3. Limited Community Engagement: Inadequate community participation and awareness may hinder the effectiveness of early warning dissemination.
4. Resource Constraints: Budget constraints and resource limitations may impact the implementation and maintenance of early warning systems.
5. Climate Variability: Rapid climate changes may challenge the accuracy and reliability of early warning predictions.

Mitigation Measures:

1. Capacity Building: Invest in training programs to enhance the preparedness and responsiveness of disaster risk management systems.
2. Diverse Communication Channels: Establish multiple communication channels for early warnings to mitigate technological challenges.
3. Community Involvement: Conduct community drills, workshops, and awareness campaigns to ensure active participation in disaster preparedness.
4. Resource Mobilization: Seek partnerships, grants, and alternative funding sources to overcome budget constraints.
5. Continuous Monitoring and Updating: Implement a system for continuous monitoring and updating of early warning systems to adapt to changing climate patterns.

Support Evidence-Based Planning for Climate Change and Environment Protection:

Risks:

1. Insufficient Data Availability: Limited data on climate change and environmental factors may impede the development of effective evidence-based plans.
2. Technological Gaps: Lack of access to advanced technologies for data collection and analysis may hinder accurate climate assessments.
3. Policy and Regulatory Risks: Changes in policies or regulations related to climate and environment may impact the relevance and implementation of evidence-based plans.
4. Capacity Gaps: Inadequate institutional and personnel capacities for data analysis and interpretation may compromise the quality of planning.
5. Uncertain Funding: Dependence on uncertain funding sources may pose challenges in sustaining long-term research and planning initiatives.

Mitigation Measures:

1. Data Strengthening: Invest in initiatives to enhance data collection mechanisms, including the use of advanced technologies for accurate climate and environmental assessments.

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2. Technology Adoption: Adopt and integrate cutting-edge technologies for data analysis and interpretation to bridge technological gaps.
3. Policy Advocacy: Engage in continuous advocacy for supportive policies and regulations, ensuring alignment with evidence-based planning requirements.
4. Capacity Development: Provide training and capacity-building programs for institutions and personnel involved in data analysis and planning activities.
5. Diversification of Funding: Explore diverse funding sources, including public-private partnerships and grants, to mitigate uncertainties in financial support.

Restoration of the Functionality of Local Solid Waste Management System:

Risks:

1. Public Resistance: Community resistance or lack of awareness regarding waste management changes may impede the successful implementation of the system.
2. Financial Constraints: Adequate funding may pose a challenge, hindering the effective restoration and functioning of the waste management system.
3. Technological Challenges: Implementation of new waste management technologies may face technical difficulties or resistance from existing systems.

Mitigation Measures:

1. Community Engagement and Awareness: Implement comprehensive awareness campaigns to engage the community, address concerns, and emphasize the benefits of improved waste management.
2. Financial Planning and Partnerships: Develop sustainable financial models, explore partnerships with private sectors or NGOs, and secure funding to ensure the financial viability of waste management initiatives.
3. Pilot Programs and Technological Assessments: Conduct pilot programs to assess the feasibility and effectiveness of new waste management technologies before full-scale implementation. Provide training and technical support to address challenges.

Rehabilitation of Rangelands, Protected Areas, and Green Belts:

Risks:

1. Ecological Disruptions: Rehabilitation activities may inadvertently disrupt local ecosystems and biodiversity.
2. Resource Constraints: Limited resources may hinder the comprehensive rehabilitation of extensive rangelands, protected areas, and green belts.
3. Resistance from Local Communities: Opposition or resistance from local communities due to perceived impact on livelihoods or traditional land use practices.
4. Climate-Induced Challenges: Unpredictable climatic conditions may affect the success of rehabilitation efforts.
5. Land Tenure Issues: Complex land tenure systems and disputes may pose challenges to effective rehabilitation.

Mitigation Measures:

1. Ecological Impact Assessment: Conduct thorough ecological impact assessments before and during rehabilitation to minimize disruptions to local ecosystems.
2. Prioritize High-Impact Areas: Focus rehabilitation efforts on areas with the highest ecological importance and potential for positive impact.

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3. Community Engagement: Foster community participation through awareness programs, ensuring locals are involved in decision-making and benefit-sharing.
4. Climate-Resilient Approaches: Integrate climate-resilient strategies into rehabilitation plans to address potential climate-induced challenges.
5. Land Tenure Dialogue: Facilitate open dialogues and negotiations to address land tenure issues and involve stakeholders in the rehabilitation process.

Stakeholders Engagement

The successful execution of the project relies on a comprehensive and inclusive stakeholder engagement strategy. The engagement process will be structured around key elements to ensure the involvement of diverse stakeholders throughout the project lifecycle.

Identification of Key Stakeholders:

- **Direct Beneficiaries**: The primary focus will be on local communities, particularly vulnerable groups like Female Heading Households, Persons with Disabilities (PWDs), and youth. Their willingness to contribute to project outcomes will guide their active engagement.
- **Local NGOs/CSOs**: Identified through a national assessment conducted by UNDP, local NGOs/CSOs with demonstrated capacity and experience in thematic project areas will be engaged as key implementing partners.
- **National and Community-level Stakeholders:** Collaboration with strategic national and community-level stakeholders is essential, considering the project's emphasis on area-based initiatives.

Engagement Strategy for Target Groups and Potentially Affected Groups:

- **Participatory Approach**: Direct beneficiaries, especially vulnerable groups, will be engaged through participatory approaches. This includes community workshops, consultations, and the incorporation of their perspectives in project planning and decision-making processes.
- **Feedback Mechanisms**: Potentially affected groups will have access to mechanisms such as UNDP's Social and Environmental Compliance Review and Stakeholder Response Mechanism. Awareness campaigns will be conducted to ensure they are informed about these channels for submitting concerns.

Participatory Area-Based Programming to ensure Community Participation:

- The project will employ participatory area-based programming to maximize UNDP's impact across various projects and pillars. This involves engaging local communities in decision-making processes, fostering social cohesion through shared activities, and addressing the expressed needs of both the local and displaced populations.

Collaboration with Various Stakeholders to validate activities and ensure synergies and leverage efforts:

- Key project activities will undergo a validation process involving discussions with stakeholders. This includes formal engagements with existing partners and exploration of potential collaborations with stakeholders not initially included.
- Proactive engagement with stakeholders from the public sector, private sector, civil society organizations, NGOs, and other international bodies, including UN agencies, will identify potential partners. This approach ensures the project benefits from synergies and leverages existing efforts to achieve its objectives.

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In summary, the stakeholder engagement strategy is designed to be participatory, inclusive, and adaptive, ensuring that the project remains responsive to the needs and capacities of its diverse stakeholders. Regular validations and ongoing collaboration will be key components to the success of this approach.

Digital Solutions[5] NA

The Project will explore, design and roll out relevant digital solutions to upgrade UNDP and partners' productivity, improve efficiency, and enhance beneficiaries' experiences, accessibility and gender inclusion for greater and more sustainable impact.
Digital solutions to be utilized include online platform for attracting young people with innovative ideas related to environment protection and sustainable rural recovery and engaging them in online training activities that lead to providing them with seed funding to kick-start their micro-projects.

Knowledge

Knowledge generation and sharing are critical throughout the project cycle, lessons learnt (including successes and failures), human-interest stories, videos and photos will be produced and shared through different channels and online platforms to highlight the achieved results in alignment with the Country Programme Document and the country office communication strategy.

The Information Management and Results Platform (IMRP), created by UNDP Syria, plays a pivotal role in generating knowledge for better decision making and day-to-day follow-up on the projects' implementation, the platform offers:

- Data visualization at governorate, district, sub-district levels.
- Monitoring progress results at the indicators and initiatives levels, the data can be disaggregated and aggregated from the activity till the outcome level.
- Generating unlimited number of reports that reflect achievements made against the pre-set targets, identifying shortcomings and bottlenecks at different levels and all geographic areas.

Sustainability and Scaling Up

Ensuring the sustainability and scaling up of activities within the Climate Adaptation project requires a meticulous approach, strategic partnerships, and a steadfast commitment to long-term impact. The project will employ key strategies, with a primary focus on **community engagement and ownership**. From the inception of project activities, the community will actively participate in decision-making processes, fostering a sense of ownership and promoting self-reliance through targeted training initiatives.
The project will specify the **transition arrangement to sustain and/or scale up results**, as relevant, by developing exit strategies and handover plans with the national counterparts and local authorities. The exit strategies will define the roles and responsibilities of the national and local actors in sustaining the project outcomes after the project ends. The handover plans will outline the

[5] *Please see the Guideline "Embedding Digital in Project Design".*

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procedures and mechanisms for transferring the project assets, equipment, and knowledge to the national and local actors.

Institutional capacity building will be a cornerstone, aiming to empower local institutions, NGOs, and community-based organizations to independently carry on project activities beyond the initial implementation phase. Knowledge transfer and skill-building among local partners will be facilitated, enhancing their capacity to sustain project outcomes effectively.

Strategic partnerships and collaborations will be sought, establishing alliances with government agencies, local businesses, and other organizations to create a resilient network of support and resources. Activities will be seamlessly integrated into existing community and government systems, aligning with local policies, plans, and development frameworks to ensure cultural compatibility and enhance acceptance and integration.

Capacity-building and training efforts will extend to various stakeholders, including community leaders, project beneficiaries, and implementing partners. To further enhance knowledge dissemination, select trainees will be identified as Trainers of Trainers (TOT), creating a cascade effect that facilitates knowledge, and skills transfer at multiple levels.

To measure project progress and impact, the project will establish robust monitoring and evaluation mechanisms. Utilizing feedback from stakeholders, strategies will be adapted and improved to ensure continued effectiveness and responsiveness to changing needs.

Recognizing the importance of financial sustainability, income-generating components will be integrated into the project to support **community livelihoods**. This dual-purpose approach not only contributes to the well-being of the communities but also ensures the project's long-term financial sustainability.

In summary, the adaptation project adopts a holistic strategy encompassing community engagement, institutional capacity building, strategic partnerships, and cultural alignment to guarantee the sustainability and scaling up of its *activities. These efforts are underpinned by ongoing monitoring and evaluation, adaptive strategies, and a commitment to the long-term well-being of the communities involved.*

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

To achieve cost efficiency and effectiveness for activities related to the adaptation project, the following approaches will be employed:

i) Theory of Change Analysis: The project will utilize the theory of change analysis to explore various options and pathways to achieve maximum results with available resources. This involves a systematic process of mapping out the project's long-term goals, intermediate outcomes, and the specific activities required to achieve them. By identifying key assumptions and causal relationships, the project team can pinpoint the most effective and efficient interventions. This approach will draw on evidence from similar approaches in the country or comparable contexts, ensuring that the selected

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pathway is grounded in lessons learned and good practices. Regular reviews and adjustments based on monitoring and evaluation findings will further enhance the project's adaptability and effectiveness.

ii) Portfolio Management Approach: A portfolio management approach will be employed to enhance cost effectiveness and learning. This involves managing the project as a portfolio of activities, strategically selecting and prioritizing initiatives to optimize resource allocation and maximize impact. By leveraging activities and partnerships with other initiatives or projects, the project can benefit from economies of scale and shared learning. This approach allows for the identification of synergies between different activities and promotes the efficient use of resources. Lessons learned from one project component can be applied to improve the effectiveness of others within the portfolio. This iterative process enhances the overall efficiency of the project and contributes to continuous improvement.

iii) Joint Operations with Other Partners: The project will explore joint operations, such as joint monitoring or procurement, with other UN partners to improve efficiency. Collaborating with other initiatives or projects that share similar objectives can reduce duplication of efforts and resources. Joint monitoring efforts can streamline data collection processes, ensuring that resources are directed toward impactful activities. Similarly, joint procurement activities can lead to cost savings through bulk purchasing or shared services. This collaborative approach fosters a spirit of shared responsibility and collective action, maximizing the effectiveness of interventions while minimizing resource redundancies.

Each of these approaches will be carefully considered and integrated into the project strategy based on the specific context and objectives. Regular assessments, feedback mechanisms, and a commitment to adaptive management will ensure that the chosen pathways remain the most efficient and effective options throughout the project lifecycle.

Project Management

The Climate Adaptation project will be implemented at the national, sun national and local levels targeting 14 Syrian governorate. It will be operationalized in 14 Syrian governorate, the section of locations of related intervention is based on need assessments and identified priority interventions. It will be managed by the Country office in Damascus with its area field offices.

The Climate Adaptation project will complement other ongoing interventions in the same target area as well as in the thematic areas using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects. It will also coordinate with the different sectors and other UN agencies to ensure complementarity, avoid duplication of efforts, synergy, and coherence. Different implementation arrangements will be used across the activities based on the feasibility for each. This includes direct implementation and responsible party agreements with implementing partners. Selection of partners and vendors will adhere to UNDP global procedures, particularly those related to due diligence processes, ensuring a standardized and risk-informed approaches the project’s implementation.

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The project will follow the UNDP audit policy and procedures, establish a monitoring and evaluation system to track progress, results, challenges, and lessons learned. It will receive direct country office support services from UNDP Syria for administrative, financial, procurement, human resources, and security matters. The project will apply direct project costing as per UNDP rules and regulations.

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V. RESULTS FRAMEWORK[6]

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

OUTCOME II: Better access for people, especially the most vulnerable, to social protection services, sustainable livelihoods, and inclusive and equitable socio-economic recovery.
OUTCOME III: Improved living conditions of displaced people, returnees and affected communities.
OUTCOME IV: Vulnerable people's resilience is enhanced through increased institutional responsiveness in planning and providing services.

Applicable Output(s) from the UNDP Strategic Plan:
4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods

Project title and Quantum Project Number: Climate Change Adaptation - 01000284

EXPECTED OUTPUTS	OUTPUT INDICATORS [1]	DATA SOURCE	Baseline	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Year 2023	Year 1 2024	Year 2 2025	FINAL	
Output 1 *Relevant stakeholders have enhanced capacity to sustainably manage natural resources and environmental conservation*	1.1 # of engineers, technicians trained	*IMRP Monitoring Reports*	0	100	100	200	*Progress reports* *Field monitoring reports* *Third-Party Monitoring reports* *Back-To-Office Reports*
	1.2 # of tools and necessary equipment provided to local actors	*IMRP Monitoring Reports*	0	4	1	5	*Progress reports* *Field monitoring reports* *Third-Party Monitoring reports*

[6] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

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							Back-To-Office Reports
	1.3 # of studies /planned reviewed and developed	*IMRP Monitoring Reports*	0	2	2	4	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	1.4 # of People trained on sustainable agriculture	*IMRP Monitoring Reports*	30	870	1000	1870	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	1.5 # of local policies updated and incorporated grassroots women recommendations	*IMRP Monitoring Reports*	0	3	1	4	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	1.6 # of local decision-makers improved their knowledge and practical skills on climate change adaptation solutions	*IMRP Monitoring Reports*	0	30	60	90	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*

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	1.7 # of women leaders developed their understanding of climate change adaption solutions at the grassroots level	*IMRP Monitoring Reports*	0	45	20	65	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	1.8 # of Trainings conducted at national level for domestication of standardize tools for data collection and for quality assurance guidelines	*IMRP Monitoring Reports*	0	1	0	1	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	1.9 # of National Reports to UN conventions compiled and validated with participation of key stakeholders and submitted.	*IMRP Monitoring Reports*	0	1	1	2	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
Output 2 *Communities have improved access to environmentally sustainable solutions to managing natural resources.*	2.1 # of Farmers receiving off-farm asset and equipment	*IMRP Monitoring Reports*	0	730	1200	1930	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.2 # of Agriculture machinery / assets for collective investment	*IMRP Monitoring Reports*	0	377	0	377	*Progress reports Field monitoring reports Third-Party Monitoring reports*

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							Back-To-Office Reports
	2.3 # of Farmers receiving on-farm productive assets and inputs	*IMRP Monitoring Reports*	199	951	1000	1951	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.4 # of People receiving vocational training	*IMRP Monitoring Reports*	76	194	330	704	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.5 # of Awareness workshops on agricultural and climate issues	*IMRP Monitoring Reports*	0	300	510	810	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.6 Number of selling points rehabilitated.	*IMRP Monitoring Reports*	0	2	2	4	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*

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	2.7 Number of benefitted communities.	*IMRP Monitoring Reports*	0	1	3	4	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.8 Number of grassroots women solutions/initiatives implemented	*IMRP Monitoring Reports*	0	9	20	29	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.9 KM of irrigation canals rehabilitated	*IMRP Monitoring Reports*	0	15KM	45KM	60KM	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	0.2.10 Number of Landfill Rehabilitated	*IMRP Monitoring Reports*	0	2	4	6	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.11 Number of Mobile Wastewater Treatment Plant installed.	*Monitoring Reports*	0	1	4	5	*Progress reports Field monitoring reports Third-Party Monitoring reports*

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							Back-To-Office Reports
	2.12 Number of early warning systems Established/ activated	*IMRP Monitoring Reports*	0	1	3	4	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*
	2.13 Number of Range Lands rehabilitated	*IMRP Monitoring Reports*	0	1	3	4	*Progress reports Field monitoring reports Third-Party Monitoring reports Back-To-Office Reports*

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VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Once at the design phase Once every two years during implementation Once before closure	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
			the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			

Evaluation Plan[7]

An Independent Country Programme Evaluation (ICPE), covering the 2022 -2025 UNDP Syria Country Programme will be conducted to assess to what extent has the country programme achieved its intended objectives and identify key challenges and generate lessons learned and actionable recommendations to inform future programming. As part of the Syria County programme, progress, implementation, financial reports, results, challenges of this project will thus be considered and assessed under the overall ICPE evaluation.

[7] Optional, if needed

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VII. MULTI-YEAR WORK PLAN [89]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	Planned Budget	
		Y1 2024	Y2 2025		Funding Source	Amount
Output 1: Relevant stakeholders have enhanced capacity to sustainably manage natural resources and environmental conservation. *Gender marker: GEN2 (gender equality is a significant objective of this project)*	1.1 Enhance capacities in solid waste and debris management at the national and local levels	$433,212	0	UNDP	JSB22: 189,461 TRAC1: 243,751	$433,212
	1.2 Enhance capacities for health care and medical waste management	$291,475	0	UNDP	JSB22: 291,475	$291,475
	1.3 Building capacity on sustainable/ climate smart agriculture approaches	$757,156	0	UNDP	JSB22: 35,719 KFW8: 721,437	$757,156
	1.4 Enhance capacities in data collection and reporting for UN climate and environment convention	$91,324	0	UNDP	UNCCD: $91,324	$91,324.00
	1.5 Review and adjustment of the local policies to incorporate recommendations from grassroot women leaders from rural areas	$42,800	0	UNDP	GPCR: 42,800	$42,800
	1.6 Conduct capacity development programme and technical support on climate change adaption and natural resources management	$101,650	0	UNDP	GPCR: 101,650	$101,650
	1.7 Support the updating and implementation of Nationally Determined Contributions	0	0	UNDP	Unfunded	0
	Sub-total for Output 1:					**1,717,617**

[8] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[9] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	Planned Budget	
		Y1 2024	Y2 2025		Funding Source	Amount
Output 2: Communities have improved access to environmentally sustainable solutions to managing natural resources *Gender marker: GEN2 (gender equality is a significant objective of this project)*	2.1 Promote sustainable climate-smart agriculture among targeted communities.	$772,322	$427,668.12	UNDP	JSB22: 39,218 KFW8: 366,750 GA23: 366,354 KFW9: 427,668.12 (2025)	1,199,990.12
	2.2 Support the provision of essential farming services to targeted communities.	$81,969	0	UNDP	GA2021: 1,844 GA2020:80,125	$81,969
	2.3 Support local value chains for targeted agricultural communities with focus on positive changing status of women through empowerment	217,873.0	0	UNDP	Italy Mayadeen: 4,051.08 GA2023: 213,822	217,873.0
	2.4 Rehabilitation of irrigation canals, with emphasis on those connected to the Wastewater Treatment Mobile Unit	$250,740	0	UNDP	GA23: 250,740	250,740.00
	2.5 support Solid waste management, including removal, landfill rehabilitation, sorting, reusing (such as compost, biogas, bricks, and fuel briquettes) to reduce pollution and water contamination in the target areas and promote circular green economy.	$664,920	0	UNDP	GA23: 664,920	664,920.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	Planned Budget	
		Y1 2024	Y2 2025		Funding Source	Amount
	2.6 Support local level wastewater treatment to promote the use of non-conventional water.	$347,106	$ 3,326,171	UNDP	Adaptation Fund: 86,172 TRAC: 115,000 GA23: 145,934 (2024); 3,326,171 (2025)	3,673,277
	2.7 Support Communities (Particularly Women) to Implement jointly owned local solutions for green recovery	$256,800	0	UNDP	GPCR: 256,800	256,800.00
	2.8 Support local-level rainwater harvesting solutions.	0	0	UNDP	Unfunded	0
	2.9 Supporting Disaster Risk Management Systems and Rehabilitation of Early Warning Systems	0	0	UNDP	Unfunded	0
	2.10 Support rehabilitation of rangelands, protected areas, and green belts.	0	0	UNDP		0
	Sub-total for Output 2:					**6,345,569.12**
Monitoring and Evaluation including Information Management (1%)						80,631.86
Communications (1%)						80,631.86
Security (1%)						80,631.86
General Management Support (8%)						645,055
GRAND TOTAL						**8,063,186.12**

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP Syria will implement the project following the corporate Direct Implementation Modality (DIM) policy. Starting 2024, UNDP Syria has had a tailored project board structure considering the unique operating environment. The structure of the board can be found below.

The project board implements the "Three Lines of Defence" model of the UNDP's Risk Management Framework. It enhances the efficacy of risk management by introducing a well-defined governance and oversight framework. This framework systematically delineates and segregates roles and responsibilities, guided by the following:

1. The first line of defence is represented in functions that own and manage risks (programme and operations): Project Managers, Programme Management Support Unit, Procurement Unit and Finance Unit.
2. The second line of defence is represented in functions that oversee and/or specialize in risk management and compliance: UNDP Country Office Management Team, Risk Management Unit and Procurement Oversight and Procurement Review at the country as well as at the regional and HQ levels.
3. The third line of defence is represented in functions that provide independent assurance evaluation, audit and investigation: Independent Evaluation Office (HQ) and Office of Audit and Investigation (OAI – HQ).

In line with identified needs and planned activities, UNDP undertakes direct implementation through its teams at the Country Office (CO) and in the area offices and may collaborate with responsible parties (NGOs/INGOs) or contract vendors and suppliers. The UNDP's due diligence process for selecting implementing parties or grantees entails active involvement with responsible parties. These parties are answerable to the implementing partner and may encompass other UN agencies and Civil Society Organizations (CSOs).

The Project Manager is responsible for the timely preparation of the Annual Work Plans (AWPs) including attendant procurement and HR plans. Besides, the Project Manager is responsible for the day-to-day management of the project based on the approved annual work plans and in accordance with the delegation of authority issued by the CO Resident Representative. The Project Manager's prime responsibility is to ensure that the project delivers the results specified in the project document to the required standards of quality and within the specified timeframes and secured financial resources. In addition, the Project Manager is responsible for ensuring close cooperation and coordination with the Area Managers in the field where the project's activities are implemented. The Project Manager is supported by technical and administrative project personnel at the national and governorate levels.

The UNDP Syria operations team comprising Procurement, Finance, Human Resources, Information, Communications and Technology (ICT) and General Administration which will provide operational support to execute the project's activities. The UNDP Syria Accelerator Lab team will explore options for innovative solutions that can be integrated into the project during the implementation phase.
As noted in the diagram below, the Project Board will have four categories of formal members. The role of each formal member is identified, in line with UNDP Standard Terms of Reference (ToR) for a Development Project Board or Project Steering Committee, as follows:

1. Project Director /Executive

Authority to make decisions regarding the project remains with the Deputy Resident Representative (DRR) as per the delegation of authority given to him/her. The DRR will approve the Annual Work Plans (AWPs) and regularly review the progress of their implementation. Any substantial revision to the AWPs will require prior approval of the DRR.

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2. Development Partner (Supplier)

The Regional Bureau for Arab States (RBAS) will be engaged to provide strategic guidance, technical expertise and oversight support to the project implementation through its country support team and technical experts as needed for each programmatic area.
Representatives of relevant donors will be also engaged and updated on the progress of this and other projects through the donors' meetings being held on regular basis in Damascus and neighbouring countries (Lebanon and Jordan).

3. Beneficiary Representative

Civil Society Organizations (CSOs), NGOs and International NGOs as well as other community groups and associations will be engaged as relevant and needed to ensure the realization of project's results from the perspective of the project's targeted beneficiaries and communities.

4. Project Assurance

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/Team Leader will hold the Project Assurance role for the Project Board. The Project Manager and Project Assurance roles will never be held by the same individual for the same project.

In addition, the following UNDP teams will be engaged supporting the Project Assurance role:

I. Programme Management Support Unit (PMSU) :

The PMSU is expected to monitor and verify the progress of the project implementation independently in line with UNDP Quality Standards for Programming including ensuring legal oversight of all third-party cost sharing agreements.

II. Gender Unit:

The gender team will be responsible for ensuring that the project is implemented in line with UNDP Gender Equality Strategy (2022-2025) and UNDP Syria Gender Equality and Women Empowerment Strategy (2024-2025) and the gender issues are mainstreamed throughout the project cycle, starting from design through implementation and evaluation.
The both Gender Strategies (Corporate and CO) prioritize structural and transformational change, inclusion and resilience-building via context-appropriate, locally-led approaches to foster equitable access and participation, ultimately driving transformative change.

III. Context Sensitivity Unit:

The Context Sensitivity Team supports adopting a context-sensitive approach across all areas of programming to minimize possibilities of any unintended harm might result from the project's activities. It seeks entry points to contribute to local conflict prevention and peacebuilding.

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IV. Risk Management Unit:

The Risk Management Team is crucial in implementing a robust risk management framework, referencing the UNDP Enterprise Risk Management (ERM) framework based on ISO 31000. This involves conducting enhanced due diligence and detailed risk profiling for all suppliers and contractors, utilizing resources such as Lexis-Nexis compliance customized platform for Anti Money Laundry and Counter Funding Terrorism (AML-CFT) checking. The RMU also supports project quality assurance measures to comply with Social and Environmental Standards. Additionally, it supports the timely screening of risks and assists the team in defining and implementing proper mitigation measures, including those aimed at preventing sexual exploitation and abuse.

V. Communications Unit:

The communication team provides vital support to project teams by preparing communication strategies and managing reputational risks associated with implementation. These communication actions ensure consistent visibility of the results and impact achieved throughout the project lifecycle. Communication products will be developed, including compelling human-interest stories, videos, factsheets, blogs, awareness-raising materials, best practices, and professional photography of people and communities in action. Social media posts will be utilized leveraging UNDP local, regional, and global digital platforms (Twitter, Facebook, Instagram, YouTube, and website) to regularly showcase the project's results to a broader audience; in doing so, they also actively contribute to resource mobilization.
The communications team also helps navigate political sensitivities that may limit visibility actions; materials bearing UNDP and partner names and logos will be agreed upon at the project's commencement or on a case-by-case basis.
Furthermore, the communication team maps relevant media sources interested in or scrutinizing UNDP work, ensuring proactive engagement and response. They are responsible for screening the reflections and feedback from various reports and media coverage related to our projects, promptly managing any public media responses as necessary.

VI. Partnerships Unit:

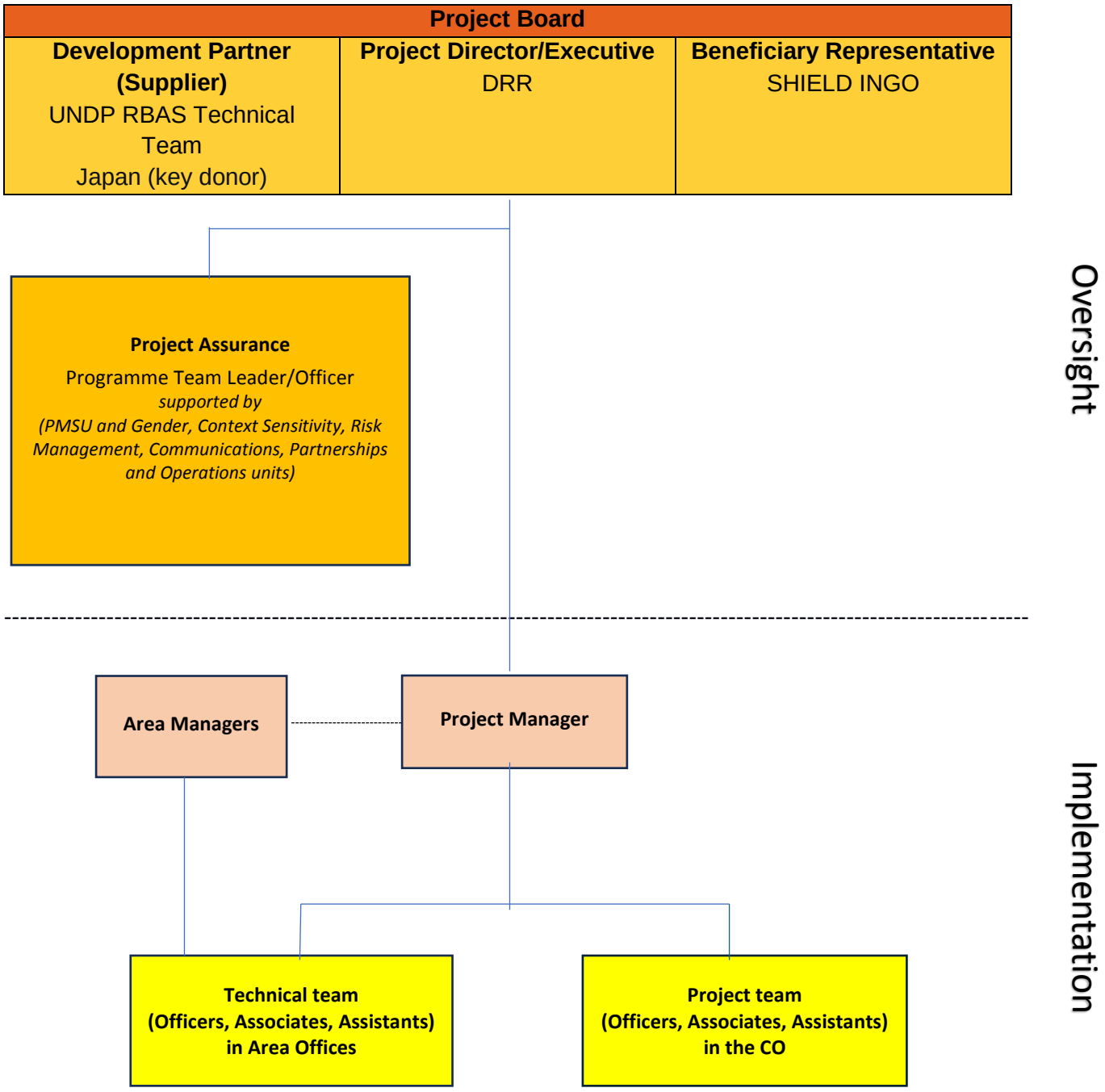
The partnership team is accountable for donor profiling and identifying and expanding the donor base to explore opportunities for increased project funding. Additionally, the team will manage donor/fund relations, encompassing legal oversight for approved fund agreements, monitoring implementation progress and ensuring timely and quality reporting commitments, handling reprogramming requests, cost or non-cost extension processes, and ensuring visibility plans are implemented at the fund/donor level. The team coordinates field visits and manages ad-hoc donor requests and communications. The team is responsible for concluding funds reporting and overseeing closure procedures.

VII. Operations Management Unit:

The Finance, Procurement and Human Resources teams will be engaged in the Project Board to facilitate and support the project implementation in a timely manner and in line with UNDP's policies and procedures.

The Project Board must meet one time annually at a minimum, timing of board meetings will be agreed upon in advance and correspond to key project reporting and/or work planning milestones.

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IX. LEGAL CONTEXT

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner shall comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds [UNDP funds received pursuant to the Project Document] 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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP Syria has a comprehensive risk management strategy to manage risks at various levels as outlines in the Annex III.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

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

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

ii. Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

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

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

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

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

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g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient:

i. UNDP Policy on Fraud and other Corrupt Practices

ii. UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and

iii. UNDP Office of Audit and Investigations Investigation Guidelines.

Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. Choose one of the three following options:

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the

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relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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ANNEXES

1. **Project Quality Assurance Report (Attached)**

2. **Social and Environmental Screening Template (Attached)**

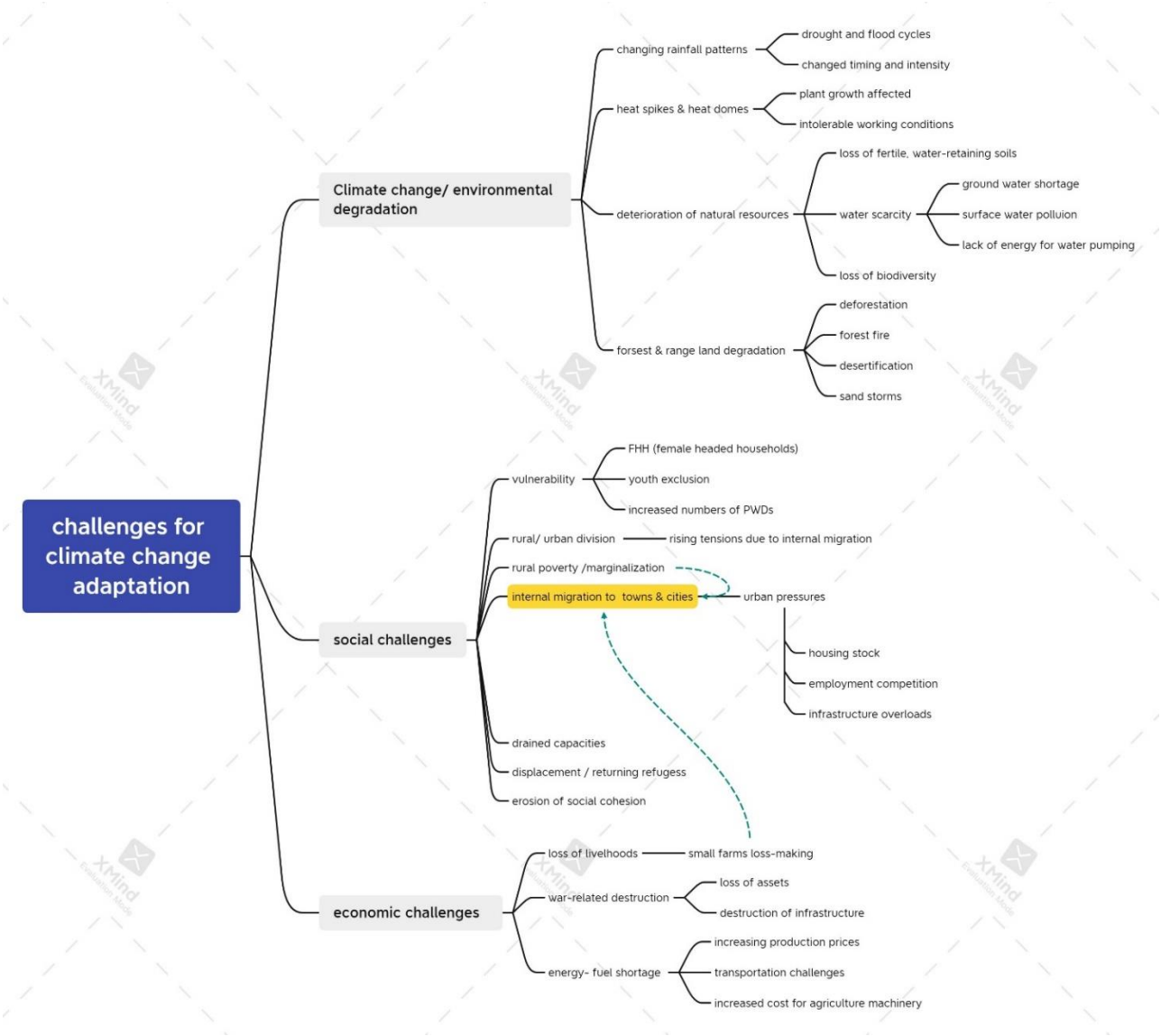
3. **Risk Analysis**. Use the standard Risk Register template. **(Annexed hereunder)**

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

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

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Challenges



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Solution pathways and map to early green recovery

