



Country: Syria
Revised Initiation Plan

Project Title: **Planning for longer term development, SDGs and sustained peace**
UNSF Outcome Targeted institutions have mechanisms to develop, implement and monitor evidence-based policies, strategies, plans and resilience programmes

Expected CP Outcome(s):
Outcome 1. Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion
Outcome 2. Basic and social services and infrastructure restored, improved and sustained to enhance community resilience

Initiation Plan Start Date: 1 January 2018

Initiation Plan End Date: 31 Dec 2019

Implementing Partner: UNDP DIM

Brief Description

Syrian realities are gradually changing. At numerous forums discussions on post agreement planning have been initiated. The Government of Syria is also looking for longer-term development planning and expect UNDP greater involvement. So far, UN involvement with reconstruction is on hold, eventually, UN and especially UNDP will have an important role in supporting Syria overcome the impact of the crisis. Situation is rapidly evolving, and more opportunities will possibly rise in 2018 and beyond, for planning longer term and more sustainable development effort which would build and sustain and win peace. UNDP being the lead development agency on the ground with presence and the delivery capacity is planning to contribute to shaping a longer-term people-centred development vision for Syria anchored in the SDGs. Current initiative is to shape UNDP Syria CO thinking, programming and the structure to be able to deliver on major developmental opportunities when political decisions are made. The SDGs, Agenda 2030 and SDGs localisation present a timely opportunity for re-positioning UNDP in Syria. This will be based on UNDP New Strategic Plan 2018-2021 with focus on UNDP Signature Solutions and country platforms, while considering specific operation modalities in crisis context.

Programme Period: 2 years from 1 January 2018 till 31 June 2019 _____ Atlas ID: 00108902 Atlas Output ID: 00108439 PAC Meeting Date: Virtual LPAC from 22-28 December 2017	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Total resources required</td> <td style="text-align: right;">\$260,000</td> </tr> <tr> <td>Total allocated resources:</td> <td style="text-align: right;">\$260,000</td> </tr> <tr> <td>• Regular</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>• Other: 11888</td> <td style="text-align: right;">\$260,000</td> </tr> <tr> <td> o Donor</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Unfunded budget:</td> <td style="text-align: right;">_____ 0_</td> </tr> <tr> <td>In-kind Contributions</td> <td style="text-align: right;">_____</td> </tr> </table>	Total resources required	\$260,000	Total allocated resources:	\$260,000	• Regular	_____	• Other: 11888	\$260,000	o Donor	_____	Unfunded budget:	_____ 0_	In-kind Contributions	_____
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Agreed by (UNDP):

David Akopyan
UNDP Syria Country Director

14.08.18

I. PURPOSE AND EXPECTED OUTPUTS

UNDP has been a valued partner in Syria since 1975. UNDP presence in Syria since the start of the civil conflict in 2011 has gone through major transformation. Following UNDP's Executive Board decisions, the Country Office (CO) effectively closed development programming from the previous UNDAF and CPD and gradually introduced programming in response to the acute crisis (and deteriorating) context in Syria. Starting in 2015, with little or no movement in the political process, with the expectation that the protracted crisis will continue, with the expanding and deepening humanitarian needs, UNDP advocated for a resilience-based response to the Syria crisis. On this basis, and working through the Humanitarian Response Plans, programming is all focused-on livelihoods support, basic services and infrastructure rehabilitation and social cohesion projects.

The 2016-2017 Country Programme, extended until end of 2019, also reflects the same approach. The CO expanded its delivery from \$16 million in 2015, to \$33 million in 2016, \$55 million for 2017. Since March 2016, the CO has also been fully engaged in post-agreement planning, leading two thematic areas (recovery, stabilization, reconstruction; and peacebuilding, reconciliation). The security situation on ground and the difficulty in accessing critical areas in need of support reinforced the importance of crisis-sensitive programming. Currently UNDP is operating in twelve governorates and plans to expand coverage to serve the population aiming to leave no one behind with a resilience-based approach.

Based on the above and to more effectively support Syria, it is an imperative for the CO to look beyond the current horizon and get prepared internally to address the new programmatic opportunities the evolving situation will offer while, staying mindful that all engagements are based on conflict/context assessments with reasonable risk mitigation measures. It is highly possible that 2018 will bring more opening for recovery and developmental work and an internal reflection and preparation for this are appropriate. Possible expansion could be both sectorial and geographic, including joint effort with UNHCR on returnees' reintegration, local administration units' service provision and more, while engaging the Syrian CSOs which have proven to contribute effectively and efficiently in terms of service provision especially to vulnerable groups. It would still not include large scale reconstruction activities, but more focus on longer planning and expanded support for sustainable livelihoods and economic recovery for all Syrians. It is also noted that a Common Country Assessment (CCA) is planned to be launched in late 2018 in order to pave the way for formulation of a new engagement framework with the Government starting in 2020 through developing new UNDAF and UNDP Syria CPD. UNDP being the lead development agency on the ground with presence and the delivery capacity needs to start thinking in a long-term and contribute to shaping a longer-term people-centred development vision for Syria, anchored in the SDGs. While leading the development side of this preparation process, it is also critical to analyse the priorities in the "Syria Post-Crisis" National Programme led by the Planning and International Cooperation Commission (PICC). Furthermore, UNDP may wish to consider opportunities for partnership with UN organizations in Syria as well as organizations outside Syria including ESCWA and World Bank to reflect their visions for future of Syria.

Regarding the SDGs, there has been a tendency among some development practitioners to consider that the SDGs are not for fragile countries, at least not until the crisis is over. However, governments, broad layers of civil society and citizens in those countries are stating precisely the opposite, and it is also our intention that notion "no one left behind" is as applicable for Syria as in any other country. In other words, the SDGs are fully applicable to Syria and it is important to start advancing this globally agreed agenda. It is for this reason that this exercise is being undertaken to help to position UNDP in Syria at the center of this discussion and start thinking and planning on long term development. As the Secretary-General of the UN António Guterres put it: "Sustainable development is more than a goal. It is our responsibility to our planet and future generations".

STRATEGY

UNDP provided technical and logistic support to Planning and International Cooperation Commission (PICC) and facilitated on June 2016, the first national SDGs workshop with the Government and the UN system to discuss implementation and monitoring challenges in connection to the Government's recent plan to produce their First National SDG Report. The event provided a critical opportunity to discuss and advocate for critical issues such as data availability, reliability, disaggregation and sharing as well as inclusive, multi-

stakeholder engagement and 'all of Syria' approaches to assessing SDG baselines as well as for future recovery planning and monitoring efforts in the country. In this process, UNDP has also facilitated conducting Three Local SDGs Consolation Workshops in 2017, governing 14 governorates conducted in three regional geographical locations in Syria (Tartous, Swieda and Aleppo) – attracting more than 350, in total, of participants in these workshops, from Government, CBOs, NGOs, private sector, UN agencies, and academic community. The 1st SDGs report will be officially launched in 2018.

The SDGs, Agenda 2030 and localization of the SDGs present a timely opportunity for re-positioning UNDP in Syria. This will be based on UNDP New Strategic Plan 2018-2021 with focus on UNDP Signature Solutions and country platforms, while considering specific operation modalities in crisis context. In this context, special focus will be given to thematic areas most related to UNDP work such as climate change, poverty, Gender and equality, making use of UNDP Arab Portal for SDGs data and reporting, and UNDP GBV portal on SDG. The SDGs and Agenda 2030 is, therefore, a tool and a platform for UNDP to work with the Government and related stakeholders at national and sub-national levels, to reach all areas, reaching the most vulnerable, and leave no one behind. Gender and GBV lens will put into our SDG interventions and that we also see the prevention and response to GBV as an accelerator to meet the SDGs. Therefore, UNDP needs to go beyond its traditional coordination role to its new role as catalyst and integrator to bridge the gaps between humanitarian, stabilization, development and peace-building frameworks, using SDGs as a tool. This also offers an opportunity for UNDP to advocate for the SDGs and effectively apply the area-based comprehensive approach from SDGs and national priorities perspectives, including the active engagement of local partners and civil society in implementing Agenda 2030.

By working as catalyst on the implementation of the SDGs, UNDP will be engaged with other UN agencies, public and private sectors, the civil society including academic community and Syrians people, to implement joint programmes, conduct systematic capacity building. Also, to apply innovative approach to implement advocacy initiatives and finding new ways for SDGs financing. Based on this, UNDP Syria CO will develop knowledge products as advocacy tools that could be used for resource mobilization, and for knowledge sharing with UNDP partners in Syria and abroad. The CO will use the knowledge products produced by the SDGs unit to take an active role among other UNDP COs, within the international movement on Advocacy and SDGs implementation and monitoring, towards achieving the Agenda 2030.

This approach requires new way of thinking to create CO new narrative that focuses on UNDP added value, including for socio-economic and environmentally-sound solutions, engaging with local communities in natural resources and public services management, and peace building processes. In addition, being proactive to attract new donors and establish UNDP new partnerships based on the most relevant SDGs to UNDP work, success stories, and well-documented innovative business models. Quality data, Gender equality and environment will be mainstreamed in all this PIP activities.

SDGs report (VCR national and local), also offer an opportunity to set new baselines to address key challenges related to major changes in social, economic, and environmental situation, data collection and access to data, access to all areas... etc, while addressing people' growing humanitarian and recovery needs, and work on longer term lasting solutions to understand and address structural causes of the crisis . The SDGs localization process is the way forward for UNDP to support local authorities', community-based groups and private sector' engagement and capacity building using peace-building and human rights- based approach, while strengthening all stakeholders' active and inclusive involvement in advocating and working on SDGs and Agenda 2030.

RESULTS AND PARTNERSHIP

The Initiation Plan is expected to contribute to the broader developmental output: Planning for longer term development, SDGs and sustained peace. As such, the Initiation Plan will aim to achieve the following Activity Results:

Result 1: UNDP will conduct a review of the existing state of planning and visioning being undertaken by the Government of Syria, an assessment of capacities and needs of key national institutions to produce quality data to inform planning and monitor progress, and consultations with relevant stakeholders at the national and sub-national levels, the Initiation Plan will also identify key dimensions of a sustainable recovery, building and sustaining peace and long-term development vision for Syria. The plan may also constitute a basis for identifying, designing and sequencing a range of measures targeted at reducing the risk of lapsing or relapsing into conflict down to the local level. Such measures would aim at establishing the framework of long-term peace, fostering security, stability and creating the socio-economic foundations of sustainable peace. This will inform the development of a national long-term vision which will be drafted by relevant government entities including consultations with other relevant stakeholders on SDGs localisation. In this process, current engagement with Civil Society will also be reviewed as a critical partner.

Result 2: The PIP will develop and advise on CO's plan for programmatic interventions that will support the long-term vision that advances the SDGs, based on the review of existing programmatic activities of the CO as well as the capacity of the CO to provide substantive support to inform policy and effectively monitor goals and targets. Through engaging with staff and stakeholders, ideas will be developed on possible niches for expansion both sectorial and geographic including joint work with other UN agencies and with UNHCR on returnees' reintegration; provision of basic services (water, electricity, sanitation, debris and solid waste management, and livelihoods) etc.

Result 3: The PIP will propose an organizational structure at the CO and field levels that is capable to meet expanding delivery targets in the mid-term and to prepare UNDP for new developmental opportunities and lead a transformational agenda in the country, in line with the Activity Results 1 and 2. Proposal for possible options for new structural arrangements will be prepared through engaging with the CO staff as well as stakeholders. The proposal shall include internal mechanism for risk management and oversight, of which inputs may be eventually feed in to a planned inter-agency level risk-mitigation mechanism on partners. If needed, development and revision of SOPs will also be conducted.

EXPECTED OUTPUTS

Programmatic Output 1:

Capacity, skills, advocacy, and knowledge management on SDGs, including for cross cutting issues, and localisation of the SDGs, enhanced for the CO staff and local partners from public and private sectors, and other relevant civil society actors,

Programmatic Output 2:

Medium -long term plans at national and sub-national levels with advice on possible niches for expansion both sectorial and geographic, as well as macro/policy-level including for UN Joint Programming is supported and enhanced

Programmatic Output 3:

New CO's organizational structure endorsed, and provision of UNDP technical support on establishing innovative business models, SDGs Hubs at local level, in cooperation with local partners, and knowledge products related to SDGs in Syria, enhanced

To achieve the above-mentioned results, a Senior Strategic Advisor, will be deployed to kick start the process and provide recommendations to the Country Office.

II. MANAGEMENT ARRANGEMENTS

This project will be implemented by UNDP which will be responsible for the overall implementation of the Initiation Plan and the production of the outputs in accordance with the work plan. Senior Strategic Advisor will be deployed to provide advisory services to UNDP under the guidance of UNDP Resident Representative and UNDP Country Director. The advisor will report on a day-to-day basis to the Country Director, closely cooperating with the Deputy Country Director and CO teams (TOR in Annex I) and will be supported by relevant CO teams. A dedicated Programme Specialist will be deployed to lead the design and implementation on the PIP AWP, as part of the CO new structure.

III. MONITORING

This Initiation Plan is expected to contribute to the broader developmental output: Planning for longer term development, SDGs and sustained peace. As such, the Initiation Plan will aim to support the CO and targeted institutions to develop, implement and monitor evidence-based policies, strategies, and resilience programmes. Therefore, and in line with UNDP's programming policies and procedures, this project will be closely monitored by UNDP management and work in close coordination with Resident Coordinator Office.

A progress report will be presented to the management by the end of each year to showcase the project progress against planned targets, and meetings with relevant government and non-government stakeholders will be regularly conducted to assess the performance of the project and prepare for longer term plans.

Progress against the planned results will be monitored through data collection and analysis by UNDP using UNDP internal monitoring system (IMRP) and data produced by UNDP partners per each agreed output. Coordination mechanisms, knowledge management, mainstreaming of the SDGs in all UNDP activities, and capturing good practices and lessons learned will be used to monitor project progress twice a year. SDGs interlinkages with other UNDP ongoing programme activities will be also monitored and reported.

Availability and quality of data related to the SDGs will be assessed against UNDG and UNDP standards to inform future and programmatic intervention and management. Internal review of data and evidence collected from all monitoring actions will be used to inform decision making.

<p>Output 2: Medium-long term plans at national and sub-national levels, with advice on possible niches for expansion both sectorial and geographic, as well as macro/policy-level including for UN Joint Programming supported and enhanced</p> <p>Indicators:</p> <ul style="list-style-type: none"> - <i>The national SDG Report finalised and launched,</i> - <i>SDGs thematic and/or local reports are developed</i> - <i>SDGs workshops and experts meeting on longer term planning conducted</i> - <i>Medium-long term plans at national and sub-national levels prepared</i> - <i>Sectorial and geographic expansion as well as macro/policy-level in place</i> <p>Baselines: 0</p> <p>Targets:</p> <p>2 Medium-long term plans related to the SDGs in place</p> <p>2 Experts meetings and workshops on SDGs and longer-term planning conducted at national level;</p> <p>2 UN Joint programming related to SDGs and UN Common Chapter (Co-Financed) established</p>	<p>Result 2: A plan for a medium-long term developmental programmatic interventions in line with Activity Result 1 is adopted by the CO with advice on possible niches for expansion both sectorial and geographic, as well as macro/policy-level, including for UN Joint Programming supported and enhanced</p> <p>Result 2 Actions:</p> <p>2.1 Provide technical support to the relevant national institutions to develop and launch the first SDGs National Report and SDGs reports at local level</p> <p>2.2 Provide technical support on possible programmatic interventions and support developing thematic SDGs reports in line with national priorities</p> <p>2.3 Conduct expert meetings on most relevant SDGs to UNDP work with related stakeholders from Government, civil society, media, parliamentarian, youth and women group and private sector</p> <p>2.4 Develop joint programming related to SDGs with other UN agencies, and enhance community engagement on SDGs implementation and reporting</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p> <p>30084</p>	<p>71600 Travel</p> <p>71400 Contractual Services - Individual</p> <p>72100 Contractual Services-Companies</p> <p>74500 Miscellaneous including printing, translation Expenses</p> <p>75700 Training, Workshops and Confer, Communication materials</p> <p>71600 Travel</p>	<p>USD 20,000</p> <p>USD 70,000</p>	
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<p>Output 3: New CO's organizational structure endorsed, and provision of UNDP technical support on establishing innovative business models, SDGs Hubs at local level, and knowledge products related to the SDGs in Syria, enhanced</p>	<p>Result 3: The new CO's organizational structure and internal mechanisms, given the expected growth in the scale and the scope of support of programming over the next years, factoring also risk management and oversight at the CO and field levels, in line with Activity Results 1 and 2, are adopted by the CO, and support on establishing innovative business models, UNDP SDGs Hubs/platforms at national and local level- in cooperation with local partners- and knowledge products related to SDGs in Syria, enhanced</p>								
<p>Indicators: - CO organisational structure in place - UNDP SDGs Hubs established - Knowledge products related to the SDGs in Syria prepared</p>	<p>Result 3 Actions: 3.1 Senior Strategic Advisor will be deployed to provide advisory services and recommendations to the Country Office 3.2 Support CO's organisation structure and internal mechanism for risk management and oversight 3.3 Support establishing of UNDP SDGs Hubs/Platforms at national and sub-national level 3.4 Support producing Knowledge products on SDGs at the CO and field levels.</p>	x	x	x	x	x	x	x	x
<p>Baseline: NA Targets: 2 SDGs hubs at sub-national level established 1 Innovative business models related to SDGs 5 Knowledge products on SDGs</p>									
<p>TOTAL</p>					UNDP	30084		USD 40,000	USD 20,000
									USD 260,000