

United Nations Development Programme

Country: Syria

Project Document

Project Title	Technical Cooperation for Long-Term Capacity Building of Syrian Experts “Training for All”
UNDAF Outcome(s):	<p>UN Strategic Framework 2016-2017</p> <p>Outcome 1: Targeted institutions have mechanisms to develop, implement and monitor evidence based policies, strategies, plans and resilience programmes.</p> <p>Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience</p> <p>Outcome 3: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion.</p>
Expected CP Outcome(s):	<p>Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion</p> <p>Outcome 2: Basic and social services and infrastructure restored, improved and sustained to enhance community resilience</p>
Expected Output(s):	<p>Output 1: 400 trained engineers from generation and distribution institutions of the Ministry of Electricity have capacity and are empowered to apply their acquired skills in the maintenance and rehabilitation work.</p> <p>Output 2: Capacity of national medical and paramedical personnel in physical rehabilitation of PWDs strengthened</p> <p>Output 3: Capacity of Syrian experts in the fields of governance and media enhanced</p> <p>Output 4: Socioeconomic recovery enhanced for stabilization of disrupted livelihoods</p> <p>Output 5: National and local capacities for community resilience and peacebuilding enhanced</p> <p>Output 6: Capacity of Syrian archaeological experts enhanced</p> <p>Output 7: Capacities of biomedical engineers in the area of installing and maintaining medical equipment is built</p> <p>Output 8: Capacity of non-physician clinician enhanced to improve quality of Emergency Obstetric Care through use of audit and process indicators</p> <p>Output 9: Capacity of agricultural support institutions for service-provision and knowledge transfer is built</p> <p>Output 10: 20 municipalities have the capacity to formulate evidence based and participatory municipal recovery plans that prioritise recovery and return interventions.</p> <p>Output 11: Syria crisis response improved through capacity building in the construction sector.</p>
Implementing Agencies:	UNDP
Partnership:	WHO, UN Habitat, IOM, UNFPA, FAO, line ministries, local authorities, NGOs, CBOs, private sector and other UN agencies

Brief Description: Syrian institutions suffer capacity deficiency as the dire results of massive brain drain, migration and displacement. Sustaining and strengthening human and institutional capacity is one of the means to enhance people's resilience and adaptability to the changing contexts and to ensure that the human capital is preserved for longer term recovery and developments paths in an eventual post-crisis period. This joint UN project aims to maintain and improve Syrian human capital in various fields by providing multi-sectoral training opportunities to keep up and upgrade the skills and knowledge of Syrians for mid- and long-term resilience building. Approximately 4,000 Syrian are expected to benefit from various capacity building support. This project falls under the overall framework of the (draft) Humanitarian Response Plan 2017 and the UN Strategic Framework (2016-2017). It will contribute to achieving all three objectives of the Strategic UN Strategic Framework, and the Outcome 1 and 2 of the UNDP Country Programme Document (2016-2017).

Programme Period: 1 year (March 2017 – March 2018)

Key Result Area (Strategic Plan) Outcome 6

Atlas Award ID: _____

Start date: March 2017

End Date: March 2018

PAC Meeting Date

Management Arrangements

Total resources required \$6,460,800

Total allocated resources:

Japan \$6,460,800

Agreed by (UNDP):

I. SITUATION ANALYSIS

As the Syria crisis nears its seventh year, civilians continue to bear the brunt. The crisis has devastated the whole country resulting in deteriorated basic living conditions, leading to the quasi collapse or serious fatigue of all institutions. As a result, household incomes dropped, productivity of economic activities decreased, investments are impaired, market opportunities are reduced, trust and social relations are weakened, and health, housing and shelter conditions have drastically declined. Human capital is also severely affected with an increased death toll, injuries, disabilities, displacement, migration and brain drain. As a result, Syrian institutions face a risk of breakdown in the coming period of time.

In this context, providing emergency humanitarian assistance alone can no longer sustain long-term resilience of Syrians people and institutions. More innovative approaches are needed not only to improve the lives and livelihoods of affected individuals and communities but also to sustain human capacity and vital institutions in Syria.

Since early recovery aims at turning the dividends of humanitarian action into sustainable crisis recovery, resilience building as well as development opportunities, sustaining and strengthening human and institutional capacity is one of the most effective means to enhance people's resilience and adaptability to the changing contexts. Adopting a resilience building approach through empowering the affected populations and institutions and building effective partnerships among them and with their supporters in the humanitarian response sphere is proven to be effective and efficient in helping people and communities withstand the negative shocks of the protracted crisis.

Capacity development – in its various forms and types - will equip affected people and institutions with adequate skills needed at the crisis and post crisis times. This will also contribute to improving their potential for employability and preparedness for a full-fledged recovery and reconstruction programmes in the future and ensure that the human capital is preserved for longer term developments paths.

II. STRATEGY

Given the context, UNDP in partnership with WHO, UN Habitat, IOM, UNFPA, and FAO, proposes a joint project, *Technical Cooperation for Long-Term Capacity Building of Syrian Experts "Training for All" in Syria*. The joint UN effort aims to maintain and improve Syrian human capital in various fields by providing multi-sectoral training opportunities to keep up and upgrade their skills and knowledge for mid- and long-term resilience building. This will enable Syrians, who constitute the basis for sustaining functionality and capacity of institutions, to participate in the processes leading to the recovery and reconstruction phases including industrial, productive and economic infrastructure rehabilitation and basic and social services restoration.

Approximately 4,000 Syrians will receive various types of training. Furthermore, this programme also plans to establish a linkage with capacity building of Syrians who are currently residing outside Syria and require necessary support to maintain and upgrade their expert capacity in view of supporting their eventual role in recovery of the country.

The project falls under the overall framework of the (draft) Humanitarian Response Plan 2017 and the UN Strategic Framework (2016-2017) which was approved by the Government of Syria and the UN agencies in Syria. The interventions in this proposal will contribute to achieving all the three objectives of the Strategic UN Strategic Framework, and is in line with the Outcome 1 and 2 of the UNDP Country Programme Document (2016-2017).

Given the multi-dimensional and sectoral nature of this capacity development project, the six UN agencies and partners will collaborate in implementing this programme in their area of expertise to ensure the utmost benefit of their specialization. The participating UN organizations will ensure complementarity of interventions through close consultation and coordination.

OUTPUTS

Output 1: 400 engineers from generation and distribution institutions of the Ministry of Electricity have increased capacity and are empowered to apply their acquired skills in the maintenance and rehabilitation work

Since March 2011, the country has been witnessing a protracted conflict resulting in heavy human casualties, economic contraction and infrastructure damage. Different types of infrastructure were partially or totally destroyed, looted or suffered from serious shortages of spare parts needed for regular maintenance. This poses serious threats to human security, basic living conditions and livelihoods in affected areas. The overall electricity

supply has dramatically decreased, and the power shortage was identified as one of the main causes for economic decline leading to business closure and shut-down of industrial and services facilities. Moreover, sustainable power supply is essential to restore and stabilize livelihoods and employment. The electricity sector is, thus, key for early recovery, resilience and the return of displaced people to affected areas.

Electricity production, transmission and distribution were not only heavily affected by on-going hostilities (destruction, looting, sabotage, etc.) but also faced serious shortages in spare parts for adequate operation and maintenance. The national electricity generating capacity was of 4,800 MW in 2011. Damage to electricity generating facilities, high voltage power lines, oil installation, pipelines, distribution grids and other infrastructure have reduced the country's effective generation capacity. Currently cities residents in Syria are suffering from outage of electricity for 16 hours per day, while people in the rural areas witness up to 18 hours per day outage. Insufficient electricity supply caused negative impact across sectors, including health, water, sanitation and hygiene.

The first emergency response for the rehabilitation of the electricity sector in Syria was developed in 2015 targeting the Jandar power station in Homs. A first phase of large programme to rehabilitate the electricity sector in Syria was then supported by the Government of Japan and the Japanese International Cooperation Agency (JICA). This intervention was followed by the ongoing project of the rehabilitation of al Zara and Baniyas power stations. These projects ensure the provision of key spare parts to avoid sudden shutdown of the power plants. To ensure the proper installation of spare parts and stability of power supply, the capacity of staff of generation and distribution institutions need to be enhanced through training to provide an opportunity to gain experience in the overhaul of power plant units and to build skills necessary to overcome technical challenges in electricity generation and distribution.

Stabilizing electricity supply will positively contribute to improving living conditions and income generation opportunities and will also contribute to reducing soaring poverty in order to mitigate further deterioration and to achieve maximal outcomes from electricity services. Sustaining electricity provision is a lifesaving act as it enables the continuous functioning of vital health systems and services, the preservation of essential livelihoods and production activities and reduces risks of protection problems. Therefore, training and capacity building of electricity sector is highly required to deliver essential services to affected local communities and support the rehabilitation of productive infrastructures.

UNDP and Japan will work with local partners, developing their capacity, and acknowledging and enhancing their role as central actors in service provision and recovery. This will be done through the provision of professional training in addition to the rehabilitation and partial expansion of training center situated in Jandar power plant which was established in 1998 with the support of JICA. The center was equipped with modern labs, workshops, real life teaching aids and audio visual equipment, and used to provide power plants personnel in Syria with basic and advance knowledge and skills training. This project will focus on empowering and enhancing the technical capacity in generation and distribution institutions at local and national levels. The following activities will be implemented:

Activity result 1.1: The training centre in Jandar Power Plant rehabilitated and partially expanded with necessary refurbishment and re-equipment:

- Activity 1.1.1: Assess the needs and verify the current situation of the training center and the needed equipment;
- Activity 1.1.2: Procurement of needed equipment and confirm the delivery;
- Activity 1.1.3: Monitor the installation and ensure the functionality of the new and rehabilitated equipment

Activity result 1.2: A training programme for electricity sector to upgrade skills of electrical engineers in power generation, distribution, maintenance and other related subjects delivered:

- Activity 1.2.1: Asses the current capacity needs and identify gaps and weakness;
- Activity 1.2.2: Assess the requirements for enhancing the capacities of selected engineers in distribution and generation institutions;
- Activity 1.2.3: Establish a training programme in collaboration with the Ministry of Electricity.
- Activity 1.2.4: Provide training courses in distribution and generation fields for selected engineers inside and outside the country
- Activity 1.2.5: Deliver training of trainers course for selected engineers, enabling them to train other junior engineers

Output 2: Capacity of national medical and paramedical personnel in physical rehabilitation of people with disability (PWD) strengthened

The situation of war-born injuries and resulting impairment has become a priority, as more than 30,000 people suffer conflict-related trauma injuries every month, roughly 30 per cent of whom develop permanent disabilities, 15 per cent of whom suffer amputation. The transition from injury to impairment and later to disability is happening in an increased rate and severity, and in the absence of official data on the number of people living with any sort of impairment, the current numbers in use are based on estimation using internationally accepted rates. Reports are showing over 2.8 million people living with permanent disability, with over 80,000 cases of amputation resulting from war-injury alone that requires prosthetic fitting in Syria.

UNDP has been the first responder for PWDs' needs in Syria during the crisis and the programme has developed from provision of emergency support in the form of distribution of mobility and other disability aids to a complete project containing various activities spanning from medical rehabilitation to livelihood support and social inclusion. In line with United Nation Convention on the Rights of Persons with Disabilities (CRPD), UNDP has pioneered to adopt human right based approach to disability issues in comparison to the mere medical or charitable model. In the human right based approach disability is seen as an interaction between functional limitation and environmental barriers (physical and social), thus it addresses not only the impairment of body function but also implies designing interventions within a strategic goal to empower PWDs and enable the social system in which they are situated. For this purpose, UNDP has mobilized resources to develop comprehensive support programme for PWDs under socioeconomic recovery programme. Targeted projects such as prosthetic workshop in Damascus and Tartous have been successfully implemented based on a model developed by UNDP that is becoming a guideline to establish local prosthetic workshop and services in response to the specific context of Syria. UNDP also advocates the mainstreaming of disability in all activities within the various programme which is translated into inclusion of disability disaggregated data. UNDP is considered the leading agency in Syria in terms of variety of targeted and mainstreamed activities and in terms of outreach to PWDs. UNDP has reached over 6,500 PWDs.

UNDP strategy in response to PWDs needs is to invest in a more enabling and empowering environment that lead to wider inclusion of PWDs in various aspect of social and economic sectors in order to help each one of them to help her/himself by leading a less dependent life as much as possible. The approach adopted under this strategy is targeting not merely the PWDs themselves, rather giving equal attention and effort to create an enabling society for all by raising the awareness and developing the capacities of the social system in which they are situated and interacting with.

For this project, UNDP will focus on developing the capacities of national service providers in the field of physical rehabilitation.

National capacities for prosthetic services is weakened by the low technical level and qualifications of the existing prosthetic technicians. While efforts and funds might be available to create and support prosthetic workshops and services in Syria and enhance productive capacity, the major problem lies under the availability of skilled professionals. Low technical capacity carries the risk of providing ill fitted prosthetic devices that deliver more harm to the user than having no prosthetic at all. Other essential complementary service that is completely lacking in the physical rehabilitation practice in Syria is occupational therapy that gauges PWDs to daily life and vocational activities. UNDP will pilot for introducing and developing this valuable capacity to enhance the sustainability of physical rehabilitation efforts and facilitate the progress towards socioeconomic inclusion of PWDs.

Activity Result 2.1: Capacity of national medical and paramedical personnel in physical rehabilitation of PWDs strengthened.

- Activity 2.1.1: Deliver training course on specialized prosthetic technology techniques for above knee amputation
- Activity 2.1.2: Deliver training course for health workers in occupational therapy techniques
- Activity 2.1.3: Deliver training course for health workers on wheelchairs prescription and modification.

Training project will cover trainees' transportation and accommodation to the training location in addition to raw materials required to conduct the training and support on-the-Job training in the existing workshops supported by UNDP (15 PWDs will benefit from the provision of prosthetic device as results of the training). The graduates of these trainings will transfer the knowledge to their respective governorates and be as technical focal points for UNDP's future activities in provision of related physical rehabilitation services.

The intervention will target physical rehabilitation technical personnel from several governorates affected by significant number of injuries and amputation cases, taking into account the presence of NGOs and implementation partners that can benefit from the knowledge transferred to the trained staff in implementing future service delivery or follow-up training projects. Young trainees with relevant background and interest to work in subsequent relevant projects will also benefit from the training courses.

Output 3: Capacity of Syrian experts in the fields of governance and media enhanced

UNDP will support a Syrian-led dialogue on governance through organizing at least three consecutive meetings in Japan, Beirut or/and Cyprus as appropriate, in partnership with the Syrian experts, Japanese institutions and relevant Japanese authorities including the Ministry of Foreign Affairs of Japan and the Embassy of Japan in Syria.

These meetings are aimed at discussing long-term issues of reconciliation amongst people with different views on the future of Syria, reconstruction, and decentralization, among others, involving a wide spectrum of people in the Syrian civil society.

Relevant and appropriate Syrian intellectuals and experts will be invited to this forum to discuss the issues and come up with recommendations to the UN. The project is expected to complement the Geneva Process. Alongside the dialogue, different views of Syrians will be sought after at an online forum, “Salon Syria”, which is to be launched as part of the project (see below). The participants are expected to learn from experiences of Japan in these issues.

Activity result 3.1: Three international meetings on long-term governance-related issues held

- Activity 3.1.1: At least three international meetings on reconciliation, local governance, decentralization, and reconstruction in post-crisis Syria held

Under this output, UNDP will also work to strengthen professional capacity of Syrian journalists.

In the recent years, news and analysis publications in/on Syria have become increasingly embroiled by politics through the personalization and politicization of ownership of media outlets with limited application of journalistic standards. In addition, since 2011, there is a growing polarization among the Syrian polity, preventing the development of common grounds for communication and mobilization despite the plentiful existence of overlapping interests across broad sectors of Syrian society. There is a need to enhance professional journalistic standards in/on Syria.

Through this project, UNDP will provide training opportunities to young journalists to build capacity and acquire skills and knowledge needed for objective, balanced, conflict-sensitive journalistic work in accordance with journalistic standards. A series of trainings will involve professional training, instruction, and hands-on practical implementation, provided by established journalists, educators, and editors. The training programme will also involve virtual training, to meet the needs of those with limited or challenging access to mobility due to geographic, logistical, or political factors. Materials for training will be developed.

Moreover, UNDP will also support building an electronic platform, Salon Syria, that serves as both a communication tool and an end-product forum that showcases the best of curated and available journalistic articles. As a forum, the online platform will provide an outlet for the best written products of rising journalists that receive training, and serve as an inclusive space for communication and discussion that involves and represents a broad range of views from across the Syrian social and political spectrum to nurture mutual respect, trust, and confidence. The platform will be designed to update all Syrians and others on objective news and analysis concerning the country, and will be accompanied by a robust communication and outreach strategy that ensures broad dissemination and impact across both traditional and instantaneous social media.

Activity result 3.2: Professional capacity of Syrian journalists strengthened

- Activity 3.2.1: Professional training targeting rising Syrian journalists
- Activity 3.2.2: Development and launch of an online platform “Salon Syria”

Output 4: Socioeconomic recovery enhanced for stabilization of disrupted livelihoods

In Syria, 13,8 million people are now in need, and the conflict has reduced the possibilities to provide for livelihood for most vulnerable groups of the Syrian population. The elderly, PWD, women, especially female headed

households (FHH), youth and children are subject to negative coping mechanisms leaving them unprotected. Further, an estimated 5.8 million Syrian adolescents and youth¹, in particular, have been left with minimal opportunities for employment and engagement in society.

The socio-economic recovery portfolio and resilience interventions rely on adapting area-based approach for planning and implementation at the local level. Through these approaches, UNDP contributes to strengthening local capacity and enhancing positive coping mechanisms of affected people, internally displaced people (IDPs), and host communities. UNDP support is offered to affected people, especially the most vulnerable groups including female-headed households and youth in rural and urban areas via our local partners and field teams in nine Governorates.

UNDP use flexible and effective working mechanisms in planning and implementation its response strategy. This also imply adopting innovative approaches to overcome challenges and bottlenecks to respond to the growing needs of affected people on the ground. Our support includes, but not limited to, provision of start-up grants, restoration and reviving of small businesses and affected workshops, business value chains, jobs creation and income generating activities, vocational training, technical support and capacity building, and provision of productive assets. Provision of grants including seed funding for social and business entrepreneurial start-ups, business revival, micro and small businesses support and providing assistance to production workshops for agriculture-based value-added products and textile workshops are key activities.

UNDP approach to vocational training builds capacity of youth, women and local partners to meet the ongoing changing needs of the labour market, and continue its support via advanced training on entrepreneurship and business development skills, and provision of after training services via provision of 'start-up toolkits' and productive assets. This approach will increase the capacity for self-employment and achieve better self-reliance.

Under this project, UNDP will also support young Syrian entrepreneurs through provision of targeted training programme, Young Entrepreneurs of Syria (YES), with a focus on social entrepreneurship and innovation. A week-long workshop will involve between 25 and 40 teams. Through a competitive process, 10 teams will be selected as recipients of seed funding to implement their project ideas.

Activity result 4.1: Socioeconomic recovery enhanced for stabilization of disrupted livelihoods

- Activity 4.1.1: Vocational training programmes followed by provision of vocational toolkits targeting unemployed youth, former workers in affected workshops, graduates of vocational high schools and vocational Intermediate institutes,
- Activity 4.1.2: Business development and entrepreneurship skills support followed by provision of start-up grants targeting personnel of local partners, entrepreneurs, unemployed youth and female entrepreneurs.
- Activity 4.1.3: Innovative sectoral capacity building approach with focus on training on value chain and training for trainers (Tot) and on-the-job training for socio-economic recovery and jobs creation targeting unemployed youth, local authorities' professionals, sector related university students, farmers, and FHH

Activity result 4.2: Innovative and entrepreneurship capacities of youth enhanced

- Activity 4.2.1: Youth entrepreneurship workshops with focus on innovation and social entrepreneurship

Output 5: National and local capacities for community resilience and peacebuilding enhanced

The escalating crisis in Syria and access difficulties to critical areas in need of support have created a wide recognition about the vital role of local partners in connecting them with affected communities and the need to develop the capacities of local partners to achieve tangible results and reach desirable impact. UNDP will support local partners including NGOs and CSOs to strengthen their organizational, operational and communication capacities to enable them to implement developmental and humanitarian initiatives through networking and collaboration opportunities. The project will include initiatives that aim to enhance the absorption and

¹ 33 per cent of the population in Syria are estimated to be young people (10-24 years old) and 23 per cent are adolescents (10-19 years old). UN estimates show that of 6 million Syrian adolescents and youth, more than 2 million are internally displaced. Population data – OCHA, 2016.

implementation capacities of local partners, contributing directly to better planning, project management and monitoring of ongoing and future interventions.

Result 5.1: Local partners are empowered to take an active role in building resilience

- Activity 5.1.1: Targeted specialized trainings for local partners on participatory planning approaches for area-based recovery and reconstruction strategies
- Activity 5.1.2: Targeted specialized training for local partners on project management cycle with special focus on needs assessment and monitoring and evaluation
- Activity 5.1.3: Developing evidence-based training programming and response for civil society actors
- Activity 5.1.4: Training of civil society organization on youth and community mobilization and engagement in the above mentioned topics and in the recovery and reconstruction processes.
- Activity 5.1.5: Activating the e-learning platform for innovative adult learning/vocational training and NGOs capacity development

The level of social cohesion in Syria is directly linked to conflict in the country, both undermined by and contributing to instability and insecurity. Conflict has undermined trust between groups: communities are increasingly likely to subscribe to in-group/out-group interpretations of others and of events and to express intolerant attitudes towards others; and some members of communities are increasingly likely to resort to the threat, or use, of violence in their interactions with people of different backgrounds. It is unlikely that such effects can be immediately addressed through a political settlement and, as a result, they pose an ongoing threat to future stability in the country and to the individual security and well-being of Syrians.

Within this context and given the limitations regarding broader action prior to a political settlement, addressing local conflict dynamics can be identified as one of the most effective ways to support social cohesion and local peacebuilding in Syria. By addressing, in positive and inclusive ways, those issues which divide communities at the local level, Syrians can immediately improve safety and security while maximising the impact of more comprehensive social cohesion and peacebuilding efforts in the future.

UNDP will support Syrian communities to enhance their capacity to identify and reduce the drivers of conflict relating to inter-group relations at the local level, through measures addressing structural barriers to social cohesion and strengthening structural connectors between groups. UNDP will support communities to identify possible interventions that may be implemented to address those factors. Examples of such interventions include: developing common social spaces and supporting communal activities that bring members of the community together across social divisions and providing training and mentoring in facilitation and public engagement to youth to act as peacebuilding and social cohesion champions in their local communities. UNDP will also work to enhance the existing capacity of local communities to quickly identify threats to community safety and social cohesion, develop appropriate responses and deploy effective pro-peace interventions. This is important in all areas, but particularly so in vulnerable locations that are under threat of, or have recently experienced, active violence.

UNDP's peacebuilding and social cohesion programme activities will be implemented at the local level to make them as relevant as possible to the specific needs of local communities. UNDP will also work to foster a network of its local partners working on peacebuilding and social cohesion across Syria, providing an opportunity for sharing experiences, and fostering dialogue between people from different geographic and social backgrounds.

Result 5.2: Local capacity for peacebuilding and social cohesion enhanced

- Activity 5.2.1: Specialized training for community response actors on, response planning, dialogue facilitation, dispute mediation and negotiation
- Activity 5.2.2: Promote inter-communal youth volunteer activities to strengthen social cohesion
- Activity 5.2.3: Provide training and mentoring in facilitation and public engagement
- Activity 5.2.4: Implement local peacebuilding and social cohesion initiatives

Output 6: Capacity of Syrian archaeological experts enhanced

Damages and destruction of archaeological sites as a result of the crisis have been devastating. Heritage sites such as Palmyra, Aleppo and Homs that have been source of pride for many Syrians, and part of their social and economic life, have been severely damaged. The Directorate General of Antiquities and Museums (DGAM) of Syria has been working to protect the valuable Syrian cultural heritage despite all the challenges arising during the crisis. During the past years, the DGAM have carried out damage assessments of sites; restoration work of damages caused during the crisis; archiving of artifacts in Syrian museums, and digitalization of built cultural heritage to preserve the original archive at risk of damage; awareness raising; capacity building of DGAM personnel; and conservation work including examination, documentation, treatment and collections care. Nevertheless, given the scale of damages and the limited capacity of the staff as a consequence of the crisis, the DGAM needs urgent capacity development support to continue and expand their current and future work in the area of rehabilitation, restoration and conservation.

At the request of the DGAM², UNDP will partner with the Archaeological Institute of Kashihara as well as other Japanese archaeological research and academic institutes to deliver training for Syrian archaeological experts and DGAM staff. The DGAM has developed close partnership with the Archaeological Institute of Kashihara over the last 25 years. The Japanese government also recommends forging a partnership between this institute and UNDP. The topics of the training and workshops will include:

- (1) Documentation: preservation of cultural heritage for posterity
- (2) Conservation and reconstruction: prolongation of cultural heritages sites
- (3) Search for archaeological features: preservation of new cultural heritage for the future
- (4) Analysis: analysis of materials and structural components of artifacts
- (5) Exhibition and storage of artifacts: opening to the public and succession to the posterity.

A training on teaching technique and knowledge on Syrian cultural heritage will target educators and guards of heritage sites. One international conference on cultural heritage of Syria in Japan is also planned. In addition, the project will provide DGAM with needed equipment for built heritage documentation; conservation and reconstruction; search for archaeological features; analysis of materials and structural components of artifacts; and exhibition and storage of artifacts.

The project will build on the International Syrian Congress on Archaeology and Cultural Heritage held in December 2015 which brought together prominent experts to discuss means to support conservation and reconstruction of archaeological heritage in Syria. Through working on conservation and restoration of heritage, UNDP seeks to promote a sense of common cultural and historical belonging, and strengthen social cohesion and local capacity for peace.

Activity 6.1: Capacity of Syrian archaeological experts enhanced

- Activity 6.1.1: Training of experts on cultural heritage in partnership with Kashihara Institute
- Activity 6.1.2: International conference attended by Syrian and international experts to exchange views

Activity 6.2: DGAM is equipped with needed tools and equipment for archaeological restoration and conservation

- Activity 6.2.1: Assessment and validation of needed equipment
- Activity 6.2.2: Procurement and handover of equipment to DGAM

Output 7: Capacities of biomedical engineers in the area of installing and maintaining medical equipment is built

Before the conflict began, Syria had one of the most advanced health care systems in the Middle East. As the country reached middle income status, noncommunicable diseases were becoming the predominant health concern. National vaccination coverage rates were 95%. Syria's thriving pharmaceutical industry produced over 90% of the country's medicines and exported its products to 53 countries. Almost six years later, the picture is starkly different, Health care services have been devastated. Over half the country's public hospitals and primary health

² See Annex 3: Letter, the Directorate General of Antiquities and Museums, dated 21 January 2017.

care centres are either closed or only partially functioning. Almost two thirds of all health professionals have left the country. Domestic production of medicines has dropped by two thirds and vaccination coverage rates have dropped by half

Today, the health care system in Syria is challenged both by the destruction of buildings, the lack of medical equipment maintenance and spare parts, in addition to the grave loss in human resources. According to the final report of Syrian Hospital Assessment conducted in 2016 by WHO³, the problem of the non-availability of technical infrastructure caused by both missing spare parts and the lack of maintenance by manufacturers is considered among the main challenges facing hospitals in health care delivery during the current crisis. One of the key consultants' recommendations resulted from the study and agreed on with key staff at MOH and MOHE is to conduct development and management of health infrastructure, health technology and the relevant services and maintenance capacities, consumables and medication.

The aforementioned Hospital Assessment Study conducted by WHO in 2016 illustrated a lack of skilled maintenance personnel in hospitals which is consequently contributing to that machines are out of services, many of which are considered as lifesaving, therefore, proper trainings are needed to train health workers in hospitals dealing with medical equipment to fully optimise the installed machinery for timely and quality services and avoid any delay in treating emergency cases due to the lack of functional or available medical equipment.

WHO's strategy in this proposal is aligned with Pillars I and II in the UN Strategic Framework, where focus is being given to capacity development and support for institutions (Pillar I) and restoring and expanding more responsive essential services and infrastructure (Pillar II).

With the objective of supporting community resilience, institutional and response capacity by empowering national actors and communities, WHO's activities will focus on building the capacity of the maintenance teams on technology in order to maintain the functionality of medical equipment in Syrian hospitals which would contribute to reinforcing health service delivery through an enhanced provision of good quality diagnosis and treatment services.

Activity result 7.1: Capacities of medical engineers in the area of installing and maintaining medical equipment enhanced

- Activity 7.1.1: 8 Training of Trainers (TOTs) on maintenance for advanced biomedical equipment
- Activity 7.1.2: Train 106 biomedical engineers from MOH, MOHE and 12 hospitals in Damascus, Aleppo, Lattakia, and Dara on maintenance for medical equipment.
- Activity 7.1.3: At least 10 site visits on the project locations to ensure proper implementation and smooth progress of activities. A check list will be developed to monitor the number of trainees according to specific location, type of training, functionality of the machines and service delivery.

Output 8: Capacity of non-physician clinician enhanced to improve quality of Emergency Obstetric Care through use of audit and process indicators

After five years of the crisis in Syria, People in Need (PIN) are estimated in 2016 to be 13.5 million, including 4.1 million women of reproductive age, and 360,000 pregnant women in need of critical humanitarian support. Around 5.1 million people are living in 153 hard-to-reach and besieged areas, facing impediments in accessing basic health services, especially specialized and much needed reproductive health services including Emergency Obstetric Care.

Recently 10 nursing schools are functioning under the supervision of MOH in ten Governorates: (Damascus, Homs, Hama, Sweida, Hassakeh, Latakia, Tartous, Aleppo, Rural Damascus, Daraa). Based on MOH reports in 2015 these schools graduated 1,200 nurse and 35 midwives while the human resource needs 40-50% more graduated midwives to cover the needs in the Syrian governorates. However, 4,000 midwives are working in the public sector in all Syrian governorates (CBS, 2009); the Majority are in the central cities and more than 25% of them will be retired within the next two years.

³ <http://www.emro.who.int/syr/programmes/health-system-assessment-report.html?format=html>

This project will develop the capacity of Midwifery and Nursing schools in the Syrian governorates in collaboration with the national Authorities; coordinate between Academic health institutions and other related parties towards Midwifery curriculums to enhance new package of curricula for training and certification; adapt and update the national curriculum for Non Physician clinicians in addition to develop training toolkit packages for academic and practical training for accreditation in the future; and building capacity of Non Physician Clinicians to provide comprehensive Emergency Obstetric Care services in the public and NGOs health facilities based on WHO and UNFPA standards.

Activity Result 8.1: National Curriculum for Midwifery certified training adapted

- Activity 8.1.1: Recruit a National consultant and /or consultation Group to review existing midwifery training and education tools
- Activity 8.1.2 Adapt and update National curriculum for midwifery certified training

Activity Result 8.2: National toolkits for midwifery practical work enhanced and disseminated

- Activity 8.2.1: Develop one National training toolkits for midwifery practical work.
- Activity 8.2.2: Printing 100 copies of the new curriculum and toolkits package.
- Activity 8.2.3: Develop and print IEC materials including short educator videos, Standards Of Procedures and flyers.
- Activity 8.2.4: conduct 20 training sessions targeting 350 Nurses and 50 midwives in primary health care centres and NGOs facilities

Activity Result 8.3: Create an Automated system of Non Physician Clinician profiles

- Activity 8.3.1: Hiring specialized Company of Information System to Support creation of Automated system for profiles of Non Physician Clinicians

Activity Result 8.4: Provision of miner capacity needs for 10 Nursing & midwifery schools in 10 Governorates

- Activity 8.4.1: procure the needed Non Health Equipment and education models for 10 Nursing and midwifery schools in 10 Governorates
- Activity 8.4.2: Provide support cost for two focal points for 9 Months
- Activity 8.4.3: Monitor the project activities implementation on quarterly basis

Output 9: Capacity of agricultural support institutions for service-provision and knowledge transfer is built

The deterioration of the food security and poverty situation is directly linked to the collapse of the productive sectors of the Syrian economy, the agriculture sector in particular, which used to contribute to 18 % of the GDP and to provide the employment and main source of livelihoods to close to 50 per cent of the population in the country.

Massive displacements and migration of rural populations are progressively depriving the rural sector of its human capital and much needed skills, contributing to a vicious circle where lack of protection, erosion of livelihoods base and loss of economic opportunities become intricately linked.

The magnitude of six years violent crisis has inflicted a huge impact not only on the agriculture production systems but also on the human resources on which the sector relies. If no robust action is yet taken to stop or reduce the losses of human capital of the sector the rehabilitation will be very costly and compared to required investment to retain some of these experts still available.

FAO works with technical institutions on both central and governorate levels and other stakeholders to evaluate and update existing human capital, contingency plans as well as propose capacity building training and develop contingency plans. In targeted governorates by the project, FAO will work with the Local Governorate and relevant stakeholders in developing new contingency plans. At community level, preparedness and capacity building will promote the use of appropriate technologies and practices, such as veterinary services, updated concepts in agriculture and the use of water resources particularly under the current pressure on water resources.

FAO is planning to train 790 trainees under the current proposal, on different topics related to the most priority areas for the development of the agriculture system and building the resilience of vulnerable crisis affected people

and their local communities. Those trainees will be used later to train other experts or targeted beneficiaries in a cascade way, which will have an impact that exceeds the immediate result of any planned intervention to a more sustainable enhancement of the agriculture system and thus the achievement of food and nutrition security

Activity result 9.1: Develop training and capacity building for veterinarian

- Activity 9.1.1: Hiring of specialised consultants to provide training of trainees –on the relevant topics that support veterinary sector.
- Activity 9.1.2: Training of 10 senior experts for 1 month on different topics related to veterinary support (diagnosis, TADs and other topics).
- Activity 9.1.3: Training of 240 veterinary experts from MAAR, SVA and other NGOs on above mentioned different topics.

Activity result 9.2.: Develop training and capacity building for water engineers and technician

- Activity 9.2.1: 15 trainers (water related engineers) and 180 trainees (technical staff) from the water related Ministries and research institutions are trained on water demand management subjects, irrigation management, monitoring and analysis
- Activity 9.2.2: 5 trainers (water related engineers) and 147 trainees (technical staff) from the water related Ministries and research institutions are trained theoretically and practically on low cost efficient irrigation techniques, solar energy and its application in irrigation projects, rehabilitation of irrigation systems and main constructions on irrigation networks
- Activity 9.2.3: 3 water engineers are trained in overseas technical institutions on irrigation management, water and soil management, and low cost efficient irrigation techniques.
- Activity 9.2.4: End of training workshop to share findings and gained knowledge and to draw recommendations

Activity result 9.3: Develop training and capacity building for technicians on crop production

- Activity 9.3.1: Hiring of specialised consultants to provide training of trainees –on the relevant topics that support crop production.
- Activity 9.3.2: Training of 10 senior experts for 1 month on different topics related to crop production and protection, forestry, natural resource management, fisheries, food processing, nutrition, value chain and early warning monitoring.
- Activity 9.3.3: Training of 180 trainers (agricultural engineers/junior experts) from MAAR in central directorates and governorates levels on above mentioned different topics, as well as members from implementing partners, NGOs and local community.

Output 10: 20 municipalities have the capacity to formulate evidence based and participatory municipal recovery plans that prioritise recovery and return interventions

The crisis has reduced the urban planning capacity of local municipalities while greatly increasing the demands on municipalities to provide planning and technical support to identify, manage, and respond to recovery, returns, and reconstruction needs. Municipalities together with the Ministry of Local Administration and Environment (MOLAE), will be required to create strategic municipal plans that are interactive, inclusive, and are able to support recovery, returns, and reconstruction.

Based on UN Habitat’s People’s Process for Recovery and Reconstruction, and within the framework of Law 107, UN Habitat and MOLAE have developed a municipal and neighbourhood planning process that relies on the establishment of a Municipal Service Center to rapidly restore municipal planning capacity to support recovery, returns, and reconstruction in the most conflict-affected municipalities. . A central component of the Municipal Service Centre is an urban management information system (MIS).

This project will target mayors, municipal information management specialists, technical service representatives (i.e. WASH, transportation, etc.), and local representatives to establish an urban MIS in 20 municipalities. The training topics will include guidelines and approaches for information collection, validation, and analysis of urban data; conduct urban functionality assessments for housing, infrastructure, WASH, access, and open spaces; Inclusive prioritisation of activities at the municipal and neighbourhood level; and development of municipal and neighbourhood action plans using the urban MIS.

The three-day training module will be based on modules developed with MOLAE and will be delivered by local and/or regional urban planning experts with technical support from MOLAE and UN Habitat. Participants will then be supported to implement the training in their municipalities to develop municipal and neighbourhood action plans.

Upon the completion of the training, 20 targeted municipalities are expected to be able to use urban MIS to collect and analyse data – including socioeconomic, technical, and GIS data; to assess urban functionality in key sectors – housing, infrastructure, WASH, access, and open spaces; and to develop municipal and neighbourhood action plans to prioritise activities, and deliver and/or monitor recovery and reconstruction activities.

Activity Result 8.1: 20 municipalities are able to use an Urban MIS system to collect and analyse data – including socioeconomic, technical, and GIS data.

- Activity 10.1.1: Three days municipal and neighbourhood planning training workshop
- Activity 10.1.2: Provision of an Urban MIS system

Activity Result 10.2: 20 municipalities are able to assess urban functionality in key sectors – housing, infrastructure, WASH, access, and open spaces and develop municipal and neighbourhood action plans to prioritise activities, and deliver and/or monitor recovery and reconstruction activities.

- Activity 10.2.1: Technical support to implement the training to develop municipal and neighbourhood action plans

Output 11: Syria crisis response improved through capacity building in the construction sector.

The crisis in Syria is characterized by massive and widespread destruction of cities and towns. Both urban and rural centres have seen homes destroyed, water/electrical networks decimated and public buildings demolished. This destruction is particularly severe in Aleppo and Homs governorates. The destruction of cities has left Syrians exposed, unprotected and vulnerable. In 2017, Syrians are returning to their community of origin to rebuild after reaching local agreements.

The 2017 Humanitarian Needs Overview estimates that 4.3 million Syrians are in need of shelter, many of which are living in abandoned buildings, unsafe structures or sheltering with little protection from the harsh winters and hot summers.

The daily life of most Syrians have been negatively affected by the conflict. According to HNO data, 4 of 5 Syrians are living in poverty with nearly 2.8 million persons having lost their jobs since the beginning of the conflict and 53% of Syrians are unemployed. As the crisis becomes further protracted, the need to build community resilience has increased.

Aleppo - Recent events in Aleppo allow for a timely opportunity to support returnees as many are returning to destroyed homes in East Aleppo city. Roads are covered in debris, services suspended and marketplaces closed. Many families are unable to return as their neighbourhoods and homes are in shambles.

Homs – With a population of 1.4 million, Homs hosts an estimated 354,550 IDPs, most of whom are living within 225 communities. Fighting in Homs destroyed large swaths of infrastructure and destroyed thousands of homes and buildings. While Homs has enjoyed relative stability in 2016, the need for humanitarian response, especially in the sectors of shelters and livelihoods, remains.

Through this action, IOM will bolster the technical capacity of construction engineers and laborers to enable swift and safe rehabilitation of damaged homes and infrastructure in communities that are welcoming returns. IOM will focus on communities in Aleppo and Homs governorate as both have suffered from massive destruction of services and infrastructure.

IOM will gather engineers involved in rehabilitation and repair and provide technical skill training to increase their capacity to properly assess and repair damaged buildings. These trainings will ensure that technical capacity is on the ground to enable families to rebuild safely and per security codes and standards.

IOM will extend construction training opportunities to semi-skilled and un-skilled construction labourers. The training of additional community members will allow for rehabilitation works to be completed rapidly and according to building code/standard.

IOM will identify communities with which to engage in this project. Communities should be characterized as stable, hosting displaced populations and with a likelihood of welcome returnees. Through training, skills development/practice and the repair of damaged houses and infrastructure, this project will contribute towards the strengthening of community coping capacity.

IOM will select male and female candidates from the community for vocational training and small business development courses. Those beneficiaries that successfully complete the course and develop a business plan will be assisted with an appropriate livelihood kit to start up a construction related livelihood.

Activity Result 11.1: Conditions/skills, capacities, gaps and needs of construction labor market, private/public sector and related Vocational Training Centers (VTCs) in prioritized governorates are identified and analyzed.

- Activity 11.1.1: Conduct needs assessment to identify construction labor market conditions/skills available or needed;
- Activity 11.1.2: Conduct needs assessment to identify construction Vocational Training Centers (VTCs') capacities and needs;
- Activity 11.1.3: Conduct focus group discussions with main stakeholders (ministries, governmental departments, private sector, VTCs managers & staff);
- Activity 11.1.4: Conduct a detailed study by a specialist consultant to prepare a plan based on the collected and analyzed data;
- Activity 11.1.5: Conduct workshop with all stakeholders on the results of the above-mentioned assessment.

Activity Result 11.2: Enhanced capacity of construction Vocational Training Centers VTCs' managers and staff, and the facilities of up to 6 VTCs.

- Activity 11.2.1: Train VTCs managers to enhance their management skills, responding to the needs of the labor market assessed in the assessment conducted in output 1.1, while maximizing internal and external efficiency;
- Activity 11.2.2: Repair/upgrade the facilities of 6 selected VTCs that will benefit 900 vocational students based on the results of the assessment mentioned in output 1.1.

Activity Result 11.3: Upgraded construction skills of 100 of skilled workers (carpenters, masons, re-bar specialists, electricians, plumbers, heavy equipment operators).

- Activity 11.3.1: Set criteria to select the most vulnerable and affected skilled workers in targeted communities;
- Activity 11.3.2: Train select skilled workers on technical knowledge and skills required for them to work effectively and efficiently;
- Activity 11.3.3: Conduct up-to-date training on emergency-construction/repair response and on green building and alternative energy and water resources methodologies, and refreshing sessions for 100 skilled workers (carpenters, masons, re-bar specialists, electricians, plumbers, heavy equipment operators);
- Activity 11.3.4: Conduct training on small business startup and management skills, for the selected 100 skilled workers, to respond to the needs of the labor market;
- Activity 11.3.5: Design and distribute complementary tool kits to the selected 100 skilled workers.

Activity Result 11.4: Upgraded construction skills of 100 civil and construction engineers.

- Activity 11.4.1: Set the training topics and prepare the curricula;
- Activity 11.4.2: Set criteria to select the trainees in coordination with engineering syndicate and universities;
- Activity 11.4.3: Select construction professionals 100 civil and construction engineers to be trained, and
- Activity 11.4.4: Conduct trainings on reinforcement techniques and related visibility studies, and debris removal management for 100 civil engineers.

GUIDING PRINCIPLES

Human Security: The project is aligned with the principles of human security approach. The proposed project is a comprehensive response to address the multiple aspects of human insecurities that people in Syria are experiencing. The project will take a people-centered approach by focusing on building resilience of people and communities through strengthening their ability to cope, recover, and lay the foundations for better recovery, reconstruction and development during and after the crisis. Capacity development – in its various forms and types tailored to meet the needs of people and institutions by taking a participatory approach - will equip them with adequate skills. This will not only contribute to improving the targeted people’s potential for employability but also enhance their preparedness for recovery and reconstruction in the future. Youth-specific interventions that focus on strengthening the leadership role of young people, building their capacities, and supporting their empowerment and participation will contribute to the enhancement of resilience of people and communities.

Gender equality and women’s empowerment: UNDP and participating UN agencies will ensure the mainstreaming of gender equality and women’s empowerment. Under this project, UNDP and the participating UN agencies will promote women’s participation in the capacity development activities, and address female experts and participants’ needs in order to empower them to play an active role in their own areas of work.

Partnership with Japan: UNDP and participating agencies will explore possibilities to engage JICA, Japanese companies and other Japanese organizations, and to involve Japanese nationals in project implementation within their rules and regulations. UNDP will inform the Japanese Embassy when a Japanese company or organization is selected as a vendor/service provider for project activities.

Visibility and outreach: In accordance with the “UNDP Partnership Fund: Policies and Procedures”, UNDP Regional Bureau for Arab States’ Japan Visibility Action Plan, and participating agencies’ policies, the utmost effort will be made to publicize the partnership with Japan for this project, taking into consideration the sensitive political situation in Syria. UNDP and participating agencies will undertake measures to ensure Japan’s visibility, which include:

Publications/publicity materials

- Ensuring posting Japan’s logo on the reports, publications and other publicity materials, such as signboards and T-shirts that the beneficiaries wear during activity implementation.
- Issuing press releases which highlight the Japanese contribution and produce Public Information materials and brochures on Japan’s contribution.
- Producing and posting web-articles on web-page on the activities supported by Japan’s contribution
- Producing and obtaining photos or videos of the activities funded by Japan’s contribution, showing Japan’s logo or signs.
- Utilizing the social media Facebook and Twitter, disseminating information on the activities supported by Japan. UNDP and participating agencies will ensure to mention that the activities are funded by Japan.

Events

- Conducting publicity events with the Japanese Government, benchmarking the key accomplishment of activities, such as agreement signing ceremonies, launch/completion ceremonies of the particular activities, and major conferences related to the project activities. UNDP and participating agencies will inform the Japanese Government of these occasions in advance and facilitate their participation in the event.
- Making sure to mention on Japan’s contribution when UNDP and participating agencies deliver speeches in in the ceremonial/public events
- Making arrangements to maximize media coverage on the events related to Japan’s assistance

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

III. RESULTS AND RESOURCES FRAMEWORK

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

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

Applicable Key Result Area: Strategic Plan Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Partnership Strategy: The programme will be implemented in close partnership and cooperation with i) WHO, UNFPA, IOM, FAO, and UN Habitat, ii) Local entities; iii) NGOs/CBOs; iv) the private sector; v) other UN Agencies, vi) target groups and affected populations. Engagement of all concerned stakeholders will be sought for identification of needs, planning, decision-making, consultation, community mobilization, resource mobilization, implementation, monitoring, feedback and supervision. In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices, knowledge management and information sharing with all partners will be considered involving the beneficiaries/target groups as well.

Project title and ID (ATLAS Award ID): Technical Cooperation for Long-Term Capacity Building of Syrian Experts “Training for All”

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: 400 trained engineers from generation and distribution institutions of the Ministry of Electricity have capacity and are empowered to apply their acquired skills in the maintenance and rehabilitation work.</p> <p><u>Indicators:</u></p> <p>Number of engineers trained</p> <p>Number of qualified trainers</p> <p>Number of rehabilitated training centre</p> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for urgent rehabilitation and maintenance procedures</p> <p><u>Targets:</u></p> <p>400 engineers trained including 15 qualified trainers</p> <p>One training centre rehabilitated, refurbished and reequipped</p>	<ol style="list-style-type: none"> 1. Assessing the needs to rehabilitate and partially expand the training center in Jandar power plant and refurbish and reequip as needed <ul style="list-style-type: none"> • Assess the needs and verify the current situation of the training center and the needed equipment, specifications; • Procurement of needed equipment and confirm the delivery; • Monitor the installation and ensure the functionality of the new and rehabilitated equipment 2. Training programme for Electricity sector to upgrade skills of electrical engineers’ in power generation, distribution, maintenance and other related subjects <ul style="list-style-type: none"> • Asses the current capacity needs and identify gaps and weakness; • Assess the requirements for enhancing the capacities of selected engineers in distribution and generation institutions; • Establish a training programme in collaboration with 	<p>UNDP</p>	<p>Goods and material, contractual services</p> <p>\$400,000</p> <p>Training, technical assistance, travel</p> <p>\$550,000</p> <p>Personnel and experts</p> <p>\$50,000</p>

	<p>Ministry of Electricity.</p> <ul style="list-style-type: none"> • Provide training courses in distribution and generation fields for engineers inside and outside the country • Training of Trainers for selected engineers, enabling them to train other junior engineers, which would further expand the benefits of the training. 		
<p>Output 2: Capacity of national medical and paramedical personnel in physical rehabilitation of PWDs strengthened</p> <p><u>Indicators:</u></p> <p>Number of capacity development courses conducted</p> <p>Number of health workers benefited from capacity development</p> <p><u>Baseline:</u></p> <p>Lack of skilled human resources in the field of physical rehabilitation.</p> <p>Brain-drain of skilled human resources. Poor national academic programme.</p> <p><u>Targets:</u></p> <p>3 capacity development courses conducted</p> <p>90 health workers benefited from capacity development</p>	<p>1. Capacity of national medical and paramedical personnel in physical rehabilitation of PWDs strengthened.</p> <ul style="list-style-type: none"> • Deliver training course on specialized prosthetic technology techniques for above knee amputation • Deliver training course for health workers in occupational therapy techniques • Deliver training course for health workers on wheelchairs prescription and modification. 	UNDP	<p>Technical assistance, training workshop, goods and material, grants</p> <p>\$150,000</p>
<p>Output 3: Capacity of Syrian experts in the fields of governance and media enhanced</p> <p><u>Indicators:</u></p> <p>Number of international meetings on governance conducted</p> <p>Number of journalists trained</p> <p>Online platform is up and running [Y/N]</p> <p><u>Baseline:</u> 0</p>	<p>1. At least three international meetings on long-term governance-related issues held</p> <ul style="list-style-type: none"> • Organize three international meetings on reconciliation, local governance, decentralization, and reconstruction in post-crisis Syria <p>2. Professional capacity of Syrian journalists strengthened</p> <ul style="list-style-type: none"> • Professional training targeting rising Syrian journalists • Development and launch of an online platform “Salon Syria” 	UNDP	<p>Contractual services, workshop and conferences, travel, technical assistance</p> <p>\$304,185</p> <p>Consulting services, technical assistance, workshop and conferences, travel</p> <p>\$300,000</p>

<p><u>Targets:</u></p> <p>At least 3 international meetings on governance conducted</p> <p>45 journalists trained</p> <p>Salon Syria is up and running</p>			
<p>Output 4: Socioeconomic recovery enhanced for stabilization of disrupted livelihoods</p> <p><u>Indicators:</u></p> <p>Number of people benefitting from capacity development support</p> <p>Number of capacity building activities conducted</p> <p>Number of TOTs conducted</p> <p>Number of youth initiatives supported with seed funding</p> <p>Number of youth receiving innovation and entrepreneurship training</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>210 of targeted people benefitting from socio-economic recovery support</p> <p>5 capacity building and training workshops conducted</p> <p>2 TOTs and on-the-job training activities conducted</p> <p>6 youth initiatives supported with seed funding</p> <p>25 youth receiving innovation and entrepreneurship training</p>	<ol style="list-style-type: none"> 1. Socioeconomic recovery enhanced for stabilization of disrupted livelihoods <ul style="list-style-type: none"> • Vocational training programmes followed by provision of vocational toolkits • Business development and entrepreneurship skills support followed by provision of start-up grants • Innovative sectoral capacity building approach with focus on training on value chain and training for trainers (Tot) and on-the-job training for socio-economic recovery and jobs creation 2. Innovative and entrepreneurship capacities of youth enhanced <ul style="list-style-type: none"> • Youth entrepreneurship workshops with focus on innovation and social entrepreneurship 	<p>UNDP</p>	<p>Contractual services, grants, materials and goods, technical assistance, training workshop, TOT and travel</p> <p>\$190,000</p> <p>Contractual services, grants, technical assistance</p> <p>\$60,000</p>
<p>Output 5: National and local capacities for community resilience and peacebuilding enhanced</p> <p><u>Indicators:</u></p> <p>Number of staff of local partners benefitted from capacity development programme</p>	<ol style="list-style-type: none"> 1. Local partners are empowered to take an active role in building resilience <ul style="list-style-type: none"> • Targeted specialized trainings for local partners on participatory planning approaches for area-based recovery and reconstruction strategies • Targeted specialized training for local partners on 	<p>UNDP</p>	<p>Technical assistance, training workshop, contractual services</p> <p>\$100,000</p>

<p>Number of community response actors with improved capacity.</p> <p>Number of community activities undertaken by partners to support social cohesion.</p> <p>Number of E-curriculum activated</p> <p>Number of participants in social cohesion activities.</p> <p><u>Baseline: 0</u></p> <p><u>Targets:</u></p> <p>200 staff of local partners benefitted from capacity development programme</p> <p>8 community response actors with improved capacity.</p> <p>10 community initiatives undertaken by partners to support social cohesion.</p> <p>3 e-curriculum activated</p> <p>500 participants in social cohesion activities.</p>	<p>project management cycle with special focus on needs assessment and monitoring and evaluation</p> <ul style="list-style-type: none"> • Developing evidence-based training programming and response for civil society actors • Training of civil society organization on youth and community mobilization and engagement in the above mentioned topics and in the recovery and reconstruction processes. • Activating the e-learning platform for innovative adult learning/vocational training and NGOs capacity development <p>2. Local capacity for peacebuilding and social cohesion enhanced</p> <ul style="list-style-type: none"> • Specialized training for community response actors on response planning, dialogue facilitation, dispute mediation and negotiation • Promote inter-communal youth volunteer activities to strengthen social cohesion • Provide training and mentoring in facilitation and public engagement • Implement local peacebuilding and social cohesion activities 		<p>Technical assistance, Training workshops and conferences, grants, contractual services - \$140,000</p>
<p>Output 6: Capacity of Syrian archaeological experts enhanced</p> <p><u>Indicators:</u></p> <p>Number of experts and DGAM personnel benefitting from capacity building</p> <p>Equipment procured [Y/N]</p> <p><u>Baseline: 0</u></p> <p><u>Targets:</u></p> <p>120 experts and DGAM personnel benefitting from capacity building</p> <p>Equipment procured and handed over to the DGAM</p>	<p>1. Capacity of Syrian archaeological experts enhanced</p> <ul style="list-style-type: none"> • Training of experts in partnership with Kashiara Institute • International conference attended by Syrian and international experts to exchange views <p>2. DGAM is equipped with needed tools and equipment for archaeological restoration and conservation</p> <ul style="list-style-type: none"> • Assessment and validation of needed equipment • Procurement of equipment and hand over to DGAM 	<p>UNDP</p>	<p>Technical assistance, training workshop, contractual services, travel, technical staff, personnel \$870,000</p> <p>Materials and goods, equipment and furniture - \$400,000</p>

<p>Output 7: Capacities of biomedical engineers in the area of installing and maintaining medical equipment is built</p> <p><u>Indicators:</u></p> <p>Number of TOTs conducted</p> <p>Number of trained medical engineers</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>8 TOTs conducted</p> <p>106 trained biomedical engineer</p>	<p>1. Capacities of medical engineers in the area of installing and maintaining medical equipment enhanced</p> <ul style="list-style-type: none"> • Provide 8 Training of Trainers (TOTs) on the maintenance for advanced biomedical equipment. • Train 106 biomedical engineers from MOH, MOHE and 12 hospitals in Damascus, Aleppo, Lattakia, and Dara on maintenance for medical equipment. • At least 10 site visits on the project locations to ensure proper implementation and smooth progress of activities. 	<p>WHO</p>	<p>Technical assistance \$18,000</p> <p>Training \$16,009</p> <p>Travel and logistics \$3,000</p>
<p>Output 8: Capacity of non-physician clinician enhanced to improve quality of Emergency Obstetric Care through use of audit and process indicators.</p> <p><u>Indicators:</u></p> <p>Number of National Curriculum adapted, updated and Disseminated</p> <p>Number of Nursing and Midwifery schools equipped</p> <p>Number of nurses and midwives trained on the new Curriculum.</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>One national Curriculum and Toolkits for midwifery training adapted, updated and disseminated</p> <p>350 Nurses and 50 Midwives trained on the new curriculum</p> <p>10 Nursing and midwifery schools equipped</p>	<p>1. National Curriculum for Midwifery certified training adapted</p> <ul style="list-style-type: none"> ▪ Recruit a National consultant and /or consultation Group to review existing midwifery training and education tools ▪ Adapt and update National curriculum for midwifery certified training <p>2. National toolkits for midwifery practical work enhanced and disseminated</p> <ul style="list-style-type: none"> ▪ Develop one National training toolkits for midwifery practical work. ▪ Printing 100 copies of the new curriculum and toolkits package. ▪ Develop and print IEC materials including short educator videos, Standards of Procedures and flyers. ▪ Conduct 20 training sessions targeting 350 Nurses and 50 midwives in primary health care centres and NGOs facilities <p>3. Create an Automated system of Non Physician Clinician profiles</p> <ul style="list-style-type: none"> ▪ Hiring specialized Company of Information System to Support creation of Automated system for profiles of Non Physician Clinicians 	<p>UNFPA</p>	<p>Consultation Fees \$11,025</p> <p>Meeting to Adapt the curriculum and toolkits \$14,346</p> <p>Training Cost \$123,611</p> <p>Printing cost \$10,000</p> <p>Develop IEC Materials \$8,000</p> <p>Enhance Automated System \$15,000</p> <p>Monitoring activities \$2,000</p> <p>Procurement activities \$160,000</p> <p>Deployment fees for 2 focal points \$10,000</p>

	<p>4. Provision of miner capacity needs for 10 Nursing & midwifery schools in 10 Governorates</p> <ul style="list-style-type: none"> ▪ Procure the needed Non Health Equipment and education models for 10 Nursing and midwifery schools in 10 Governorates ▪ Provide support cost for two focal points for 9 Months ▪ Monitor the project activities implementation on quarterly basis 		
<p>Output 9: Capacity of agricultural support institutions for service-provision and knowledge transfer is built</p> <p><u>Indicators:</u></p> <p>Number of veterinary, water resource and crop production technical personnel trained;</p> <p>% of participants/trainees able to demonstrate better knowledge of new practices/technologies and/or clear understanding of constraints affecting their sectors and possible actions or strategies to address them</p> <p><u>Baseline:</u></p> <p>0</p> <p><u>Targets:</u></p> <p>790 veterinary, water resource and crop production technical personnel trained;</p> <p>80 % of participants/trainees able to demonstrate better knowledge of new practices/technologies and/or clear understanding of constraints affecting their sectors and possible actions or strategies to address them</p>	<p>1. Develop training and capacity building for veterinarian</p> <ul style="list-style-type: none"> • Hiring of specialised consultants to provide training of trainees –on the relevant topics that support veterinary sector. • Training of 10 senior experts for 1 month on different topics related to veterinary support (diagnosis, TADs and other topics). • Training of 240 veterinary experts from MAAR, SVA and other NGOs on above mentioned different topics. <p>2. Develop training and capacity building for water engineers and technician</p> <ul style="list-style-type: none"> • 15 trainers (water related engineers) and 180 trainees (technical staff) from the water related Ministries and research institutions are trained on water demand management subjects, irrigation management, monitoring and analysis • 5 trainers (water related engineers) and 147 trainees (technical staff) from the water related Ministries and research institutions are trained theoretically and practically on low cost efficient irrigation techniques, solar energy and its application in irrigation projects, rehabilitation of irrigation systems and main constructions on irrigation networks • 3 water engineers are trained in overseas technical institutions on irrigation management, water and soil management, and low cost efficient irrigation 	<p>FAO</p>	<p>Experts, Trainers, preparation of training material, equipment, provision of compensations and operational costs</p> <p>\$ 150,000</p> <p>Experts, Trainers, preparation of training material, equipment, provision of compensations and operational costs</p> <p>\$ 150,000</p>

	<p>techniques.</p> <ul style="list-style-type: none"> • End of training workshop to share findings and gained knowledge and to draw recommendations <p>3. Develop training and capacity building for technicians on crop production</p> <ul style="list-style-type: none"> • Hiring of specialised consultants to provide training of trainees –on the relevant topics that support crop production. • Training of 10 senior experts for 1 month on different topics related to crop production and protection, forestry, natural resource management, fisheries, food processing, nutrition, value chain and early warning monitoring. • Training of 180 trainers (agricultural engineers/junior experts) from MAAR in central directorates and governorates levels on above mentioned different topics, as well as members from implementing partners, NGOs and local community. 		<p>Experts, Trainers, preparation of training material, equipment, provision of compensations and operational costs</p> <p>\$ 150,000</p>
<p>Output 10: 20 municipalities have established Municipal Service Centres with the capacity to formulate evidence based and participatory municipal recovery plans that prioritise recovery and return interventions.</p> <p><u>Indicators:</u></p> <p>Number of evidence based and participatory municipal recovery plans</p> <p><u>Baseline: 0</u></p> <p><u>Target:</u></p> <p>20 municipal recovery plans</p>	<p>1. 20 municipalities are able to use an Urban MIS system to collect and analyse data – including socioeconomic, technical, and GIS data.</p> <ul style="list-style-type: none"> • Three-day municipal and neighbourhood planning training workshop • Provision of an Urban MIS system <p>2. 20 municipalities are able to assess urban functionality in key sectors – housing, infrastructure, WASH, access, and open spaces and develop municipal and neighbourhood action plans to prioritise activities, and deliver and/or monitor recovery and reconstruction activities.</p> <ul style="list-style-type: none"> • Technical support to implement the training to develop municipal and neighborhood action plans 	<p>UN Habitat</p>	<p>Training Workshop, technical assistance, personnel, equipment</p> <p>\$214,868</p> <p>Training Workshop, technical assistance, personnel, equipment</p> <p>\$139,114</p>

<p>Output 11: Syria crisis response improved through capacity building in the construction sector.</p> <p><u>Indicator:</u></p> <p>Scorecards to measure improvement in skills and capacities in the construction sector</p> <p>Scorecards to measure skills, capacities and gaps and needs in the construction labor market</p> <p>Number of vocational training centers supported</p> <p>Number of vocational training centers Staff trained</p> <p>Number of vocational students benefitting from supported VTCs</p> <p>Number of construction skilled workers trained</p> <p>Number of engineers trained</p> <p><u>Baseline:</u></p> <p>TBD - Scorecards to measure improvement in skills and capacities in the construction sector</p> <p>TBD - Scorecards to measure skills, capacities and gaps and needs in the construction labor market</p> <p>TBD - Number of vocational students benefitting from supported VTCs</p> <p>0</p> <p><u>Target:</u></p> <p>TBD - Scorecards to measure improvement in skills and capacities in the construction sector</p> <p>TBD - Scorecards to measure skills, capacities and gaps and needs in the construction labor market</p> <p>6 vocational training centers supported</p> <p>60 vocational training centers Staff trained</p> <p>900 vocational students benefitting from supported VTCs</p>	<ol style="list-style-type: none"> 1. Conditions/skills, capacities, gaps and needs of construction labor market, private/public sector and related Vocational Training Centers (VTCs) in prioritized governorates are identified and analyzed. <ul style="list-style-type: none"> • Conduct needs assessment to identify construction labor market conditions/skills available or needed; • Conduct needs assessment to identify construction Vocational Training Centers (VTCs') capacities and needs; • Conduct focus group discussions with main stakeholders (ministries, governmental departments, private sector, VTCs manages & staff); • Conduct a detailed study by a specialist consultant to prepare a plan based on the collected and analyzed data; • Conduct workshop with all stakeholders on the results of the above-mentioned assessment. 2. Enhanced capacity of construction Vocational Training Centers VTCs' managers and staff, and the facilities of up to 6 VTCs. <ul style="list-style-type: none"> • Train VTCs managers to enhance their management skills, responding to the needs of the labor market assessed in the assessment conducted in output 1, while maximizing internal and external efficiency; • Repair/upgrade the facilities of 6 selected VTCs that will benefit 900 vocational students based on the results of the assessment mentioned in output 1. 3. Upgraded construction skills of 100 of skilled workers (carpenters, masons, re-bar specialists, electricians, plumbers, heavy equipment operators). <ul style="list-style-type: none"> • Set criteria to select the most vulnerable and affected skilled workers in targeted communities; • Train select skilled workers on technical knowledge and skills required for them to work effectively and efficiently; 	<p>IOM</p>	<p>Technical assistance, personnel, equipment, transportation, travel, training and workshop</p> <p>\$40,000</p> <p>Technical assistance, personnel, equipment, transportation, travel, training and workshop</p> <p>\$143,455</p> <p>Technical assistance, personnel, equipment, transportation, travel, training and workshop</p> <p>\$196,269</p>
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<p>100 construction skilled workers trained</p> <p>100 engineers trained</p>	<ul style="list-style-type: none"> • Conduct up-to-date training on emergency-construction/repair response and on green building and alternative energy and water resources methodologies, and refreshing sessions for 100 skilled workers (carpenters, masons, re-bar specialists, electricians, plumbers, heavy equipment operators); • Conduct training on small business startup and management skills, for the selected 100 skilled workers, to respond to the needs of the labor market; • Design and distribute complementary tool kits to the selected 100 skilled workers. <p>4. Upgraded construction skills of 100 civil and construction engineers.</p> <ul style="list-style-type: none"> • Set the training topics and prepare the curricula; • Set criteria to select the trainees in coordination with engineering syndicate and universities; • Select construction professionals 100 civil and construction engineers to be trained, and • Conduct trainings on reinforcement techniques and related visibility studies, and debris removal management for 100 civil engineers. 		<p>Technical assistance, personnel, equipment, transportation, travel, training and workshop</p> <p>62,754</p>
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IV. ANNUAL WORK PLAN

Year: March 2017 – March 2018

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD
<p>Output 1: 400 trained engineers from generation and distribution institutions of the Ministry of Electricity have capacity and are empowered to apply their acquired skills in the maintenance and rehabilitation work.</p> <p><u>Indicators:</u></p> <p>Number of engineers trained</p> <p>Number of qualified trainers</p> <p>Number of rehabilitated training centre</p> <p><u>Baseline:</u></p> <p>Lack of technical expertise needed for urgent rehabilitation and maintenance procedures</p> <p><u>Targets:</u></p> <p>400 engineers trained including 15 qualified trainers</p> <p>One training centre rehabilitated, refurbished and reequipped</p>	<p>1. Assessing the needs to rehabilitate and partially expand the training centre in Jandar power plant and refurbish and reequip as needed</p>	x	x	x		UNDP	Japan	Goods and material, contractual services	400,000
	<p>2. Implementing a Training programme for Electricity sector to upgrade skills of electrical engineers' in power generation, distribution, maintenance and other related subjects</p>	x	x	x	x	UNDP		Japan	Training, technical assistance, travel
<p>Output 2: Capacity of national medical and paramedical personnel in physical rehabilitation of PWDs is strengthened.</p> <p><u>Baseline:</u></p> <p>Lack of skilled human resources in the field</p>	<p>1.1. Training course on prosthetic technology for above knee amputation for 2 months for 15 trainees</p>		x	x		UNDP	Japan	Technical assistance, training workshop, goods and material, grants	75,000

<p>of physical rehabilitation. Brain-drain of skilled human resources. Poor national academic programme.</p> <p><u>Indicators:</u> Number of capacity development courses conducted</p> <p>Number health workers benefited from capacity development</p> <p><u>Targets:</u> 3 capacity development courses conducted 90 health workers' benefited from capacity development</p>	<p>1.2. Training course on occupational therapy techniques specially those related to wheelchair prescription and modification and other adaptive tools for 20 days for 35 trainees</p>		x	x		UNDP	Japan	Technical assistance, training workshop, goods and materials	45,000
	<p>1.3. Training course on wheelchair prescription and modification for 15 days for 35 trainees.</p>		x	x		UNDP	Japan	Technical assistance, training workshop, goods and materials	30,000
<p>Output 3: Capacity of Syrian experts in the fields of governance and media enhanced</p> <p><u>Indicators:</u> Number of international meetings on governance conducted Number of journalists trained Online platform is up and running [Y/N]</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u> 3 international meetings on governance conducted 45 journalists trained Salon Syria is up and running</p>	<p>1. At least three international meetings on long-term governance-related issues held</p>	x	x	x	x	UNDP	Japan	Consulting services, technical assistance, workshop and conferences, travel	304,185
	<p>2. Professional capacity of Syrian journalists strengthened</p>	x	x	x	x	UNDP	Japan	Contractual services, workshop and conferences, travel, technical assistance	300,000

<p><u>Indicators:</u></p> <p>Number of people benefitting from capacity development support</p> <p>Number of capacity building activities conducted</p> <p>Number of TOTs conducted</p> <p>Number of youth initiatives supported with seed funding</p>	<p>1. Socioeconomic recovery enhanced for stabilization of disrupted livelihoods</p>	x	x	x	x	UNDP	Japan	Contractual services, grants, materials and goods, technical assistance	190,000
<p>Number of youth receiving innovation and entrepreneurship training</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>210 of targeted people benefitting from socio-economic recovery support</p> <p>5 capacity building and training workshops conducted</p> <p>2 TOTs and on-the-job training activities conducted</p> <p>6 youth initiatives supported with seed funding</p> <p>25 youth receiving innovation and entrepreneurship training</p>	<p>2. Innovative and entrepreneurship capacities of youth enhanced</p>			x	x	UNDP	Japan	Contractual services, grants, technical assistance	60,000

<p>Output 5: National and local capacities for community resilience and peacebuilding enhanced</p> <p><u>Indicators:</u></p> <p>Number of staff of local partners benefitted from capacity development programme</p> <p>Number of community response actors with improved capacity.</p> <p>Number of community activities undertaken by partners to support social cohesion.</p>	<p>1. Local partners are empowered to take an active role in building resilience</p>	x	x	x	x	UNDP	Japan	Technical assistance, training workshop, contractual services	100,000
<p>Number of E-curriculum activated</p> <p>Number of participants in social cohesion activities.</p> <p><u>Baseline: 0</u></p> <p><u>Targets:</u></p> <p>200 staff of local partners benefitted from capacity development programme</p> <p>8 community response actors with improved capacity.</p> <p>10 community initiatives undertaken by partners to support social cohesion.</p> <p>3 e-curriculum activated</p> <p>500 participants in social cohesion activities.</p>	<p>2. Local capacity for peacebuilding and social cohesion enhanced</p>	x	x	x	x	UNDP	Japan	Technical assistance, training workshop, contractual services	140,000
<p>Output 6: Capacity of Syrian archaeological experts enhanced</p> <p><u>Indicators:</u></p> <p>Number of experts and DGAM personnel benefitting from capacity building</p>	<p>1. Capacity of Syrian archaeological experts enhanced</p>	x	x	x	x	UNDP	Japan	Technical assistance, training workshop, contractual services, travel, technical staff, personnel, goods and materials	870,000

<p>Equipment procured and handed over to DGAM [Y/N]</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>120 experts and DGAM personnel benefitting from capacity building</p> <p>Equipment procured and handed over to the DGAM</p>	<p>2. DGAM is equipped with needed tools and equipment for archaeological restoration and conservation</p>	x	x	x	x	UNDP	Japan	Materials and goods, equipment and furniture	400,000
<p>Output 7: Capacities of biomedical engineers in the area of installing and maintaining medical equipment is built</p> <p><u>Indicators:</u></p> <p>Number of TOTs conducted</p> <p>Number of trained medical engineers</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>8 TOTs conducted</p> <p>106 trained biomedical engineer</p>	<p>1.1. Provide 8 Training of Trainers (TOTs) on the maintenance for advanced biomedical equipment.</p>		x	x		WHO	UNDP	Consultancy fees for 4 missions	18,000
	<p>1.2. Train 106 biomedical engineers from MOH, MOHE and 12 hospitals in Damascus, Aleppo, Lattakia, and Dara on maintenance for medical equipment.</p>			x	x	WHO	UNDP	16 trainings	16,009
	<p>1.3. At least 10 site visits on the project locations to ensure proper implementation and smooth progress of activities</p>			x	x	WHO	UNDP	Supervisory missions for WHO staff	3,000
<p>Output 8: Capacity of non-physician clinician enhanced to improve quality of Emergency Obstetric Care through use of audit and process indicators.</p> <p><u>Indicators:</u></p> <p>Number of National Curriculum adapted,</p>	<p>1. National Curriculum for Midwifery certified training adapted</p>	x	x			UNFPA	UNDP	Consultation fees 8 Technical meeting and workshops to adapt and Update the National Curriculum with stakeholders and health Authorities	11,025 8,000

<p>updated and Disseminated</p> <p>Number of Nursing and Midwifery schools equipped</p> <p>Number of nurses and midwives trained on the new Curriculum.</p> <p><u>Baseline: 0</u></p> <p><u>Targets:</u></p> <p>One national Curriculum and Toolkits for midwifery training adapted, updated and disseminated</p> <p>350 Nurses and 50 Midwives trained on the new curriculum</p> <p>10 Nursing and midwifery schools equipped</p>	<p>2. National toolkits for midwifery practical work enhanced and disseminated</p>		x	x	X	UNFPA	UNDP	<p>5 technical meeting to develop training toolkits</p> <p>Printing 100 copies of training toolkits and curriculum</p> <p>Develop 5 short educator videos, 5 flyers and 5 SOPs and printing</p> <p>20 training sessions for one months for each</p>	<p>6,346</p> <p>10,000</p> <p>8,000</p> <p>123,611</p>
	<p>3. Create an Automated system of Non Physician Clinician profiles</p>			x	x	UNFPA	UNDP	<p>Recruitment fees</p>	<p>15,000</p>
	<p>4. Provision of minor capacity needs for 10 Nursing & midwifery schools in 10 Governorates</p>	x	x	x	x	UNFPA	UNDP	<p>Procure list of needed equipment, education models and furniture for 10 Schools</p> <p>Remuneration for 2 focal point for 9 months</p> <p>Conduct at least 2 site visits per quarter</p>	<p>160,000</p> <p>10,000</p> <p>2,000</p>
<p>Output 9: Capacity of agricultural support institutions for service-provision and knowledge transfer is built</p> <p><u>Indicators:</u></p> <p>Number of veterinary, water resource and crop production technical personnel trained;</p>	<p>1. Develop training and capacity building for veterinarian</p>	x	x	x	x	FAO	UNDP	<p>Experts, Trainers, preparation of training material, equipment, provision of compensations and operational costs</p>	<p>150,000</p>

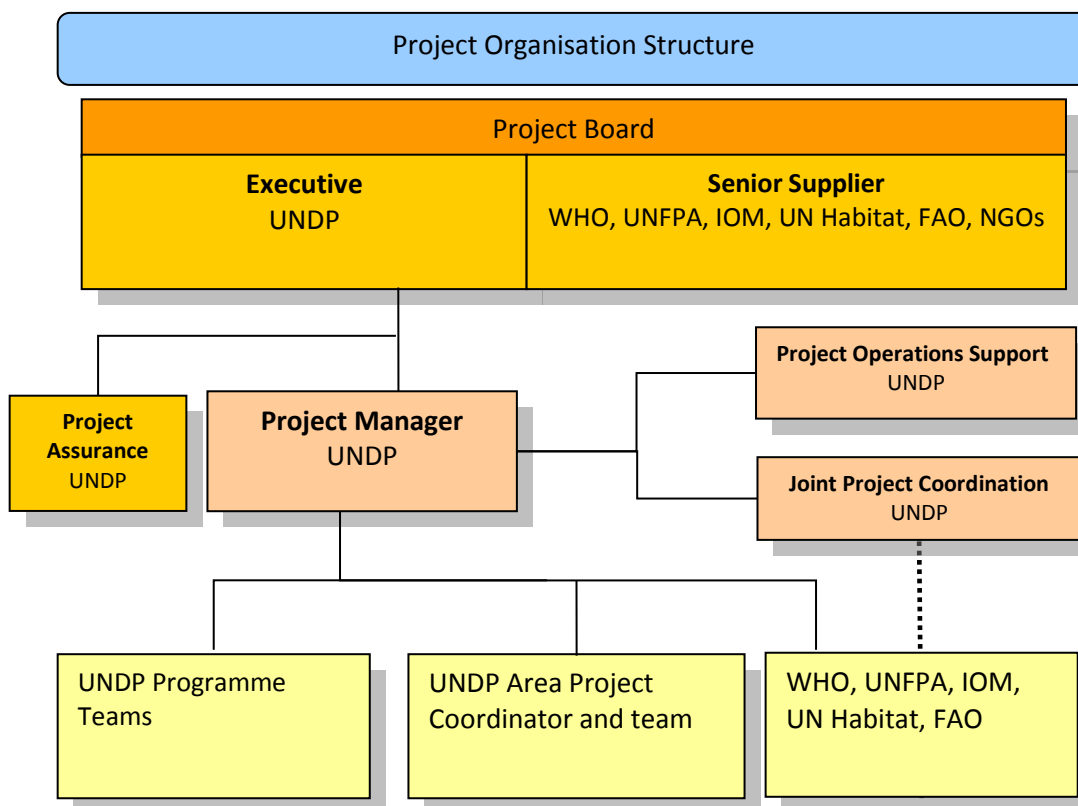
<p>% of participants/trainees able to demonstrate better knowledge of new practices/technologies and/or clear understanding of constraints affecting their sectors and possible actions or strategies to address them</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>790 veterinary, water resource and crop production technical personnel trained;</p> <p>80 % of participants/trainees able to demonstrate better knowledge of new practices/technologies and/or clear understanding of constraints affecting their sectors and possible actions or strategies to address them</p>	<p>2. Develop training and capacity building for water engineers and technician</p>	x	x	x	x	FAO	UNDP	Experts, Trainers, preparation of training material, equipment, provision of compensations and operational costs	150,000
	<p>3. Develop training and capacity building for technicians on crop production</p>	x	x	x	x	FAO	UNDP	Experts, Trainers, preparation of training material, equipment, provision of compensations and operational costs	53,982
<p>Output 10: 20 municipalities have established Municipal Service Centres with the capacity to formulate evidence based and participatory municipal recovery plans that prioritise recovery and return interventions.</p> <p><u>Indicators:</u></p> <p>Number of evidence based and participatory municipal recovery plans</p> <p><u>Baseline:</u> 0</p> <p><u>Targets:</u></p> <p>20 municipal recovery plans</p>	<p>1. 20 municipalities are able to use an Urban MIS system to collect and analyse data – including socioeconomic, technical, and GIS data.</p>	x	x	x		UN Habitat	UNDP	Training Workshop, technical assistance, personnel, equipment	214,868
	<p>2. 20 municipalities are able to assess urban functionality in key sectors – housing, infrastructure, WASH, access, and open spaces and develop municipal and neighbourhood action plans to prioritise activities, and deliver and/or monitor recovery and reconstruction activities.</p>		x	x	x		UN Habitat	UNDP	Training Workshop, technical assistance, personnel, equipment

<p>Output 11: Syria crisis response improved through capacity building in the construction sector.</p> <p><u>Indicator:</u></p> <p>Scorecards to measure improvement in skills and capacities in the construction sector</p> <p>Scorecards to measure skills, capacities and gaps and needs in the construction labor market</p> <p>Number of vocational training centers supported</p> <p>Number of vocational training centers Staff trained</p> <p>Number of vocational students benefitting from supported VTCs</p> <p>Number of construction skilled workers trained</p> <p>Number of engineers trained</p> <p><u>Baseline:</u></p> <p>TBD - Scorecards to measure improvement in skills and capacities in the construction sector</p> <p>TBD - Scorecards to measure skills, capacities and gaps and needs in the construction labor market</p> <p>TBD - Number of vocational students benefitting from supported VTCs</p> <p>0</p> <p><u>Target:</u></p>	<p>1. Conditions/skills, capacities, gaps and needs of construction labor market, private/public sector and related Vocational Training Centers(VTCs) in prioritized governorates are identified and analyzed.</p>	x				IOM	UNDP	Technical assistance, personnel, equipment, transportation, travel	\$40,000	
	<p>2. Enhanced capacity of construction Vocational Training Centers VTCs' managers and staff, and the facilities of up to 6 VTCs.</p>		x	x			IOM	UNDP	Technical assistance, personnel, equipment, transportation, travel	143,455
	<p>3. Upgraded construction skills of 100 of skilled workers (carpenters, masons, re-bar specialists, electricians, plumbers, heavy equipment operators).</p>		x	x	x		IOM	UNDP	Technical assistance, personnel, equipment, transportation, travel	196,269

<p>TBD - Scorecards to measure improvement in skills and capacities in the construction sector</p> <p>TBD - Scorecards to measure skills, capacities and gaps and needs in the construction labor market</p> <p>6 vocational training centers supported</p> <p>60 vocational training centers Staff trained</p> <p>900 vocational students benefitting from supported VTCs</p> <p>100 construction skilled workers trained</p> <p>100 engineers trained</p>	<p>4. Upgraded construction skills of 100 civil and construction engineers.</p>			x	x	IOM	UNDP	<p>Technical assistance, personnel, equipment, transportation, travel</p>	62,754
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V. MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP. Management arrangements are illustrated in *Figure 2* below and consist of the following key components:



- **Project board** chaired by UNDP with membership of WHO, UNFPA, IOM, UN Habitat, FAO,, and a representative of NGOs/ think tanks, as applicable (see Figure 2 below). The Project Board is the group responsible for making on consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.
- **The project assurance** is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer typically holds the Project Assurance role for the UNDP Board. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.
- **Project Management:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is appointed by UNDP.
- **Joint Project Coordination** will be responsible for operational and programmatic coordination among the participating UN agencies. This includes preparation of project document, support to conclude agency-to-agency contribution agreements, preparation of work plan, financial and narrative reporting, convening technical coordination meetings, and serving as the donor focal point.

Financial Management: The Bureau for External Relations and Advocacy (BERA) in UNDP New York will oversee overall fund management of Japan's Supplementary Budget contribution to this project in line with the Japan-UNDP Partnership Fund. For any fund balances at the end of the project, the Country Office shall consult with the Japanese Embassy in Syria and the Government of Japan on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on "Agreement for the Interest Income derived from Japan-UNDP Partnership Fund." UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget Outputs is required, if more than 20% increase or decrease is expected.

All procurement of goods and services and recruitment of project personnel by UNDP shall be carried out in accordance with UNDP rules and regulations. The participating agencies shall apply their rules and regulations for the implementation of agreed activities.

For any procurement cases, UNDP and the participating agencies will apply lessons learned from UNDP's projects in the electricity sector and take appropriate measures to mitigate the risk of exchange rate fluctuation, including by contracting in US dollars.

Inter-agency Arrangements: UNDP will transfer an agreed amount of fund to each participating UN agency through an UN Agency to UN Agency Contribution Agreement for the purpose of the implementation of programme activities in the framework of the current project.

In the arrangement:

- UNDP, as "contributing agency" will be accountable to the donor and the "recipient agency" will be accountable to UNDP for use of the funds.
- The recipient agency will be fully responsible for administering the contribution in accordance with its financial regulations, rules, policies and procedures, and administrative instructions, and carrying out agreed activities efficiently and effectively.
- UNDP will not be responsible for any financial commitment or expenditure made by the recipient agency that exceeds the budget for the activities. UNDP will have no obligation to provide the recipient agency with any funds or to make any reimbursement for expenses incurred in excess of the total budget as set forth herein.
- The contribution will be paid to the recipient agency prior to the commencement of agreed activities.
- The recipient agency's support costs, determined at 8% of actual expenditures, will be paid from the contribution, in accordance with the budget in the project document.
- The recipient agency will provide UNDP with quarterly narrative reports on the progress of the activities. Final narrative report shall be submitted within 45 days after the end of the activities.
- The recipient agency will provide UNDP with quarterly financial statements, and a final financial statement within 45 days after the completion of the activities. The recipient agency will also provide a certified financial report by 30 June of the year following the financial closing of the activities.
- Any unspent contribution shall be returned to UNDP, unless otherwise agreed in writing by the parties.

Final report: The Final Report will be produced upon completion of the project to provide final analysis, findings, lessons learned and recommendations. UNDP will submit the report to the Japanese Embassy in Syria within 3 months after the end of the fund period of Japan's FY2016 Supplementary Budget. The final report will summarize the results achieved by the project. A final Financial Report will be submitted within 12 months after the project end date to the Embassy of Japan in Syria.

VI. MONITORING FRAMEWORK AND EVALUATION

A monitoring plan will be developed at the onset of the project. Monitoring of the various project activities and interventions shall be carried out through various monitoring mechanisms, including possibly the use of third party monitoring. The project will encourage participatory monitoring and evaluation, to ensure the highest transparency and accountability possible. The project manager will use as well all means of technology to maintain regular communication with the teams.

Quarterly progress reporting: A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

An Issue Log: An issue log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Risk Log: Based on the risks log (identified at the initial stage of project), the risk log shall be activated in UNDPs project management system and will be regularly updated by reviewing the external environment and internal factors that may affect the project implementation.

Field visits and quarterly reports: The Project Manager will prepare regular progress reports for the Project Management Board (PMB), accompanied by financial reports. The progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the PMB for making decisions and introducing corrective actions.

Review Meetings: The Project Manager will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. The manager will prepare a brief action-oriented report on the review meeting, in coordination with the programme officer, and send it to participants in the meetings for their approval or comments.

Annual Work-Plan and Budget: The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The project manager is tasked with the responsibility of implementing the project in accordance with these documents.

Monitoring visits by UNDP: The project will be subject to monitoring visits undertaken by UNDP staff and/or an external monitoring agent who will be sub- contracted.

Lessons Learnt: A project lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, as well as to facilitate the preparation of the lessons-learned Report at the end of the project.

Review: Project performance will be reviewed upon completion of the project. The findings will be incorporated in the APR.

Evaluation and Audit: The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Syrian Arab Republic and UNDP, signed on 12 March 1981.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document

VIII. ANNEXES

ANNEX 1: RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The escalation of violence and armed conflict in Damascus (UNDP CO) and/or other governorates (UNDP field presence)	Project initiation	Political (security)	<p>Impede access and operations in specific locations/governorates or in the country (depending on intensity/scale/geographical areas)</p> <p>P = 5</p> <p>I = 4 (depending on available contingency measures and partnerships agreements)</p>	<ul style="list-style-type: none"> ▪ Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision ▪ Ensure adequate support to UNDP field teams to facilitate remote management ▪ Develop and manage partnerships with CBOs and private sector at the local level ▪ Identify qualified partner NGOs/CBOs for the implementation, monitoring and supervision of the project activities ▪ Set up a back-up office in Damascus or field locations to support the operation from within Syria ▪ Maintain an in-depth follow up and analysis of incidents and security situation in the country. 	UNDP			
2	Inaccessibility to target areas due security situation		Operational	<p>Impede operations and implementation of relevant project activities (cash transfer and distribution of tools, if procurement is not made locally or if tools are not yet distributed)</p> <p>P = 5</p>	<ul style="list-style-type: none"> ▪ Strengthen field teams and operations ▪ Rely on implementing partners at the local level (CBOs/NGOs/Private sector/local authorities) ▪ Third party monitoring ▪ Rely on available financial transfer mechanisms 	UNDP			Highly variable in time and geographically

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				I = 4 (Agreements with implementing partners should be in place, which will lessen the impact)	<ul style="list-style-type: none"> Develop strong partnerships for all of the above mentioned measures 				
3	Absorption capacity of national and local stakeholders and implementing partners		Operational Organizational	Slow implementation of the planned activities due to limited capacities of national and local partners P = 4 I = 4	<ul style="list-style-type: none"> Quick on-the-job training for target implementing partners to better implement/perform Develop Standard Operating Procedures (SOPs) to work with each target partner (depending on the nature/type of partnerships) Develop a detailed operational plan (including procurement and recruitment plans to support the implementation of activities) 	UNDP			
4	Depletion of local markets and long procurement processes and approvals		Operational	Given the situation in Syria, prices and availability of good quality materials might be affected. International bids can be problematic given the sanctions imposed on the country. P = 4 I = 5	<ul style="list-style-type: none"> Application of fast-track procedures for procurement Inform the concerned government entities of any potential international procurement to facilitate import (taking into consideration the imposed sanctions) Inform RACP and ACP of potential cases based on a detailed procurement plan Support the procurement team with an international expert. 	UNDP			

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5	Delay in partnerships agreement with UN agencies and NGOs/CBOs			Currently, partnerships with NGOs/CBOs require long procedures with the government which will delay the implementation pace. P=4 I=5	<ul style="list-style-type: none"> ▪ UNDP senior management and partners to advocate with MoFA ▪ Maintain UNDP current partnership agreements approved by MoFA ▪ Launch clearance process well in advance of planned activities where possible. 	UNDP			
6	Equal access to all affected populations		Political Strategic	Negatively affect the fair and equal targeting of all affected populations P = 4 I = 4	<ul style="list-style-type: none"> ▪ Diversification of national and local partners and target beneficiaries ▪ Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders ▪ Continuous consultation with concerned national and local concerned stakeholders 	UNDP			
7	Recruitment of highly qualified staff National (brain drain/ migration) International (security)		Operational Strategic	This will affect the delivery of results. P = 3 I = 4	<ul style="list-style-type: none"> ▪ Application of fast-track procedures. ▪ Pre-identifying and encouraging potentially suitable candidates to apply for vacancies. ▪ Look into project pools of consultants who are available and interested. 				
8	Fluctuation of exchange rates		Operational	Change in exchange rate affects the amount of payment in USD if the contract is made in a currency other than USD P=4 I=3	<ul style="list-style-type: none"> ▪ Contract in USD for any major procurement cases 	UNDP			

ANNEX 2: BUDGET SUMMARY

Output	Agency	Amount in USD						
Output 1: 400 trained engineers from generation and distribution institutions of the Ministry of Electricity have capacity and are empowered to apply their acquired skills in the maintenance and rehabilitation work.	UNDP	\$1,000,000						
Output 2: Capacity of national medical and paramedical personnel in physical rehabilitation of PWDs strengthened	UNDP	\$150,000						
Output 3: Capacity of Syrian experts in the fields of governance and media enhanced	UNDP	\$604,185						
Output 4: Socioeconomic recovery enhanced for stabilization of disrupted livelihoods	UNDP	\$250,000						
Output 5: National and local capacities for community resilience and peacebuilding enhanced	UNDP	\$240,000	Program incl management and coordination (A)				GMS (E) 8% of (B)+(C)	Transfer from UNDP B+C+E
Output 6: Capacity of Syrian archaeological experts enhanced	UNDP	\$1,270,000						
Output 7: Capacities of biomedical engineers in the area of installing and maintaining medical equipment is built	WHO	\$43,967	\$41,820	\$37,009	\$3,701	\$1,110	\$3,257	\$43,967
Output 8: Capacity of non-physician clinician enhanced to improve quality of Emergency Obstetric Care through use of audit and process indicators	UNFPA	\$420,531	\$400,000	\$353,982	\$35,398	\$10,619	\$31,150	\$420,531
Output 9: Capacity of agricultural support institutions for service-provision and knowledge transfer is built	FAO	\$420,531	\$400,000	\$353,982	\$35,398	\$10,619	\$31,150	\$420,531
Output 10: 20 municipalities have established Municipal Service Centres with the capacity to formulate evidence based and participatory municipal recovery plans that prioritise recovery and return interventions.	UN Habitat	\$420,531	\$400,000	\$353,982	\$35,398	\$10,619	\$31,150	\$420,531
Output 11: Syria crisis response improved through capacity building in the construction sector.	IOM	\$525,664	\$500,000	\$442,478	\$44,248	\$13,274	\$38,938	\$525,664
Total Outputs		\$5,345,408	\$1,741,820	\$1,541,434	\$154,143	\$46,243	\$135,646	\$1,831,223
UNDP multi-agency coordination		\$200,629						
Agencies contribution to coordination		\$46,243						
Project operations support, technical assistance, security mitigation, logistics		\$300,209						
Reporting and Communication		\$89,733						
Sub Total		\$5,982,222						
UNDP GMS (8%)		\$478,578						
Grand Total		\$6,460,800						

ANNEX 3: LETTER - DIRECTORATE GENERAL OF ANTIQUITIES AND MUSEUMS

Syrian Arab Republic
Ministry of Culture
Directorate General of
Antiquities & Museums



الجمهورية العربية السورية
وزارة الثقافة
المديرية العامة للآثار والمتاحف

Damascus January 21, 2017

To whom it may concern

Dear Sir, Madame,

We are looking forward to work with the Archaeological Institute of Kashiara, Nara Prefecture to conserve and restore the Syrian Cultural Heritage.

The Directorate General of Antiquities and Museums has a long partnership with the Kashiara Institute since 1988. A relationship grew out since then, and in 1990, Nara Pref. sent a research team on a mission to Palmyra, made up of members from Nara University Professionals to work with the Syrian team for 11 years until 2000 on the remains of Palmyra, carrying out excavation, restoration and reconstruction and were able to trained DGAM staff during the project.

We are anxious to develop long-lasting cooperative relationships with Archaeological Institute of Kashiara and seeking for its engagement in a cooperative technical program to restore and protect the Syrian heritage sites threatened by war.

Sincerely yours,

Director-general
Prof. Dr. Maamoun Abdulkarim



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شارع قصر الحير

دمشق، سورية

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