# PARTICIPATORY LOCAL RECOVERY PLANNING

An Integrated, Participatory, and Context-Sensitive Area-Based Method of Resilience Planning in Syria



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UNDP Syria
Internal Document

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As a living document, this paper will be updated periodically to reflect the experiences, good practices, and lessons learnt during the testing of this participatory planning process. The document is intended for circulation internally within UNDP only, and is not intended to be shared with an external audience

# Executive Summary

**This concept note outlines the Participatory Local Recovery Planning process that UNDP Syria is currently developing. It describes the comprehensive and holistic approach to recovery that UNDP Syria is pursuing as part of its early recovery and resilience-building assistance to the people of Syria; the process that will be followed in order to develop local early recovery plans and the key mechanisms through which they will be formulated.**

The Early Recovery and Livelihoods (ERL) sector strategy, part of the UN´s 2020 Syria Humanitarian Response Plan (HRP), aims to improve the positive coping mechanisms of crisis-affected people and communities in Syria, thereby reducing their dependency on emergency humanitarian assistance. In line with these objectives, UNDP in Syria promotes a recovery and resilience-oriented approach to humanitarian assistance which focuses on supporting individuals, households, and communities in their own efforts to enhance self-recovery and to cover critical gaps.

At the project level, UNDP´s early recovery activities in Syria are informed from the outset by a participatory, area-evidence perspective to recovery. Given the current context in Syria - including the continuation of the country´s protracted crisis and the exacerbation of existing socio-economic challenges by the global Covid-19 pandemic - there is now a need to apply a more systematic and comprehensive framework to future interventions.

In crisis contexts, resilience can be increased via integrated responses that reflect the complexity of the setting, are driven by the priorities of local communities, and which address the root causes that prevent those communities from meeting their basic needs with dignity. To maximise its support to the people of Syria, and to further entrench early recovery processes, UNDP is therefore rolling-out an integrated, participatory, context-sensitive and area-based method of resilience planning in Syria. This **Participatory Local Recovery Planning** approach will be piloted in 2021 in the district of Kadi Askar in Aleppo Governorate, and in the Old City of Hama in Hama Governorate, respectively, before being formally integrated across all programme activities.

Both as a process (initial analysis, consultation and planning) and an output (the development of locally-owned Local Recovery Plans that guide the practical implementation of activities), Participatory Local Recovery Planning represents a significant advancement to early recovery initiatives in Syria. While humanitarian actors already focus on consultation with communities, the range of approaches to enhance community engagement can be expanded. Participatory Local Recovery Planning can transform this dynamic, transcending consultation and instead empowering and mobilising

communities to participate in the decision-making and implementation of local responses to the challenges affecting their lives.

Furthermore, this approach offers humanitarian actors in Syria a common framework through which they can align their interventions with local priorities in line with the UN Secretary-General's Parameters and Principles for Assistance in Syria. In the challenging and complex Syrian landscape, this will make a critical contribution to reducing the fragmentation, duplication and transaction costs of early recovery programmes; and improve the effectiveness of interventions, by facilitating coordination and harmonizing programs across UN agencies and with other humanitarian actors.

Participatory Local Recovery Planning enables these shifts because it is 1) comprehensive, flexible, and integrated; 2) extends across multiple development sectors; 3) is gender responsive; and 4) is driven by the priorities identified by local Syrian communities themselves. More specifically, it comprises the following distinctive features:

1) **Context Sensitivity Analysis:** Conducted at the beginning of the programme planning process and continuously through the delivery and review phases, context sensitivity analysis ensures that UNDP can better understand and respond to evolving community needs; manage and mitigate risks to ensure programmes are designed to be conflict-sensitive, mitigate anticipated conflict (*Do No Harm*) and, where possible, to enable and strengthen local peace; take a more targeted, agile, and therefore sustainable approach to programming; and promote collaboration and participation by communities, UN agencies, INGOs and humanitarian actors. By addressing local-level causes of the crisis and shaping ongoing early recovery processes, context sensitivity analysis will enable UNDP Syria to fill any gaps and *Leave No One Behind*.

2) **Area-Based Approach (ABA):** UNDP Syria will target specific geographic areas with diversified but complementary interventions. By applying context sensitivity analysis (as defined above) in specific areas, UNDP will be able to identify and respond to the location´s specific needs; bring communities together (including the most vulnerable individuals) to identify and participate in local interventions; and encourage local conflict mitigation and peace-building via the participation of multiple stakeholders. This approach has already been effective in achieving long-term impact in many locations, fostering local recovery and enhancing the resilience of local socioeconomic systems.

3) **Local Early Recovery Planning Process:** Applying the ABA outlined above, UNDP Syria will work with local stakeholders to develop and implement Early Local Recovery Plans. Inclusive and participatory, this approach will provide a framework for community efforts to rebuild their lives and further empower them to play an active role in their recovery; ensure that planning processes are bottom-up and locally-owned and that they reflect the particular needs of vulnerable people such as women and youth; promote consensus-building and by extension, contribute to social cohesion; and facilitate more inclusive access to essential services.

As per the 2030 Agenda for Sustainable Development, Participatory Local Recovery Planning also allows integration of the Sustainable Development Goals (SDGs) in Syria, in order to achieve local, sustainable development targets[1].

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[1]It also reflects1) the *Humanitarian Response Plan - Syria* (2020), Objective 3, increase resilience of affected communities by improving access to livelihood opportunities and basic services, especially among the most vulnerable households and communities; and HRP ERL Objective 4, ´Coordination to support early recovery and livelihood response´, which calls for the formulation of seven area-based ERL plans; 2) UN Parameters & Principles of UN Assistance in Syria, which call for a human rights-based approach to programming which promotes participation, empowerment, local ownership, and sustainability, and which supports durable solutions for IDPs and refugees across the whole of Syria; 3) the 2016-2017 Syria UN Strategic Framework, which emphasises mid-term resilience, and the draft 2021-2024 framework, with its focus on an area-based approach to resilience and early recovery.

# Introduction

## Context

The crisis in Syria, now well into its eleventh year, has inflicted massive damage on every aspect of life in the country. Over half the population has been displaced, causing impoverishment and increased vulnerability; infrastructure has been destroyed, and basic service provision has been greatly disrupted. The destruction of markets, urban centres, and industrial hubs, the devastation of previously productive sectors such as agriculture, and the degradation of environmental natural resources, has led to the loss of livelihoods, plunging over 90% of Syrians into poverty. Meanwhile, education and health services have also been affected due to damage to schools, hospitals and health centres, as well as to the loss of qualified workers. Perhaps most critically, the crisis has undermined the social fabric of Syrian society, resulting in increased social fragmentation and higher levels of tension. Combined, these factors have undermined the ability of Syrians to cope, rendering them extremely vulnerable to shocks and exposed to negative coping mechanisms.

## UNDP in Syria

Since the onset of the crisis, UNDP Syria has responded to these huge and evolving needs by implementing a multi-faceted resilience programme. The programme aims to support Syrians - especially vulnerable groups such as women, youth, Persons with Disabilities (PWDs), Internally Displaced Persons (IDPs), and the poorest of the poor - to better cope with existing and future risks and shocks, by enhancing positive coping mechanisms, supporting them to rebuild their livelihoods, and empowering them to participate in the decisions that affect their lives. Within the framework of the UN HRP and UNDP Syria Country Programme Document, and in line with the UN Parameters and Principles, UNDP Syria´s interventions focus on community level, conflict sensitive early recovery interventions such as, restoring access to essential services and infrastructure, boosting livelihoods and economic recovery, and fostering social cohesion. As part of the ongoing humanitarian response, this longer-term intervention is vital in generating self-sustaining, locally-owned processes that will begin to build the foundations for early recovery while contributing to address the root causes of the conflict.

As Syria's protracted crisis continues, and the economic and social ramifications of the global Covid-19 pandemic compound existing challenges, there is potential for more human, social and material losses in Syria; additional depletion of national crisis response capacities, resources and mechanisms; and an increase in displacement, violence, and negative coping mechanisms. At this critical juncture for the Syrian people, a resilience-orientated approach to early recovery, informed by and tailored to the local context of Syrian communities, is crucial to reducing additional deterioration and setbacks and to stemming further loss of the local and country capacity, livelihoods, and security that are fundamental to Syrians in their efforts to rebuild their lives.

# Participatory Local Recovery Planning: Key Features

## 1. Context Sensitivity Analysis

In crisis and complex settings, context sensitivity analysis is the first step towards programme design and implementation. As outlined in the UN SDGs Conflict and Development Analysis (CDA) tool[2], the UN undertakes context sensitivity analysis to ensure that its engagements are informed by local conditions and to maximise the probability of such engagements being effective and sustainable.

### Application by UNDP in Syria

In Syria, context sensitivity analysis is a critical risk management tool. It enables UNDP to minimise the risk of engagements that may inadvertently intensify tensions and do more harm than good, and ensures that it does not deviate from the humanitarian principles of humanity, impartiality, independence and neutrality. It also provides the humanitarian community with a better understanding of the drivers of local conflict and of the engines of peace that should be supported. This additional insight enables UNDP to take a more targeted approach to programming that promotes community-level peacebuilding and uses resources more efficiently.

In the current Syrian context, integrated resilience and early recovery interventions require context sensitivity analysis as both an entry point and a continuous input. Inclusion throughout the planning, delivery and review period will ensure that activities can be adapted, readjusted, and reoriented as necessary, in line with community needs.

UNDP Syria´s proposed local context sensitivity analysis will:

➜ **Focus on issues that affect programming**, such as:

● Connectors and dividers. This will help ensure that risks are considered and that informed decisions are made

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[2] Conflict and Development Analysis (CDA) Tool (UNDP, 2016).

- The relationships and dynamics with and between local stakeholders.
- Existing assets within Syrian communities, which can encourage and promote social cohesion, including those within traditionally marginalized and vulnerable groups
- Safeguarding mechanisms which can minimise the risk of UNDP and other UN agencies taking actions that might reinforce systems and actors that can be drivers of conflict

➔ **Promote participatory, joint context sensitivity analysis** in selected areas, which includes communities, UN agencies, INGOs and humanitarian actors. This will further encourage a collaborative approach within the UN Country Team (UNCT) and between the UNCT and other humanitarian actors; enable them to address root causes of the crisis at the local level; and contribute to the early recovery process and *Leave No One Behind*. This will also form part of a broader context sensitivity system that will help to connect local, national, and strategic levels to inform a common early recovery and humanitarian response. The more inclusive the analysis, the richer and more effective it will be when used to implement a programme or employed as a platform for dialogue.

**Context Sensitivity Analysis in UNDP Syria´s Early Recovery Programming will:**

1 Establish a better understanding of the context in which UNDP Syria works

2 Develop consensus among stakeholders on the challenges or issues that might be faced

3 Manage risks and ensure that suggested programming and interventions are conflict-sensitive and adhere to the humanitarian principle of Do No Harm

4 Identify entry-points for programming that can address the substantial issues driving tensions at the local level, including some root causes of the conflict, while also strengthening engines for peace

5 Help prioritize objectives and ensure that they are as realistic as possible given the potential constraints

6 Advocate for more sustainable outcomes via an increased focus on the root causes of the crisis

7 Facilitate changes in direction in light of new events

8 Enable continuous analysis, fill any gaps, and identify interventions which Leave No One Behind

## 2.  Area-Based Approach

Area-based Approach (ABA) uses a geographic area, instead of a sector or a target group, as the entry point for providing support. Through localized context sensitivity analysis, it addresses the challenges and opportunities of the area, promoting multi-sectoral and locally-led interventions that leverage the resources of the local authorities, territory[3], and population for their own benefit.

Area-based approaches have been widely applied in conflict, disaster and development contexts. Experience shows that **flexible, holistic, bottom-up, participatory, and**

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[3] To be effective and sustainable, ABA interventions will be connected to both city-level and regional-level systems and plans. Multilevel coordination mechanisms, horizontal and vertical, will be put in place, including to further promote rural-urban linkages.

**geographically targeted interventions** of this nature are most effective in fostering local recovery and enhancing the resilience of socioeconomic systems.

## Application by UNDP in Syria

The sheer complexity of the challenges in Syria and the at times rapidly changing conditions[4] calls for a holistic, integrated, and above all, flexible approach. UNDP Syria´s proposed ABA will therefore:

➔ **Employ a system approach** in order to understand complex systems, address the root causes of early recovery challenges, and identify integrated solutions. Using this approach, UNDP Syria will be able to both recognize the interconnections between components of projects and interventions and the influence that the part can have over the whole, as well as apply a wider lens when seeking solutions. Together, this will facilitate more impactful and holistic solutions as well as effective, prioritized investments.

➔ **Determine community priorities and interests** in order to effectively identify projects and programs that will help solve both the immediate and underlying causes of the challenges facing Syrian communities. In conjunction with a root causes analysis, the ABA approach will identify the relevant actors (sectors, local authorities, beneficiaries, associations, women, youth, etc.) that should be involved in its proposed interventions. This approach will help to identify the integrated interventions that might reduce inequities and enable UNDP Syria to reach underserved and vulnerable populations contributing to the UN´s central SDG value of *Leave No One Behind* (LNOB).

➔ **Bring together actions that strengthen the capacity of Syrian communities**, **to participate in decision-making and in the implementation of local responses**, focusing particularly on traditionally excluded groups (including women, youth, elderly people) and on civil society organizations, NGOs, faith-based organizations and the public and the private sector, to participate in decision-making and in the implementation of local responses. The ABA will not only build ownership of the process but will also help strengthen social cohesion and solidarity, which are central to a human-rights based approach to programming.

➔ **Promote multi-stakeholder local platforms and mechanisms to lead the process** by which local communities, civil society, private sector, and academia can partner with those in charge of public services[5]. This is important because:

   ● These local platforms enhance social cohesion and intercommunity cooperation around common interests by facilitating continuous dialogue and involving the community in interventions around access to services (including rehabilitation and management). This helps address drivers of tension linked to exclusion at the local level. These mechanisms will be established based on the nature and characteristics of each area or territory; built upon already existing processes and mechanisms, in order to avoid the creation of parallel structures; and will involve trusted organizations and associations with a strong presence in the selected areas.
   ● When local communities are empowered to influence local authorities, local councils, line departments, and the private sector, effectiveness increases, and local community resilience and response capacity is promoted. UNDP will conduct multi-stakeholder coordination and multi-level dialogue (local-national-international)[6], together with supporting more inclusive and accountable local governance structures

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[4] *Practitioner's Guide to Area-Based Development Programming* (Harfst, 2006).
5 UNDP ART EVALUATION_Final report_January 2018.pdf
[6] UNDP ART Initiative Territorial Partnerships for Implementing the SDGs at Local Level (2018) 2017 ART Review (Report to

as a starting point, in order to build trust among stakeholders and create spaces for local-level dialogue, while paving the way for local conflict mitigation, building local peace and recovery.

## Features of Area-Based Programming: UNDP Syria

**Context sensitive:** programming maximizes the stabilizing impact of area-based interventions at a local, governorate or national level without causing harm or stoking societal tensions.

**Gender responsive:** programming reflects an understanding of gender roles and inequalities. It encourages equal participation and equal and fair distribution of benefits. Gender responsiveness is achieved through gender analysis and gender inclusiveness.

**Integrated:** humanitarian and development challenges are linked and interdependent, sectorial or isolated solutions are not effective to tackle complex situations. ABA seeks synergies among sectors, stakeholders and levels of action to propose integrated solutions in line with the Agenda 2030 principles and its of 17 indivisible SDGs.

**Participatory:** programming includes all relevant stakeholders within the targeted area. It requires their participation in the processes that help resolve local development challenges.

**Bottom-up:** programming supports the participation of local communities so that they can identify their own priorities. It also promotes community ownership, commitment and accountability to seek solutions from below.

**Environmentally sustainable:** programming contributes to a safe, clean, healthy and sustainable environment in order to respect, protect and fulfil human rights.

**Flexible:** programming remains relevant by being highly responsive to changes in the area that may affect the nature of the problem being addressed.

**Innovative:** programming encourages social and technological innovation. It uncovers what works and what does not, improves existing systems and structures, and developing new approaches in order to better handle recovery challenges in rapidly changing environments.

**Rights-Based:** programming protects and promotes human rights, empowering individuals to claim their rights and developing the capacity of those whose duty it is to protect them. Programming addresses the inequalities which impede development progress, so that no one is left behind.

## 3.    Local Early Recovery Planning Process

Thanks to its continuous and significant presence in Syria and the trust that it has already built with Syrian communities, UNDP is well positioned to shift from a model of project-based local support to one of **participatory early recovery planning**. UNDP will therefore adopt an area-based approach to formulate and implement local early recovery plans in selected areas. This process will:

➔ **Be locally owned and implemented in partnership with local stakeholders**. It will follow an integrated, inclusive, flexible, participatory, gender responsive and bottom-up approach, which gives voice particularly to women and youth.

the Board).pdf (undp.org)

➜ **Provide a framework for the early recovery efforts of communities** by improving their access to livelihoods, community infrastructure, basic social services and enhancing social cohesion.

➜ **Reflect the main needs of vulnerable populations** and propose solutions by reconnecting these communities to public services and economic opportunities. The SDGs will be used to improve planning processes and, at the same time, the participatory recovery plans can also help drive implementation of the SDGs at the local level

➜ **Facilitate more inclusive and accountable access of services to the population in need, by engaging local authorities and local councils as main service providers**. This will also help ensure that central planning is informed and driven by local community needs and priorities- by strengthening vertical and horizontal coordination. Abiding by humanitarian principles of impartiality, neutrality and independence, engagement and support will remain purely technical and geared towards the delivery of sustainable resilience assistance to populations in need.

Participatory local early recovery plans will offer humanitarian actors in Syria a common framework through which they can align their interventions with local priorities. This will help:

● Reduce fragmentation, duplication, and transaction costs,
● Harmonize the programs of UN agencies and other humanitarian actors operating in the same territory, thus improving aid effectiveness,
● Promote multiplier effects,
● Facilitate partnerships that enable better horizontal and vertical coordination, and which extend beyond the scope of just one project or activity.

**Figure 1: Criteria and Enabling Factors for Successful Implementation of Integrated Area-Based Local Early Recovery Planning**

**Selection Criteria and Enabling Factors for Planning**

**Evidence of engagement and motivation within local authorities, at both governorate and municipal levels**
Political will to start a participatory process, level of motivation and engagement with UNDP Syria and support of its projects and programmes.

**Local governance and participatory initiatives carried out and/or ongoing by area offices**
Participatory planning projects, accountability systems and inclusive local governance initiatives in place and/or ongoing.

**Multi-stakeholder and inter-sectoral local platforms in place or in the pipeline**
Presence of inter-sectoral and multi-stakeholder local working groups or committees (local authorities, CSO, women, youth, the private sector, universities, UN agencies, and INGOs) to guide and lead the process and contribute to increase local ownership.

**Capacity by area offices/hubs to engage with other UN agencies and INGOs**
Ongoing joint analysis, initiatives, and dialogues initiatives in place to enable joint work.

**Local public-private alliances and partnerships in place**
Existing alliances and engagement with the private sector or the potential to develop them, i.e. chamber of commerce, business associations, etc.

**Peace connectors in place**
Informal and formal conflict resolution mechanisms, safe spaces for dialogue, cultural and sports events, etc. are in place.

**Local resources available (technical, human, natural, etc.)**
Initiatives build upon available local resources or assets that can be used to improve the quality of life of the population (for example, cultural heritage, physical structures, natural resources, natural parks, community services, qualified staff in local institutions, etc.), rather than focusing solely on need.

# Opportunities for Localising the SDGs

Localization is the process of considering local contexts in the achievement of the 2030 Agenda for Sustainable Development, from setting the Goals and targets to determining the means of implementation and using indicators to measure and monitor progress[7]. Localizing

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[7] *Roadmap for Localising the SDGs: Implementation and Monitoring at the Subnational Level* (UNDP and UN-Habitat).

the SDGs involves adapting, defining, implementing, and monitoring the SDGs at the local level in order to achieve sustainable development goals and targets.

As stated by UNDP's Administrator, localizing the SDGs means more than just "landing" internationally agreed goals at the local level. It means making the aspirations of the SDGs become real to communities, households and individuals, particularly to those who are at risk of falling behind[8].

## Application by UNDP in Syria

In Syria, UNDP´s proposed ABA for early recovery planning will:

➔ **Provide a significant opportunity to promote localization of the SDGs**, via the engagement of local authorities, local councils, and local stakeholders, as well as by fostering synergies across the sectors and actors that will feed into local early recovery plans.

➔ **Uphold the humanitarian principle of *Do No Harm*** across its early recovery planning.



**Figure 2: Localization of SDG Principles for Planning within UNDP Syria´s Integrated Area-Based Planning Approach**

| SDG Principles for Planning | Area-Based Approach Planning |
|---|---|
| *Leaving No One Behind* | • Inclusive<br>• Participatory<br>• Gender responsive<br>• Serving vulnerable and traditionally excluded groups |
| Integrated | • Bottom-up<br>• Multi and inter-sectoral |
| Partnership-based | • Multi-stakeholder partners<br>• Development effectiveness |
| Multi-level governance | • Multi-level coordination |
| Accountable | • Monitoring and reporting |
| Context-based implementation | • Context sensitive |

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[8] *Localising the implementation of the SDGs* (Steiner, 2017).

# Participatory Local Recovery Planning Roadmap

UNDP Syria has developed a **Participatory Early Recovery Plan Roadmap** (Figure 3) which outlines both the ABA planning process and its intended results. Owing to the complex

stakeholder actions included in the Roadmap and the local level interactions to which they are linked, it is by definition integrated.

The Roadmap is both a process and an outcome. As a **process**, the Roadmap describes how local governance is promoted by the involvement and ownership of various stakeholders - including civil society organisations, local communities, local authorities, universities, private sector companies, national institutions, and international actors. - is promoted from the outset. As an **output**, the Roadmap aims to produce a local early recovery plan that reflects communities´desired changes and actions and which will help form a collective response to the economic and social crisis in Syria. In doing so, it will thereby enhance the Syrian people's access to basic services, improve their livelihoods and economic opportunities, and promote social cohesion.

**Figure 3: Participatory Local Recovery Planning**

**Figure 4: Snapshot of the Participatory Early Recovery Planning Roadmap**

| Milestones | | Key Steps |
|---|---|---|
| **Preparation Phase** | | |
| | Revision and alignment to the Institutional and Legal Framework | • National framework<br>• UN Principles and Parameters<br>• Humanitarian Response Plan<br>• Strategic Framework<br>• CPD |
| | Building upon what exists | Stocktaking of relevant initiatives and interventions and developing what is already in place.<br><br>• UNDP**:**<br>  - Local Governance/Local Resilience Plans initiatives in Aleppo, Latakia, and Hama<br>  - Eight ABA eight pilots<br>  - Other initiatives<br>• UN Agencies:<br>  - Early Recovery Sector<br>  - EU Joint-Programme (UNCT)<br>  - UN-HABITAT City Profiles/Municipal Plans<br>  - OCHA's area-based programming<br>  - UNHCR<br>  - UNICEF<br>  - UNFPA<br>  - WFP<br>• Other humanitarian actors, INGOs. |
| | Selection of two pilot areas | • Establish selection criteria<br>• Selection of the areas and level of intervention (neighbourhood, municipal, governorate) |

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| | Negotiations and buy-in at national and local Levels | • Development of UNDP's narrative for national authorities: Law 107, recovery needs, gradual shift from humanitarian to recovery<br>• Conduct presentation/negotiation rounds with national authorities<br>• Elaborate UNDP's narrative for local authorities<br>• Present to local authorities: local political will and buy-in is an essential condition<br>• Gain buy-in of local stakeholders |
| | Conduct context sensitivity analysis | • Conduct bilateral meetings with UN agencies and other humanitarian actors to invite them to conduct joint context-analysis in close collaboration with the RCO<br>• Finalise agreements to conduct joint context sensitivity analysis<br>• Agree on a common understanding of the overall context and risk landscape and how it can affect the proposed integrated planning through:<br>  - The main hazards that may affect people and systems in the area considered<br>  - The relevant contextual factors and drivers of risk in the area considered<br>  - The key systems at risk<br>  - The population groups most at risk of being left behind<br>• Conduct local stakeholder mapping and interconnections among actors, including:<br>  - Local Governments<br>  - Deconcentrated services and public entities<br>  - List of relevant stakeholders:<br>  - CBOs<br>  - NGOs<br>  - Community leaders: informal and formal<br>  - Religious leaders<br>  - Neighbourhood committees<br>  - Women's organizations<br>  - Youth<br>  - Universities<br>  - Private sector: Chamber of Commerce, associations, etc.<br>  - Other humanitarian, national and international actors in the field (UN agencies, INGOs, etc.) |
| | Set-up territorial/multi- | • Promote inter-sectoral and multi-stakeholder local platforms (Local Working Groups)[9]<br>• Define values |

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[9] UNDP ART Initiative Territorial Partnerships for Implementing the SDGs at Local Level (2018) 2017 ART Review (Report to the Board).pdf (undp.org)

| | stakeholder local platforms | • Strengthen linkages between local, governorate, national and international levels<br>• Define the functions and roles of the Local Working Groups<br>• Identify the respective chairs of the Local Working Groups |
|---|---|---|
| **Local Early Recovery Planning Cycle** | | |
| Continuous capacity development | Phase 1: Local Planning Design | • Conduct a participatory design<br>• Validate with main stakeholders<br>• Present the work plan<br>• Identify participatory tools and methodologies |
| | Phase 2: Participatory Need and Resources Assessment | • Align with existing local plans and processes<br>• Conduct quick inventory of the different public services and stakeholders involved (local government, de-concentrated services, civil society, the private sector, armed groups, etc.)<br>• Conduct local data collection, disaggregated by sex and age<br>• Conduct sectoral analysis<br>• Identify local resources (technical, human)<br>• Conduct analysis of preliminary needs and development priorities within the area<br>• Identify criteria to prioritize and conduct prioritization exercise<br>• Present to local communities, governorate and local authorities, state actors, humanitarian actors etc. |
| | Phase 3: Participatory Planning and Prioritization | • Conduct capacity development on participatory tools and methodologies<br>• Conduct joint deliberation process<br>• Identify short- and medium-term priorities<br>• Identify project ideas<br>• Identify quick-impact projects/initiatives[10]<br>• Conduct validation workshops<br>• Conduct inclusion and accountability planning: who to engage and how |

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[10] Quick Impact Projects (QIPs) are small-scale, low- to medium-cost projects funded by UNDP, UN agencies, and INGOs which are identified in the Local Early Recovery Plan and formulated and implemented within a short timeframe. QIPs respond to the needs expressed by local communities and can cover a wide range of programmatic activities, from refurbishing a school to providing women with safe water access points. QIPs can also be conducted through local actors including local authorities and non-governmental and grassroots organisations. The implementation of QIPs helps build trust among local stakeholders, avoid consultation fatigue, and develop capacities, all while broadening outreach at the local level. It is therefore crucial that UNDP's different portfolios can support the implementation of QIPs immediately after a Local Early Recovery Plan has been formulated and endorsed.

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| Continuous capacity development | **Phase 4: Formulation of the Local Early Recovery Plan** | ● Co-create and formulate the LERP, including the vision, goals, outcomes, outputs, strategies, and action plan<br>● Allocate resources from UNDP, UN agencies, and donors<br>● Elaborate international guidelines for international cooperation<br>● Present LERP to local stakeholders, UN agencies and humanitarian actors<br>● Produce and distribute a brochure to local and international stakeholders |
| | **Phase 5: Public presentation and dissemination of the Local Early Recovery Plan** | ● Conduct public presentation of the LERP<br>● Develop and consolidate alliances in order to implement the plan with local, national and international humanitarian actors |
| | **Phase 6: Implementation** | ● Implement quick quick-impact projects<br>● Conduct monitoring and evaluation:<br>   - Capture objective data directly related to the activities and process, as well as subjective feedback from partners and participants<br>   - Inform real-time decision-making, and ensure there is a solid base of evidence to support the process |
| | **Phase 7: Update of the Local Early Recovery Plan** | ● Conduct follow-up and update the Local Early Recovery Plan |
| **Communication** | | |
| | Development of a communication plan | Develop a communication plan targeting the following stakeholders:<br>● Internally within UNDP<br>● Other UN agencies<br>● The Syrian public (provide support to local stakeholders on how to communicate the Local Recovery Plan)<br>● Member states |
| **Documentation** | | |

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| | Documentation of the Local Early Recovery Plan process | • Capture good practices, challenges, and lessons-learnt<br>• Document mutual learning and cross-fertilization opportunities<br>• Record local practices that inform UNDP, UNCT and ER Sector approaches<br>• Formulate Guidelines for Participatory Local Recovery Planning in Syria |
| **Partnership Opportunities** | | |
| | Seek strategic partnerships with humanitarian and development partners | • Coordinated programming, Joint-Programming with UN agencies, INGOs<br>• Technical partnerships<br>• Territorial partnership[11] and decentralized cooperation<br>• South-South and triangular cooperation<br>• Resource mobilization |
| **Scale-up** | | |
| | Phase II | • Establish criteria with various counterparts to select areas to scale it up<br>• Co-design of the Phase II participatory workshop to present Phase II with local and international stakeholders |

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[11] UNDP understands territorial partnerships in a broad and inclusive sense, where local and sub-national governments, civil society, the private sector, foundations and academia engage in mutually benefitting partnerships across countries to advance sustainable human development at the sub-national level. By working jointly, decentralized cooperation partners and multilateral agencies can mutually enhance their development impact. *Integrated Framework to support Local Governance and Local Development* (UNDP, 2016).

# Annex

## Acronyms

| | |
|---|---|
| **ABA** | Area-Based Approach |
| **CBO** | Community-Based Organisation |
| **CDA** | Conflict and Development Analysis |
| **CPD** | Country Programme Document |
| **CSO** | Civil Society Organisation |
| **ERL** | Early Recovery and Livelihoods |
| **HRP** | Humanitarian Response Plan |
| **INGO** | International Non-Governmental Organisation |
| **LERP** | Local Early Recovery Plan |
| **LNOB** | Leave No One Behind |
| **P&P** | Parameters and Principles of UN Assistance in Syria |
| **NGO** | Non-Governmental Organisation |
| **QIP** | Quick-Impact Project |
| **RCO** | Resident Coordinator's Office |
| **SDG(s)** | Sustainable Development Goal(s) |
| **UNCT** | UN Country Team |