Participatory Community Recovery Plan

2022-2025

For the District of Kadi Askar in the City of Aleppo

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Glossary

FBOs	Faith-Based Organizations
GBV	Gender-Based Violence
GIS	Geographic Information System
IDPs	Internally Displaced Persons
LNOB	Leave No One Behind
NGOs	Non-Governmental Organizations
PwD	People with Disabilities
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
WASH	Water, Sanitation and Hygiene
HLP	Housing, Land and Property
UXO	Unexploded Explosive ordnance
WB	Worl Bank
INGO	International Non-Governmental Organization
NGOs	Non-Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNHABITAT	United Nations Human Settlements Programme
UNFPA	United Nations Population Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
ICRC	International Committee of the Red Cross
SARC	Syrian Arab Red Crescent
SWOT Analysis	Strength, Weaknesses, Opportunities and Threats Analysis

1 Introduction

Participatory Community Recovery Planning Process

Within the framework of the 2030 Sustainable Development Agenda, designing and implementing participatory community recovery plans in a post-conflict environment is a prerequisite for attaining sound and effective local recovery, stability, and wellbeing. A well-structured community recovery plan should necessarily constitute a common vision of the future and collective, community-led solutions that bring together all stakeholders around joint goals. It also prompts and sustains community ownership of the recovery process by engaging local communities in the local decision-making process.

Adopting a participatory approach for recovery planning implies exerting additional efforts towards strengthening local governance and raising the voice of the community, particularly women, youth, elderly, PwD, and IDPs, rather than restricting interventions to building local administrative capacities. It will also promote social cohesion, increase community satisfaction, and reduce social fragmentation, gender inequalities and exclusion within and among the different local communities all while increasing institutional accountability and responsiveness.

In this regard, from March 2021 to November 2022, the Governorate and City Council of Aleppo, together with a diverse group of community members, international organizations, local NGOs, FBOs, private sector and other key stakeholders joined efforts, with the technical support of UNDP, in a community-led, bottom-up process to develop a Participatory Community Recovery Plan for 2022-2025. The uniqueness of this innovative, participatory process lies in its inclusivity as it involve s representatives of various community groups particularly women, youth, elderly, PwD, and IDPs who actively contributed to fostering the resilience of their neighbourhoods and writing their own story.

Having a shared community recovery plan, designed by and for the local communities, ensures that the needs of the grassroots are prioritized, and their voice is heard and sought out. It is key that not only needs were identified but local resources and transformative solutions to address them. The whole-of-community recovery planning process is not only an unprecedented space for people of all identities and backgrounds to speak openly about matters of common interest and meaningfully participate in decisions that directly affect their lives but also a means to better harmonize and strengthen collaboration and complementarities among local and international humanitarian actors to effectively tackle interlinked resilience/recovery challenges by contributing their piece of the puzzle. It is vital for all actors to integrate a resilience lens in their joined-up programming for optimal results.

The community recovery plan is a result of a collective process that allowed local authorities and communities to develop capacities and work in a more intersectoral way bringing together Aleppo Governorate, Local Council, and line directorates to discuss about priorities and joint interventions in specific areas for the first time.

Vision

Building a healthy and resilient neighbourhood by promoting local responsive institutions, community organization, local economic vitality, and equitable access to basic services through a culture of inclusive participation, trust, and openness to the other. This entails promoting bridges and synergies through dialogue towards increased community cohesion, solidarity, and co-existence.

Goal & Objectives

One of the main purposes of this locally led process is to reinforce the resilience and coherence of Kadi Askar neighbourhoods through comprehensive responses that are authentically driven by the priorities of the local communities to break down the root barriers against meeting their basic needs and improving the socio-economic situation in their neighbourhood. It proposes a solid ground for equipping local communities with the methods and tools necessary to build and sustain their own neighbourhood through proactive community led initiatives and engagement in the decision-making process.

The ultimate goal of this participatory process is to build robust and sustainable social cohesion among the different community members and groups as well as between the local community and local institutions. The underlying main objectives are to

I.   Support communities in raising their voices
II. Promote dialogue across social sectors and between the local institutions and communities
III. Build trust among local stakeholders and increase willingness to participate collectively towards a shared, common vision for their communities' recovery
IV. Develop local roadmaps for more integrated, locally-owned, inclusive and sustainable early recovery
V.   Implement local solutions by mobilizing endogenous resources and promoting community organization.

Distinctive Features

One of the most significant features of this process is the "learning by doing" experience by which several good practices and lessons learnt have been identified and capacities built to bring more quality to future similar endeavours. The main characteristics of this process are:

· Locally owned and implemented in partnership with local stakeholders following an integrated, inclusive, flexible, participatory, bottom-up approach, which gives voice particularly to women, youth, elderly, PwD and IDPs.

· Fosters local dialogue and enables spaces and mechanisms for exchanging views, examining assumptions, and promoting a healthy correlation and interaction between the local institutions, mukhtars, neighbourhood committees and community members. Local Voluntary Committees have been created to ensure inclusive representation of the affected communities.

· Reflects not only the main needs but also the resources of the communities and proposes local solutions.

· Helps to put community needs and priorities at the centre of the city plan.

· Provides local, national, and humanitarian actors in Syria with a common framework through which they can align their interventions with local priorities to reduce fragmentation and duplication of actions with the ultimate goal of improving access to livelihoods, community infrastructure, and basic social services in addition to enhancing social cohesion.

The Coordination Team

Since the outset of the participatory community recovery planning process, the Governorate and City Council of Aleppo have been persistently represented by a team of technical staff and the support of elected members. Known as the Coordination Team, the main role of this body is to ensure a smooth and flexible implementation of all activities under this process. Some of the most important tasks are to build constituencies and facilitate fluid horizontal and vertical communication channels and networks among community members, local and international organizations, local authorities, and relevant stakeholders.

The Coordination Team was key in echoing the voices of the local communities and informing various local institutions, including the Governorate and City Council, of communal needs and priorities. By virtue of their participation throughout the process, the Coordination Team members have acquired requisite skills and knowledge in the field of good governance, community participation and bottom-up planning.

It is important to highlight that the establishment of the Coordination Team has significantly contributed to building and sustaining the ownership of the whole process consequently leading to more sustainable impact in the long run.

In addition, the Coordination Team, has been leading the design of the recovery plan based on the information and data collected throughout the whole participatory process. Some of its central roles includes confirming that the plan is genuinely informed by the local needs, resources and solutions and ensuring the final endorsement of the plan by the local authorities.

Community Participation under the Local Administration Law 107

Some articles of the Local Administration Law 107, a decentralization legislative decree passed in August 2011 to potentially catalyse future change through devolution of executive power to local authorities,

offer the opportunity to create and expand community participation spaces that have remained inactive for a divergent set of reasons. On one hand, the Syrian crisis has forced the local councils to diminish basic services delivery amid an acute shortage of resources. On the other hand, the lack of knowledge and understanding of the Law 107 has considerably shortened local council's vision towards promoting a meaningful community participation.

Communities aspire to raise their voice and be an integral part of the decision-making process. Similarly, empowered local councils can allow local communities to engage more directly with their government to jointly identify decisive solutions for their neighbourhoods. The Participatory Community Recovery Planning process has enabled local stakeholders to tap into potential opportunities offered by the Law 107 by establishing and empowering community working groups as local participatory mechanisms that ensure substantial community participation. From defining the selection criteria to formulating organizational arrangements, the process has been very exquisite and tailored to the socioeconomic context and historical backgrounds. The involvement of disadvantaged and often marginalized groups -such as women, youth, elderly – was promoted under the Leave No One Behind (LNOB) principles. Identifying clear roles and responsibilities and managing expectations were keys to enable sustainable local committees that go beyond specific humanitarian project support.

The community working groups aim at enhancing social cohesion, ownership, and intercommunity cooperation around common interests by facilitating continuous dialogue and involving the community in implementing local solutions that attend to their dire needs. They also help to address dividers or drivers of tension linked to social cleavages, inequalities and exclusion and promote connectors or factors that bring people together and build trust in societies at the local level.

These local participatory mechanisms bring together individuals of different community groups, grassroot organizations, academia, and private sector to discuss common challenges, opportunities, policy actions and strategies. One community working group has been established and will be replicated in the remaining neighbourhoods based on the good practices and lessons learned. The community working group consists of 10 members. In Kadi Askar, the percentage of women representation is 30%. In terms of age, 30% of the members are youth while 70% are between the age of 40 and 50.

The expansion of community working groups is an ongoing process that is promised on capacity building to cover all neighbourhoods.
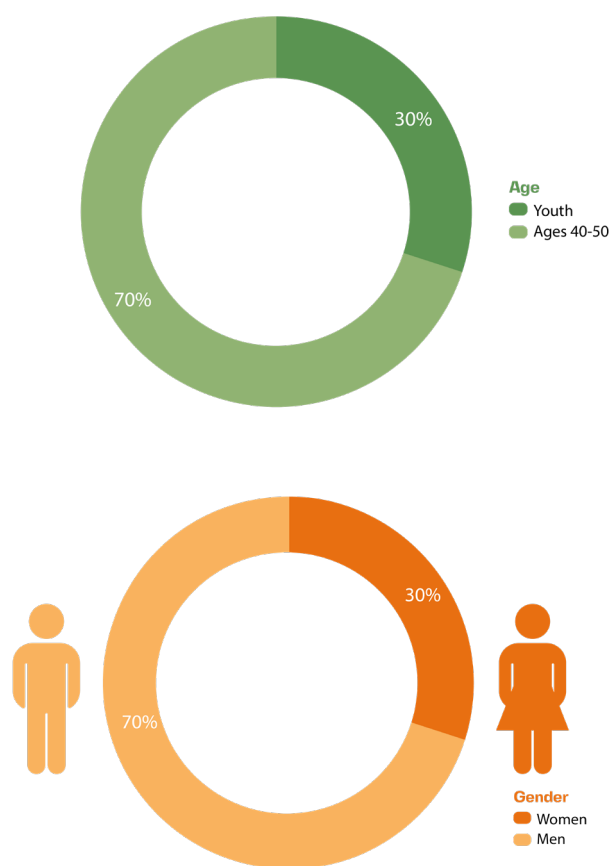

Figure 1.1. Charts representing the voluntary committees members by age and gender, respectively

Revaluation Post Earthquake Disaster

On February 06, 2023, the city of Aleppo witnessed a devastating earthquake, which left its grave effects on various neighborhoods and impacted most of the infrastructure, social and economic structures.

Many families have lost their sanctuaries and jobs, children and young men and women have lost their educational opportunities, people with disabilities have been subjected to psychological and physical harm. In addition to some negative effects of harassment and social violence which women were subjected to during the disaster response phase.

According to the report from the Operations Room of the Governor of Aleppo issued by the Relief Sub-Committee in Aleppo Governorate (updated February 28-2023).

The number of affected families has reached 19319, of which (2119) families are from the neighborhoods of Qadi Askar.
- The number of families whose homes cannot be repaired in Qadi Askar is 157 out of 578 families.
- The number of families whose homes can be repaired in Qadi Askar is 646, out of 2404 families.
- The number of families whose houses are habitable in Qadi Askar is 1316 families, out of 7779 families.
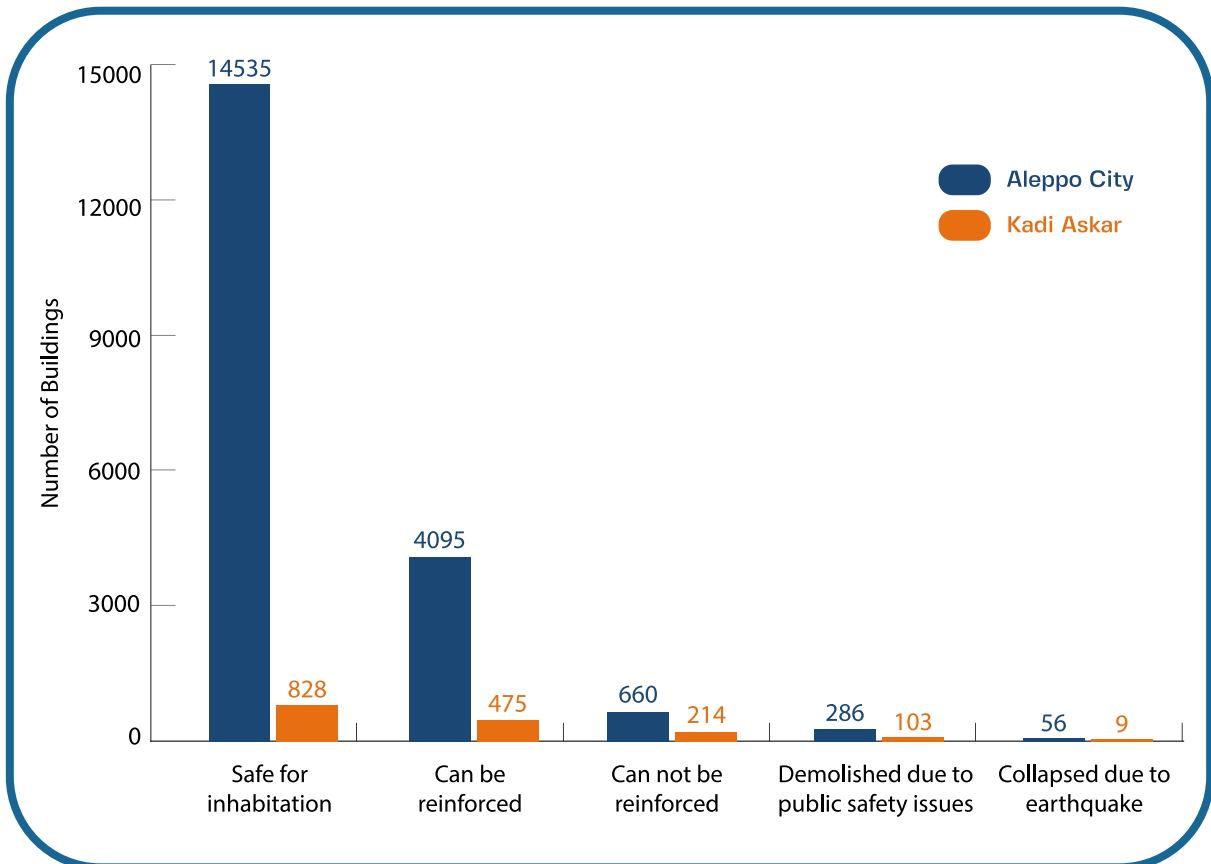

Figure 1.2. Schematic presentation of the current status of infrastructure in Kadi Askar

Discussions with the local community about the impacts of the earthquake were conducted, with the participation of a group of young men and women, of different age groups and professions from the target neighborhoods. These discussions where used to draw a local context map, with the results focusing on the following:

The current stage (emergency and short-term intervention)

- Providing logistical requirements for children and people with disabilities.

- The needs of shelters.

- The need for psychological support for all age groups and for both sexes (men - women - children)

- Integrated community awareness about roles and responsibilities.

- Securing health facilities for the affected people dispersed in streets and parks, and finding solutions to address this phenomenon.

- Preventing the spread of cholera due to lack of attention to hygiene, especially in cases of displacement and in shelters

- Reformation of committees by impartial organizations to assess damages in the affected areas due to the lack of sufficient trust in the sector committees and the absence of accurate assessment. Along with the randomness of the decisions taken that lead to the displacement of families or exorbitant financial costs that burdened the residents of the building who are unable to cover them without assistance or support.

- Activating the role of Mukhtars to facilitate the access of technical committees and enable them to perform an accurate assessment of the buildings of the affected people, currently hosted in shelter centers.

The recovery phase (post-disaster):

- Removing debris from the streets, to prevent it from becoming breeding ground for rodents and garbage as summer approaches

- Work to find nearby alternative schools that children can attend.

- Securing alternative housing for a long period of time that guarantees a decent life and provides privacy to suit the current situations of the affected families. Additionally, developing controls to reach the people who are in genuine need of support.

- Ensuring the continuity of the educational process for school children of the affected families.

- Creating job opportunities for those affected by the earthquake who lost their homes or businesses to earn a living without relying on aid or assistance. Thus enhancing their personal security and preserving their dignity.

- Increasing security around demolished buildings or buildings that are prone to collapse.

- Legal support for some affected families to obtain lost documents.

- Addressing damage to infrastructure.

2 Methodology

The Indicative Tools and Techniques

The participatory community recovery planning process aims at redirecting the focus to local communities as the primary source of more coherent and responsive solutions towards enhancing local resilience. To that end, a combination of tailored designed tools and techniques have been applied to ensure a meaningful and inclusive community participation:

· **Context Sensitivity Analysis:**
Joint analysis* to identify and actively address drivers of conflict and peace at the local level, mitigating "dividers" (e.g., inequality, marginalization, disparities, etc.) while strengthening "connectors" (e.g., economic interdependence, common spaces, shared services, etc.) to strengthen social cohesion.

· **Stakeholder Analysis:**
to identify entities, groups and persons that may be most impacted, positively, or negatively, by the recovery process or who may best influence its success so that their engagement can be prioritized and tailored to ensure maximum benefits and minimal harms. Simultaneously, the risks of potential negative influences must be mitigated to avoid impediments and failures.

· **Map of Resources and Solutions:**
adapted to the Syrian context, the map is a collective analysis tool that does not only focus on the identification of needs and problems, but also of local resources. It facilitates dialogue and collaboration between different actors and competent institutions in the search for common action to resolve what are considered priority problems.

· **Transect walks and observation during field visits:**
a complementary and informative venue that allows participants to see for themselves and understand well the real conditions on the ground.

· **Workshops and consultative meetings:**
to facilitate honest and thorough discussions with key stakeholders (local authorities, religious leaders, civil society organizations, community leaders and members**) to get an overview of the target locations, and to jointly identify and agree on recovery approaches and participation processes.

· **Focus group discussions:**
this essential technique has been served to directly consult members of the affected communities, to obtain their views and perceptions of existing problems, capacities, recovery needs and priorities. Discussions were organized with attentively selected members representing a diversity of community groups, private sector, local NGOs/FBOs and other interest groups to better understand the root causes of common issues.

· **Informal interviews:**
the above techniques have been accompanied by informal interviews with various relevant local stakeholders to validate and confirm collected information and data.

· **Geographical Information System:**
GIS technology was used to create a database where all data, including socioeconomic and environmental, as well as maps and plans are stored and easily accessed, and organized. This technology has significantly contributed to conducting SWOT analyses at different levels (neighbourhood level, sector level, etc.), and to informing discussions of problems, needs and resources, geotagging them, and generating respective maps to facilitate optimal decisions.

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* UN Agencies participating: OCHA, UNFPA, UNICEF, UNHCR, UNHABITAT | NGOs participating: ICRC, SARC FBOs participating: Caritas , Orthodox Church and Civil Society
** UN Agencies participating: OCHA, UNFPA, UNHABITAT, UNHCR, UNICEF

All data and maps presented in this document were generated from the GIS database which constitutes a "live" information bank that can be constantly updated based on actual emerging changes in Kadi Askar neighbourhoods.

It is of high importance to establish an operations room where the GIS database can be managed and regularly updated by the neighbourhoods' committees or a group of volunteers in cooperation with Aleppo city council.

The Participatory Community Recovery Planning Roadmap and Steps

The following "Roadmap" reflects the main steps and milestones of the participatory community planning process for effective implementation and impactful outcomes. It describes how local governance is promoted, from the outset of the process onward, through the inclusive and meaningful involvement and ownership of various stakeholders including local communities, civil society organisations, local authorities, academia, private sector, and international humanitarian actors.

The Roadmap constitutes the following complementary main steps:
- Local context sensitivity analysis
- Promoting community participation and participatory mechanisms
- Participatory situation analysis: information/data collection; identification of needs, priorities, resources, and solutions
- Quick impact projects
- Formulation of the community recovery plan
- Implementation, M&E
- Continuous capacity building
- Documentation and knowledge sharing
- Strengthening local governance mechanisms

Figure 2.1. Private sector needs assesment sessions

Roadmap

Joint Context Sensitive Analysis

UN Agencies
INGO's
NGOs
Local Authorities
Communities
Private Sector
Etc.

Multi-stakeholders platform

Networks of women and Youth engagement

Continuous capacity development

Community participation

Local Authorities

Quick-win impact projects

Documenting & mutual learning

Local Priorities needs and resources

Need & Resources solution

Participatory methods

Internal/External Communication

Formulation: Guidelines, priorities, plans

Implementation

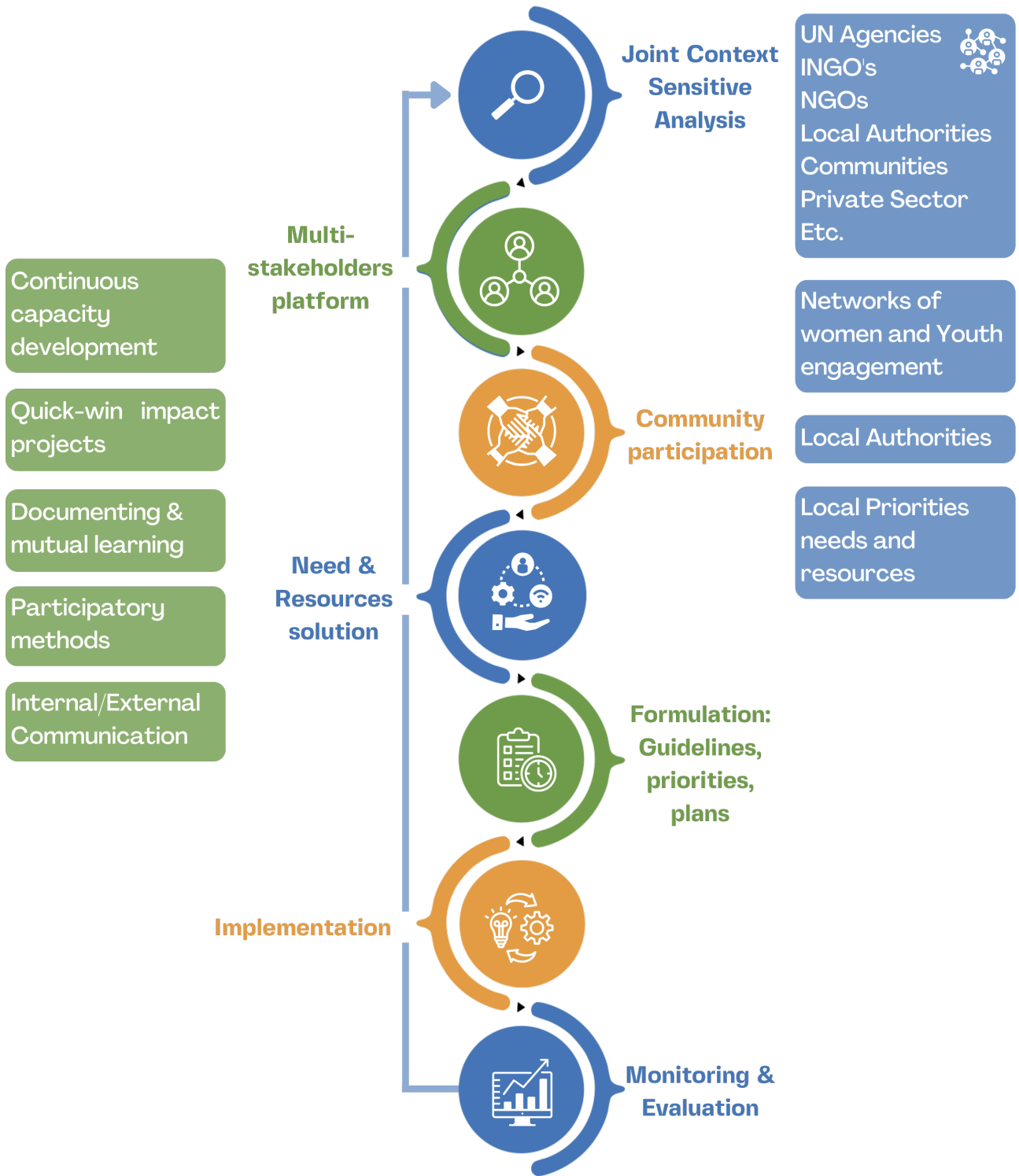**Monitoring & Evaluation**

Figure 2.2. The Participatory Community Recovery Planning Roadmap

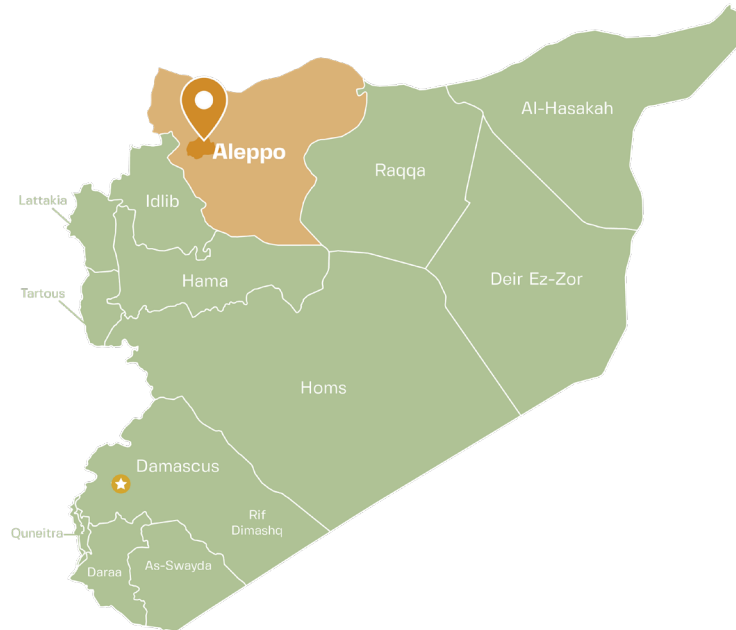# 3 Introducing the Governorate of Aleppo and the City of Aleppo*

Figure 3.1. Map of Syria showing the location of Aleppo city and governorate

Governorate of Aleppo

Aleppo Governorate is located in the northern part of the Syrian Arab Republic, bordered by the Republic of Türkiye to the north, Raqqa Governorate to the east, Hama Governorate to the south, and Idlib Governorate to the west and southwest. Due to the paramount importance of its location, Aleppo is considered the main gateway to Turkey for Syria and the Arab world. Aleppo governorate is 18,500 km2, which constitutes 10% of the total area of the Syrian Arab Republic. It ranks second in terms of the proportion of its arable lands.

Aleppo governorate is divided into 10 administrative regions (Jabal Samaan, which includes the governorate centre, al-Bab, Manbij, Ain al-Arab, Jarablus, Azaz, Afrin, al-Safira, Deir Hafer and al-Atarib), in which, 157 administrative units are distributed as follows: (24 cities, 112 towns, and 21 municipalities).

The registered population in the governorate of Aleppo reached 5,924,000 people in 2010, while it estimated dropped down to 4,744,000 people in 2015, and by adopting the population growth rate of 2.6%, the current population according to registered 6[**] ,119,970 people 3,156,989Male 2,962,981. The distribution of the population is characterized by dispersal and density or overpopulation at the same time. 52% of the population is in the city of Aleppo which constitutes 2% of the total spatial magnitude of the governorate, while the remaining

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population (48%) is dispersed over 2,821 localities constituting 98% of the governorate. Although it is not feasible to accurately identify, the demographic situation was hugely affected during the crisis as a result of migration, displacement and deaths.

The Governorate of Aleppo is characterized by the correlation of its cities, especially the city of Aleppo, with the diverse rural areas as agricultural production is one of the main sources of income in the governorate. Aleppo ranks first in terms of industry, compared to the rest of the Syrian governorates; the number of industrial facilities in the governorate constituted about 26% of the total number of industrial facilities in the country. In addition, Aleppo is one of the most significant Syrian governorates at the commercial level due to its remarkably strategic geographic location on the main international trade pathways. The governorate's most prominent economic function is related to industry, with a first-class agricultural, cultural, and touristic activities.

> According to the National Framework[*], the governorate of Aleppo was severely impacted by the civil war, particularly the city of Aleppo, which led to the destruction of historical and urban fabrics, facilities, services, and production areas. It also concluded that future interventions should focus on preserving Aleppo as the economic-industrial capital of Syria.

On another hand, the report of the National Housing and Housing Map for the Southern Province stated that urban communities have a high demographic sensitivity; and that the governorate of Aleppo has diverse characteristics; therefore, there is an urgent need to level up and improve the resilience and wellbeing of Aleppo communities especially with regard to the technical status of the governorate's infrastructure and basic services.

Figure 3.2. Local community initiative - rehabilitat electrical transformation building

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* Provincial Planning Commission, Document of Basic Orientations and Entry Points for the National Framework in the Syrian Arab Republic, Ministry of Public Works and Housing, the Cabinet, Syrian Arab Republic, October 2018.

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The City of Aleppo

It is the centre of Aleppo Governorate, the largest Syrian city, and the economic capital of the country. With a spital magnitude of about 23,000 km, the city of Aleppo comprises 117 neighborhoods and a population of 2,007,000 people.
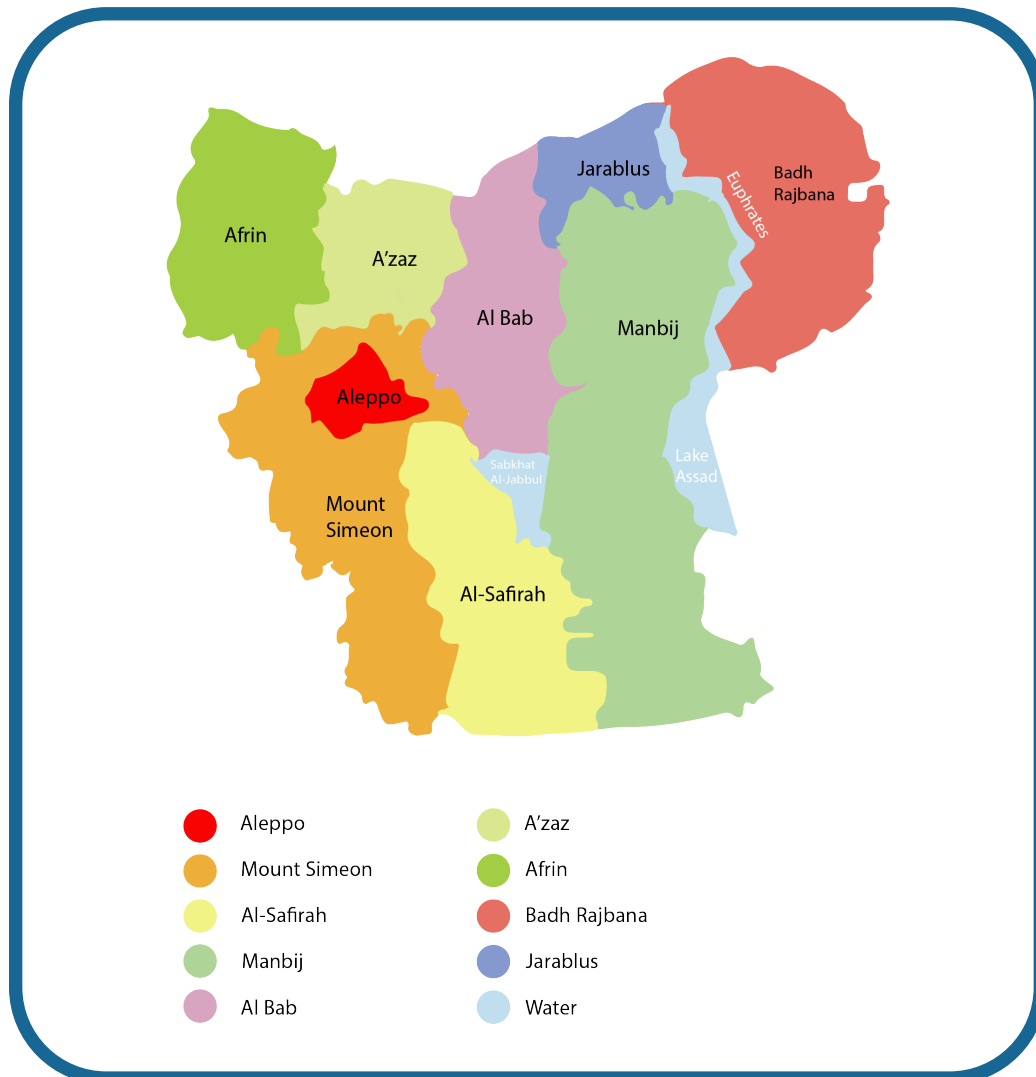

Figure 3.3. Map showing location of Aleppo city in Aleppo governorate

Being the oldest inhabited city in the world, the city of Aleppo contains the second largest university in Syria and a number of private universities in addition to numerous prominent specialized hospitals and a large museum where attractive antiquities from various ancient civilizations can be found. The Old City of Aleppo, characterized by its famous citadel, covered markets, caravansaries, old houses, handicrafts, and traditional industries, became a UNESCO World Heritage Site in 1986.

By bordering Turkey in the north, the city of Aleppo was the first gateway through which the Arab world overlooked Europe. This important geographic location was key in fostering Aleppo's commercial activities as it is considered an important trade hub linking Europe with the Middle East and the Arabian Gulf through Turkey. It was named the capital of the Islamic culture in the Arab world in 2006.

The city of Aleppo is famous for many industries including textile, concrete and metal construction, home and office furniture in addition to engineering and chemical industries. It is also well known for several distinguished crafts such as goldsmithing, shoemaking, and auto mechanics.

Having played an important role in the economic and political life of Syria in general and the northern part of the country in particular, the city of Aleppo has always been one of the most population-attracting cities and a magnet for residents of nearby cities and countryside due to the availability and diversity of its service facilities.

During the Syrian crisis, the city of Aleppo was severely affected by the clashes and bombing. The city's economy stopped, and many of its archaeological sites were destroyed, such as the minaret of Umayyad Mosque and the old markets.
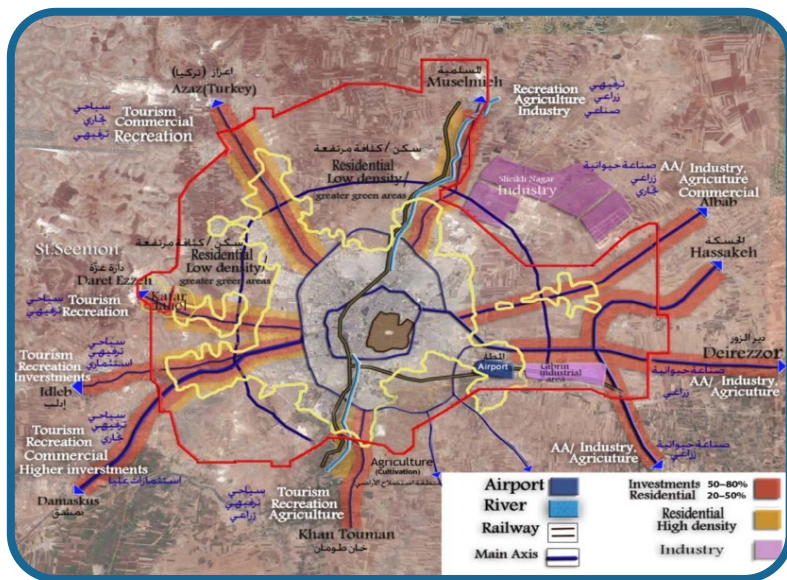

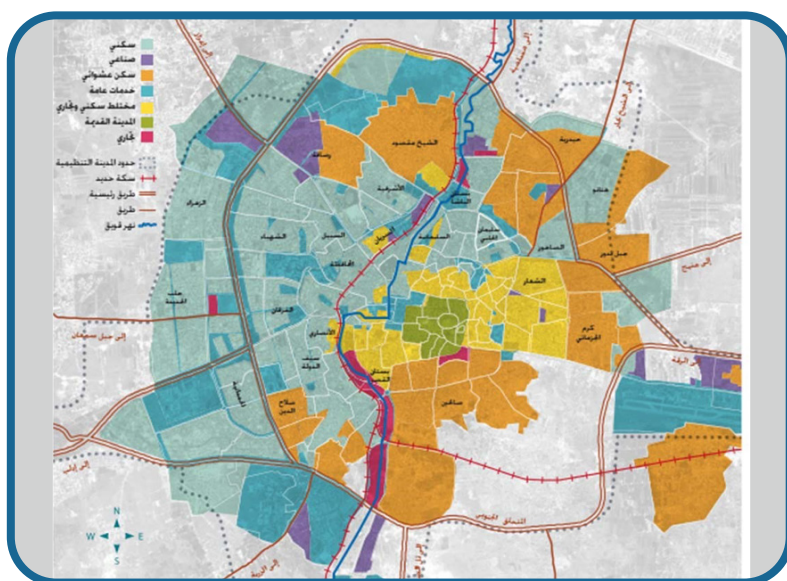Figure 3.4.Transportation hubs in the city of Aleppo - State Planning Commission

Figure 3.5. Land uses in the city of Aleppo and the distribution of the city's neighbourhoods

Master Plans of the City of Aleppo

1974
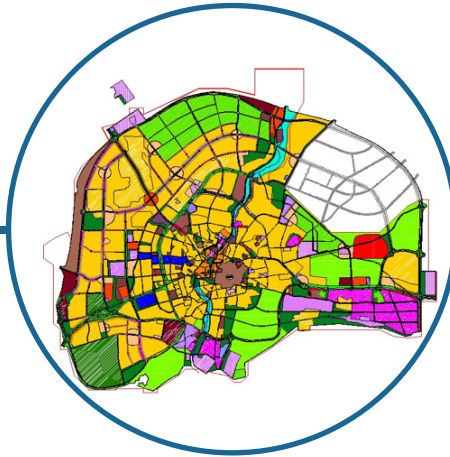
The master plan for the year 1974, with an area of 21,000 hectares

2004
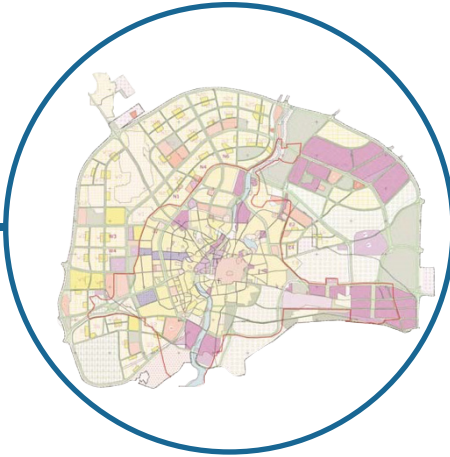
The 2004 master plan was prepared by the General Company for Studies and Technical Consultations, covering an area of 41,000 hectares

2011

The 2011 master plan was prepared by the General Company for Technical Studies and Consultations, covering an area of 41,000 hectares

2018

The master plan for 2018, covers an area of 41,000 hectares

Aleppo Master plan issued in 2018

Figure 3.6. Timeline showcasing the master plans of the City of Aleppo from the year 1974 to 2018

Aleppo During the Syrian Crisis

The governorate of Aleppo* was a major battlefield that witnessed violent clashes during the period from mid-2012 to the end of 2016; the rural areas and some parts of Aleppo city were unstable and severely insecure. By the end of 2013, only one supply line (Khanasser - Al-Safira – Al-Ramousah) linked the city with other governorates. In mid-2016, another supply line (Castello Road, north of Aleppo) was cleared.

During this period, ongoing projects to install or upgrade basic services were halted; similarly, planned projects were postponed until further notice except for a few vital projects related to education, health and solid waste within the stable areas of the governorate.

The crisis, as well as the severe siege on Aleppo city, has had many repercussions on the economic, social and environmental situation as well as the provision of infrastructure and basic services. The productivity of the agricultural and industrial sectors declined significantly resulting in a considerable decrease in local commodity production particularly food products. Consequently, the dependency on governmental and international support to secure lifesaving and sustaining requirements increased dramatically.

The deterioration of the industrial situation and production in the city of Aleppo was mainly triggered by the armed groups' control over the eastern neighborhoods where the majority of factories and workshops are situated. The systematic theft and sabotage of these factories and workshops prompted the migration of their owners to other countries or, to a lesser degree, safer governorates where they re-established their businesses.

By the end of 2016, following the restoration of the government's control over the industrial city in Sheikh Najjar and most of the eastern neighbourhoods, local industrialists and small
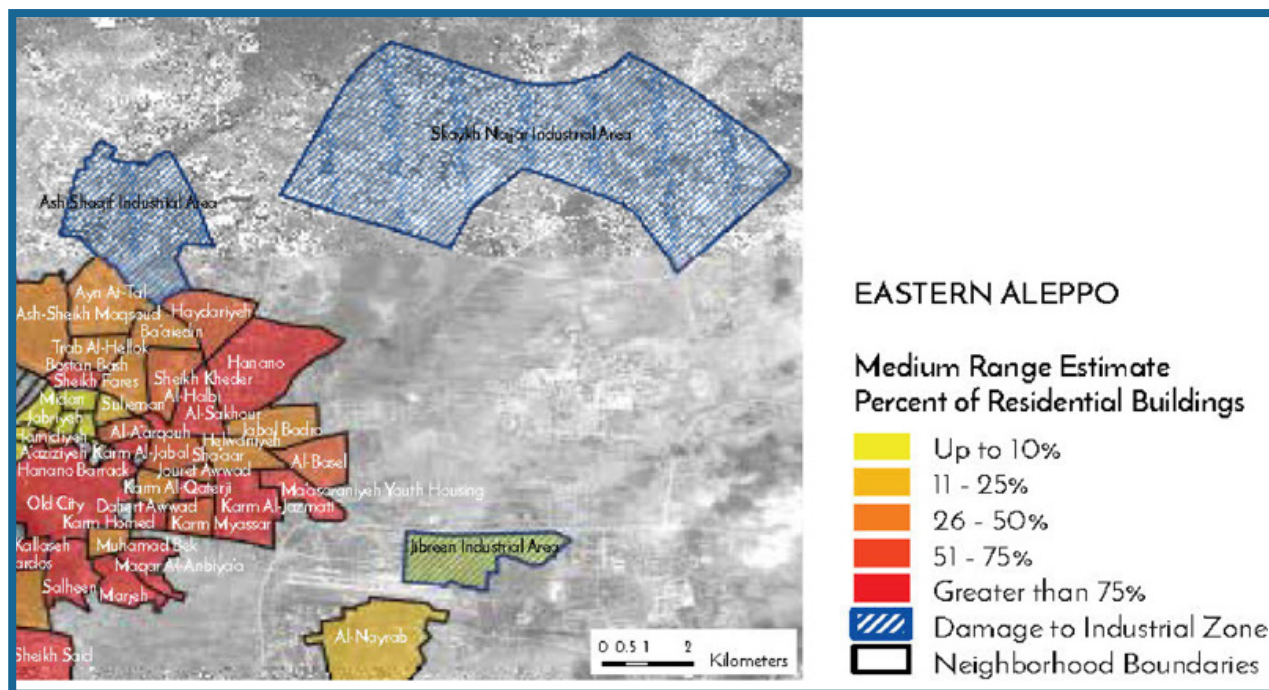

Figure 3.7. Damage to households in the city of Aleppo, the World Bank

business began to revive gradually as many factories and workshops were rehabilitated and operated.

According to a World Bank's report , the city of Aleppo witnessed brutal military offensives and massive destruction and was subsequently divided into two parts, an eastern one controlled by the armed groups and a western one controlled by the government of Syria. This was resulted in a significant internal displacement and damage to the infrastructure and basic services.

The World Bank also reported that the damage to the residential areas in the city of Aleppo was huge, as more than 32% of the houses were severely damaged. The increasing number of IDPs caused a huge demand for housing vis a vis the reduced housing supply. As of 20 January 2017, about 121,350 IDPs were registered; most of which chose to remain near their place of origin, so they could return later.

According to the same World Bank report, it is estimated that 53% of the education facilities and 60% of the health facilities in Aleppo were either partially damaged or completely destroyed. Also, a considerable number of people did not have access to potable water since January 2017; and many of them rely on tanker filling from 300 private wells inside the city to supply them with water.

The general report[**] of the City of Aleppo Master Plan Assessment indicated a number of limited or temporary emergent changes to some urban characteristics in the city of Aleppo, such as:

- Some residential areas became commercial areas or craftsman areas - especially the main streets, such as Al-Hodeidah, Al-Furqan, Al-Sabil, Al-Neel and Al-Mashareqah - for the purpose of bridging the shortage of commercial services in the safe part of the city during the period between 2013-2015.

- Some public, educational, or service institutions were transformed into temporary IDPs collective centres.

- The expansion of informal settlement and the emergence of new ones as well as the construction infringements in some organized areas from mid-2011 until mid-2013.

** Aleppo City Council, Report of Studies Necessary for the City of Aleppo Master Plan Assessment approved in 2012, General Company for Studies and Technical Consultations, Aleppo Governorate, Ministry of Public Works and Housing, Syria, 2017.

Description of the District of Kadi Askar

Kadi Askar district is located in the eastern part of the city of Aleppo. It was heavily damaged by the armed conflict between 2012 and late 2016 (30-40% of the house were destroyed). It consists of seven neighbourhoods that share a social and economic fabric and constitute one administrative unit. The total population in Kadi Askar before the crisis was about 400,000 people and is currently estimated at 250,000 people[*]. A considerable number of IDPs are currently returning to their residentials in Kadi Askar neighbourhoods which imposes a huge burden on the remaining inadequate basic services.
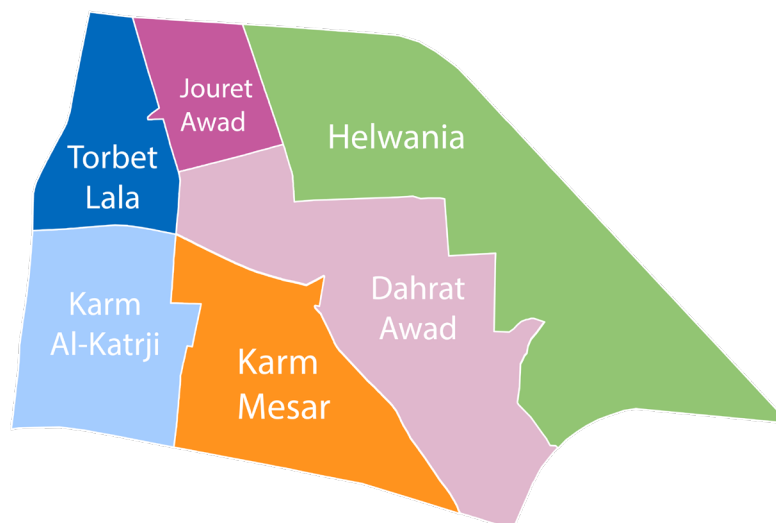

Figure 3.8.1. Map of Kadi Askar

Participatory Analysis of the Current Situation in the 9[**] Targeted Neighbourhoods within Kadi Askar District

Description of the area in the city master plan

According to the city of Aleppo master plan, the area of Kadi Askar area is /190143/ hectares. It is located in the fourth organizational sector of the city of Aleppo, adjacent to the old city from the east. It is bordered from the north and east by the airport road and separated from it by a green belt in most of its parts. This sector is divided by a street into a north-eastern and south-western sections, on which many industrial and craft activities, some commercial activities, and a few service activities are located. About 40% of the area of this sector is located within the informal settlements, and on its eastern side there are areas of empty land. The sector consists of seven neighbourhoods: Karm Al-Jabal, Al-Halwaniyah, Turbat Lala, Dahrat Awad, Karm Al-Katrji, Karm Al-Muyassar and Jurat Awad.

The urban neighbourhoods of Kadi Askar are residential in general, and they are dominantly informal settlements, with the exception of some organized housing sites within the Al-Halwaniyah neighbourhood. They are mostly concentrated in the neighbourhoods of Turbat Lala, Dahrat Awad, Karam Muyassar and Karm Al-Katrji. The other neighbourhoods are almost devoid of industrial areas. In addition, there are few organized green spaces in Karam al-Katrji, and less in Turbat Lala, and the other neighbourhoods are almost devoid of green areas. As for service activities, most of them are located in Dahrat Awad, followed by Karam al-Katrji, and very few in other neighbourhoods. Finally, educational activities are distributed throughout the sector.

Kadi Askar District

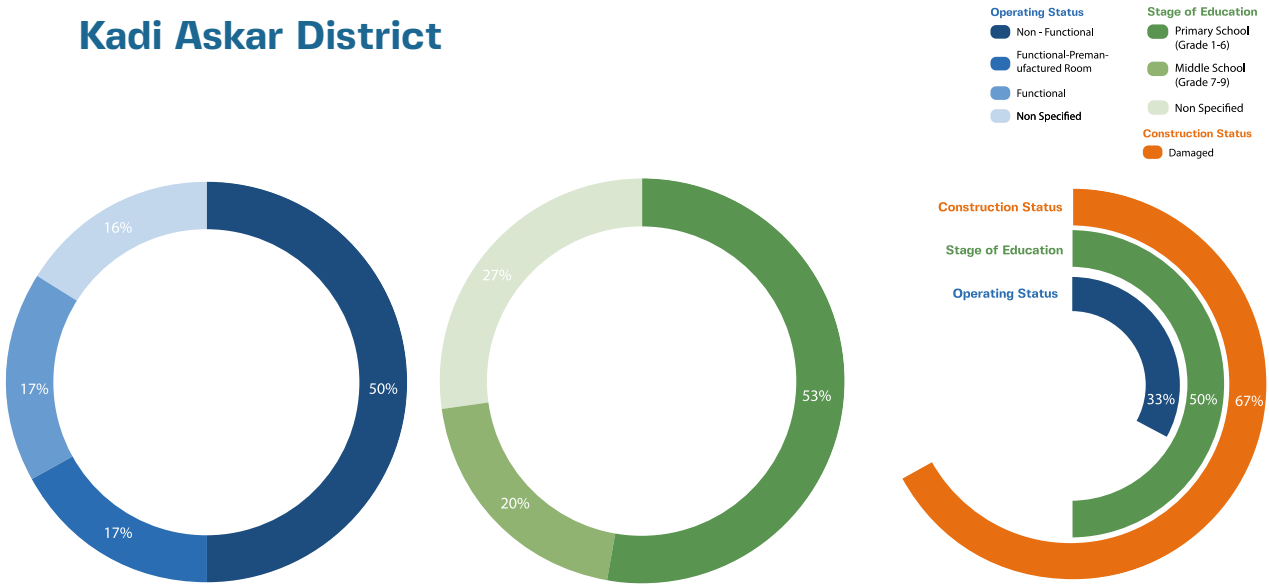**Construction Status**

Stage of Education

Operating Status

Figrue 3.8.2 i. Schematic representaion displaying the analysis of schools by operating status in Kadi Askar District ii. Schematic representation displaying the distribution of schools by stage of education in Kadi Askar District iii. Schematic representation of operating status, construction stage of education of schools in Kadi Askar District

Sewage System

54%	46%
Implemented	In Desperate need of Rpelacement
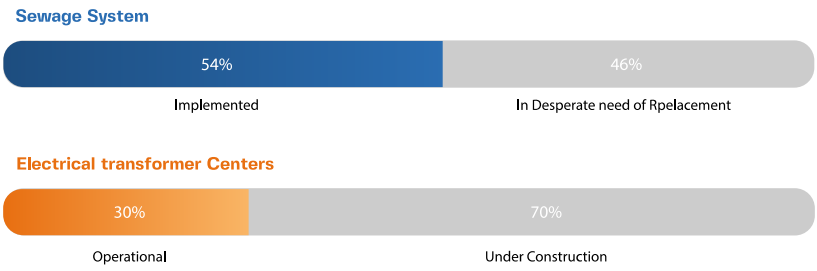
Figure 3.8.3. Progress Bar displaying the status of the Sewage system in Kadi Askar District

Electrical transformer Centers

30%	70%
Operational	Under Construction

Figure 3.8.4. Progress Bar displaying the construction status of the Electrical Transformer Centers in Kadi Askar District

Legend
- Undamaged
- Minor Architectural Damage
- Light Structural Damage
- Moderate Damage
- Sever Damage
- Destroyed
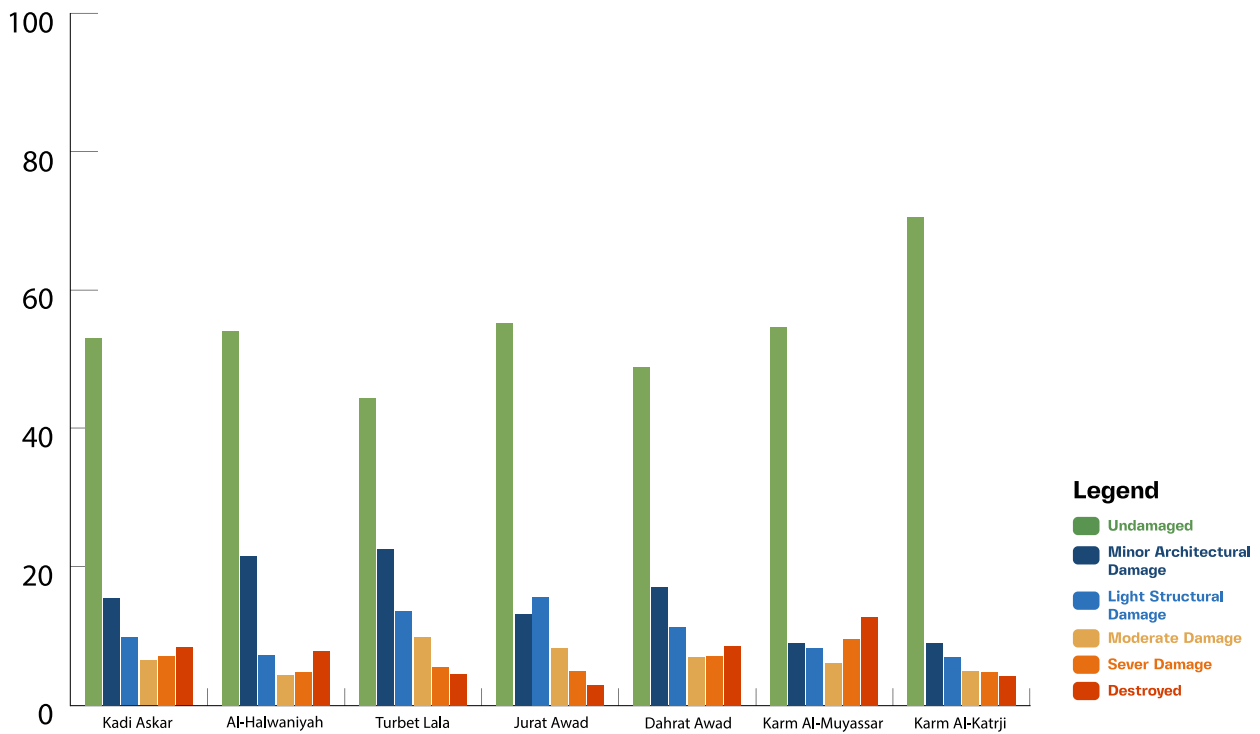
Figure 3.8.5. Schematic presentation of the physical condition of buildings per neighbourhoods (percentage), showing the damage in Kadi Askaar as a wholealong with the targeted neighbourhoods

** According to the urban system of the city of Aleppo and the naming of the neighborhoods approved by the Aleppo City Council and linked to the postal areas, the naming of the neighborhoods differs from the names used locally (local custom), and thus the number of neighborhoods differed while remaining within the same geographical borders.

Dahrat Awad Neighbourhood

Legend | Land Use
- ⚑ Mosques
- 🏫 Educational Sector
- ✚ Health Sector
- Industrial
- Health Facilities
- Educational
- Religious
- Residential
- Green Areas
- Service Sector
- Commercial
- Open Spaces
- — Implemented
- — In Desperate Need of Repair

Figure 3.9.1. The urban characteristics
of the buildings in Dahrat Awad

It is located on the eastern side of Sector 4 of the city of Aleppo. It is bordered on the east by Al-Halwaniyah, from the west by Turbat Lala, from the north by Al-Halwaniyah and Jurat Awad, and from the south by Karam Muyassar. The neighbourhood is 200.8 hectares; its population is estimated[*] at 40,361 people in 2012. There is an accredited urban study for the main part of the neighbourhood, the other part consists of informal settlements, Karm al-Jazmati; for which, there is no study. The neighbourhood has been organizationally classified as a residential and economic area for artisanal industry.

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[*] According to the population in 2004 and the increase rate of 6.2 proposed in the economic housing study for each region.
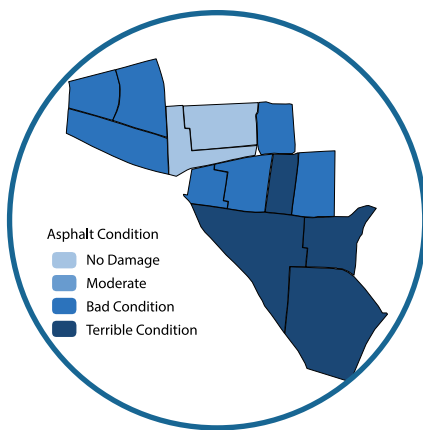
Figure 3.9.2. The physical condition of the asphalt and sidewalks in Dahrat Awad

Asphalt Condition
- No Damage
- Moderate
- Bad Condition
- Terrible Condition

Figure 3.9.3. Percentage of inhabitation in Dahrat Awad - February/2017

Legend | Population
- 0-20
- 21-40
- 41-69
- 61-80
- 81-100
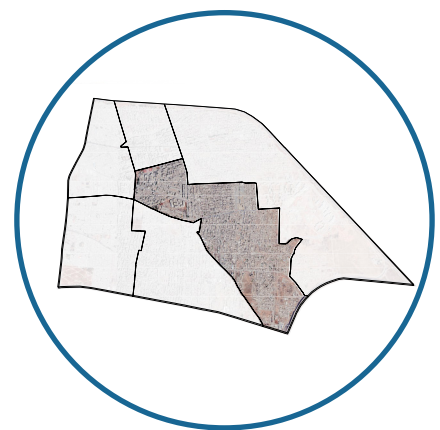
Figure 3.9.4. Satalite image showing the location of Dahrat Awad neighbourhood in Kadi Askar

Sewage System

51%	49%
Implemented	In Desperate need of Rpelacement

Figure 3.9.5. Progress Bar displaying the status of the Sewage system in Dahrat Awad

33%   33%   34%

33%   33%   100%

Operating Status
- Non - Functional
- Functional-Premanufactured Room
- Functional
- Non Specified

Stage of Education
- Primary School (Grade 1-6)
- Middle School (Grade 7-9)
- Non Specified

Construction Status
- Damaged

Figure 3.9.6. i. Schematic representaion displaying the analysis of schools by operating status in Dahrat Awad ii. Schematic representation of operating status, construction stage of education of schools in Dahrat Awad Neighbourhood

Jurat Awad Neighbourhood

Legend | Land Use
- 🕌 Mosques
- 🏫 Educational Sector
- ✚ Health Sector
- ■ Educational
- ■ Religious
- ■ Residential
- ■ Commercial
- ■ Green Areas
- — Implemented

Figure 3.10.1. The urban characteristics of the buildings in Jurat Awad

It is located on the north of Sector 4 and is bordered on the east by Al-Halwaniyah, on the north by Sector 9, on the west by Turbat Lala, and on the south by Dahrat Awad. The neighbourhood is 7.44 hectares; its population is estimated at 17,654 people in 2012. There is an accredited urban for the neighborhood which is organizationally classified as a residential area.

Figure 3.10.2. The physical condition of the asphalt and sidewalks in Jurat Awad

Asphalt Condition
No Damage
Moderate
Bad Condition
Terrible Condition

Figure 3.10.3. Percentage of inhabitation in Jurat Awad - February/2017

Legend | Population
0-20
21-40
41-69
61-80
81-100
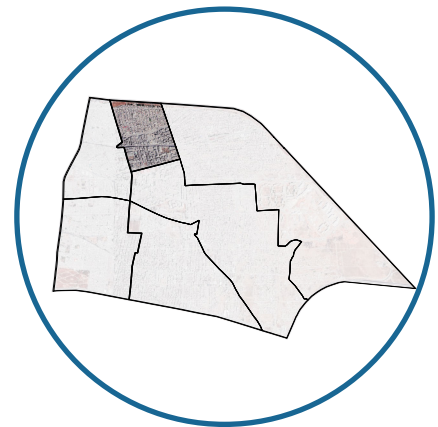
Figure 3.10.4. Satalite image showing the location of Jurat Awad neighbourhood in Kadi Askar

Sewage System

88%   12%

Implemented By DRC   Implemented By UNICEF
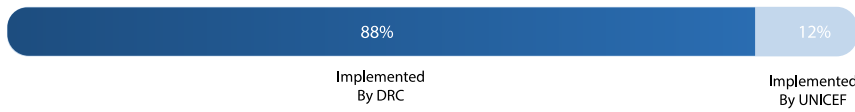
Figure 3.10.5. Progress Bar displaying the status of the Sewage system in Jurat Awad

Operating Status
Non - Functional
Functional-Premanufactured Room
Functional
Non Specified

Stage of Education
Primary School (Grade 1-6)
Middle School (Grade 7-9)
Non Specified

Construction Status
Damaged

Construction Status
Stage of Education
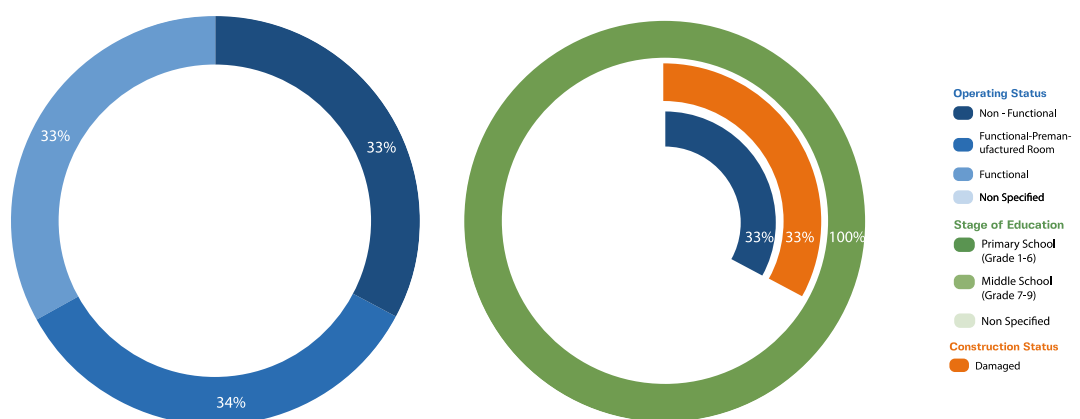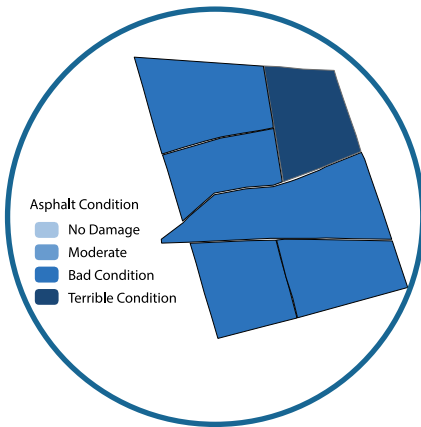Operating Status

33%   33%   34%   50%   50%   33%   50%   67%

Figure 3.10.6. i. Schematic representaion displaying the analysis of schools by operating status in Jurat Awad ii. Schematic representation displaying the distribution of schools by stage of education in Jurat Awad iii. Schematic representation of operating status, construction stage of education of schools in Jurat Awad Neighbourhood

Al-Halwaniyah neighbourhood

Figure 3.11.1 The urban characteristics
of the buildings in Al-Halwaniyah

It is located on the north of Sector 4, and it is bordered to the east by Sector 10, to the west by Jurat Awad, to the north by Sector 9, and to the south by Dahrat Awad. The neighbourhood is 196.6 hectares, and its population is estimated at 5,2001 people in 2012. There is an accredited urban study for a part of the neighbourhood. There is another urban planning study approved for the area to address current irregularities. The neighbourhood was organizationally classified as a residential area.

Figure 3.11.2 The physical condition of the asphalt and sidewalks in Al-Halwaniyah

Asphalt Condition
- No Damage
- Moderate
- Bad Condition
- Terrible Condition

Figure 3.11.3. Percentage of inhabitation in Al-Halwaniyah - February/2017

Legend | Population
- 0-20
- 21-40
- 41-69
- 61-80
- 81-100

Figure 3.11.4. Satalite image showing the location of Al Halwanyiah neighbourhood in Kadi Askar

Sewage System

19%	81%
Implemented	In Desperate need of Rpelacement

Figure 3.11.5. Progress Bar displaying the status of the Sewage system in Al-Halwaniyah

Operating Status
- Non - Functional
- Functional-Premanufactured Room
- Functional
- Non Specified

Stage of Education
- Primary School (Grade 1-6)
- Middle School (Grade 7-9)
- Non Specified

Construction Status
- Damaged

Stage of Education
Construction Status
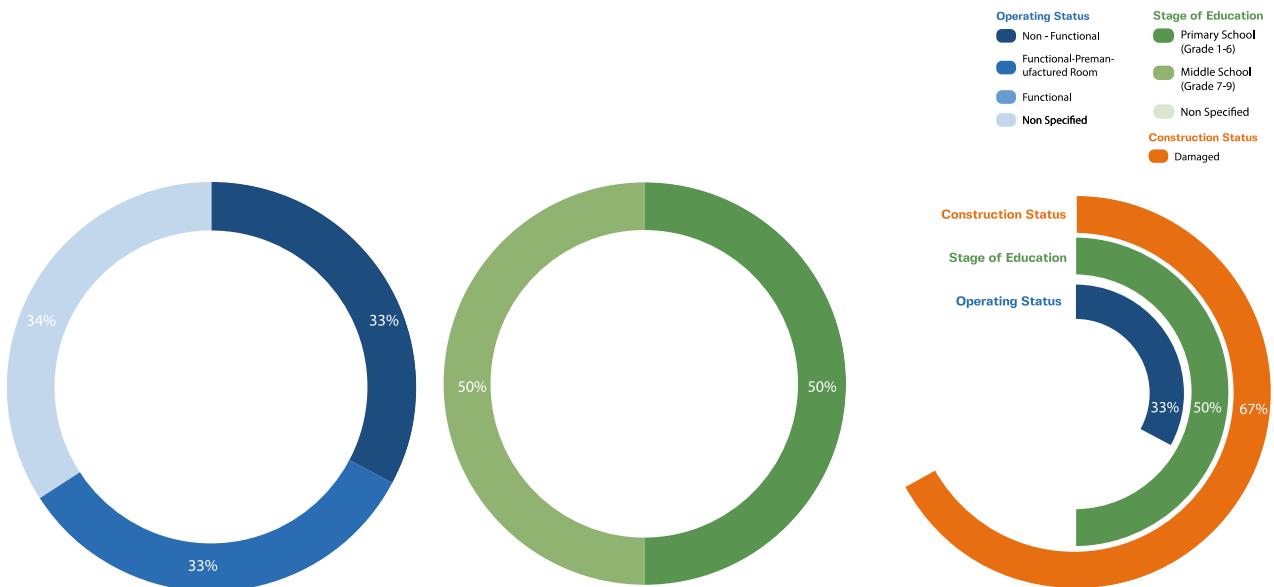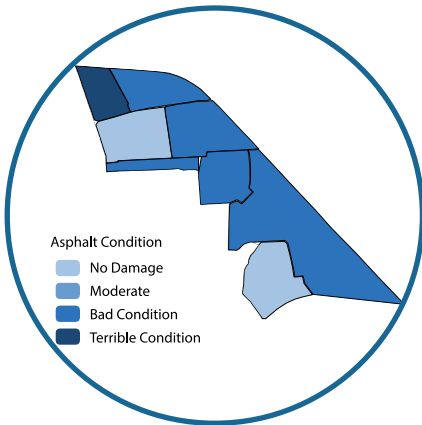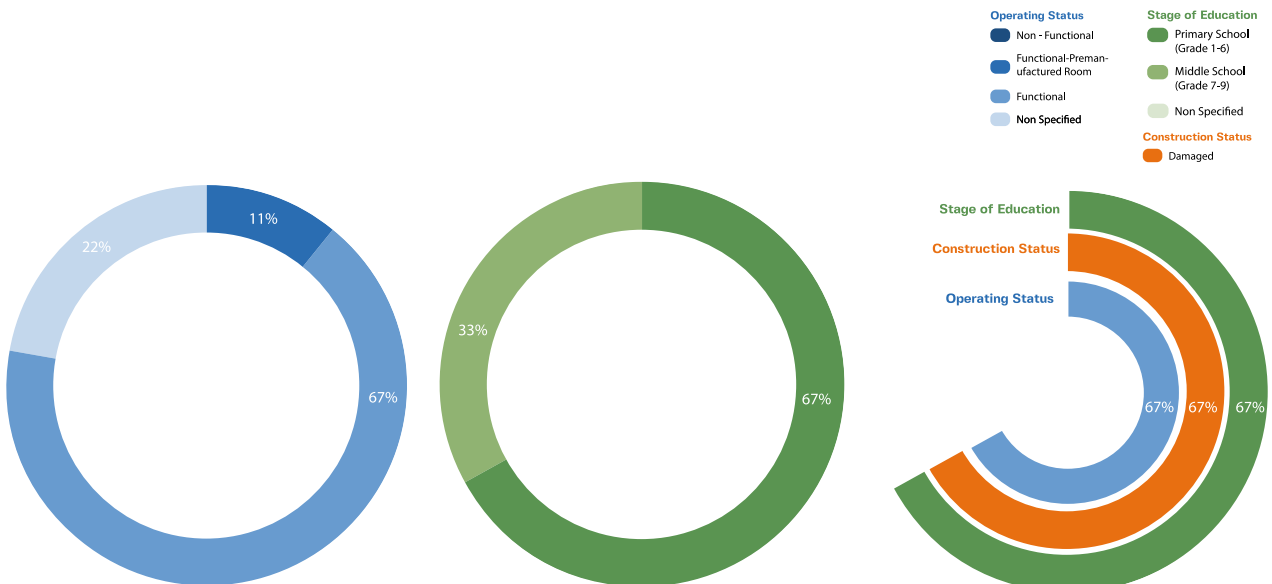Operating Status

11%
22%
67%

33%
67%

67% 67% 67%

Figure 3.11.6. i. Schematic representaion displaying the analysis of schools by operating status in Al-Halwaniyah ii. Schematic representation displaying the distribution of schools by stage of education in Al-Halwaniyah iii. Schematic representation of operating status, construction stage of education of schools in Al-Halwaniyah Neighbourhood

Karm Al-Muyassar Neighbourhood

Legend | Land Use
- Mosques
- Educational Sector
- Industrial
- Service Sector
- Open Spaces
- Educational
- Religious
- Residential
- Commercial
- Green Areas
- Implemented
- In Desperate Need of Repair

Figure 3.12.1. The urban characteristics of
the buildings in Karm Al-Muyassar

It is located on the south of Sector 4, and it is bordered on the east and north by Dahrat Awad, on the west by Karm al-Katrji, and on the south by Sector 5 and Sector 19. The neighbourhood is 9.91 hectares, and its population is estimated at 29,272 people in 2012. There is an accredited urban study for a part of the neighbourhood. The other part consists of informal settlements, Karm Al-Jazmati, for which, there is no study. The neighbourhood was organizationally classified as a residential area.
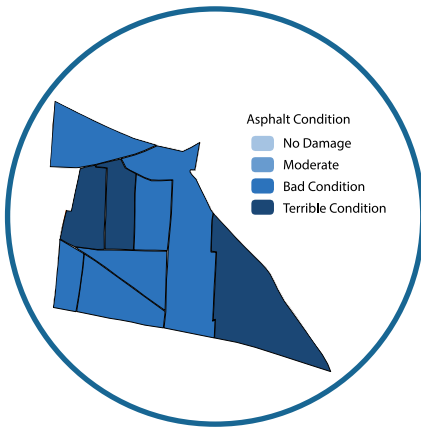
Figure 3.12.2. The physical condition of the asphalt and sidewalks in Karm Al-Muyassar

Figure 3.12.3. Percentage of inhabitation in Karm Al-Muyassar - February/2017

Figure 3.12.4. Satalite image showing the location of Karm Al-Muyassar neighbourhood in Kadi Askar

Sewage System

51%	49%
Implemented	In Desperate need of Rpelacement

Figrue 3.12.5. Progress Bar displaying the status of the Sewage system in Karm Al-Muyassar
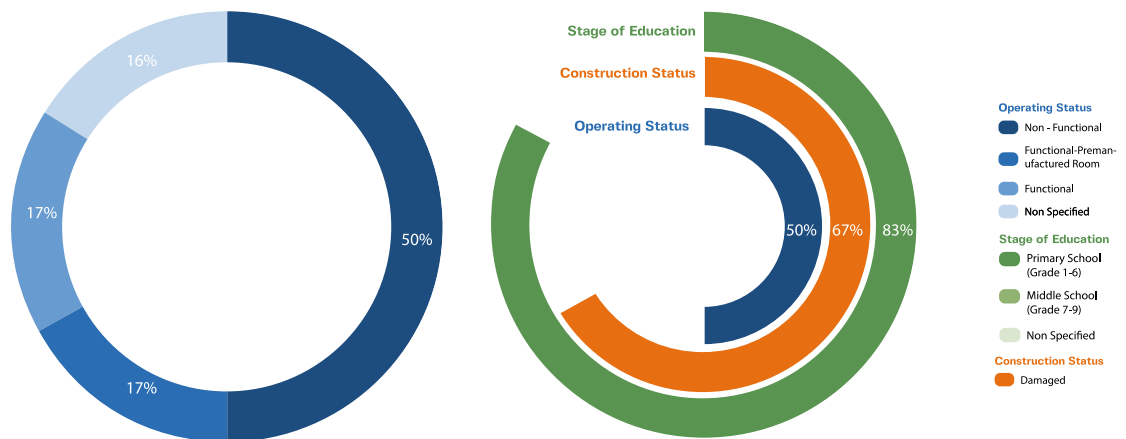
Figure 3.12.6. i. Schematic representaion displaying the analysis of schools by operating status in Karm Al-Muyassar ii. Schematic representation of operating status, construction stage of education of schools in Karm Al-Muyassar Neighbourhood

Karm Al-Katrji Neighbourhood

Figure 3.13.1. The urban characteristics of the buildings in Karm Al-Katrji

It is located on the south of Sector 4, and it is bordered on the east by Karm Muyassar, on the west by Ballat, and on the north by Turbat Lala. The neighbourhood is 102.4 hectares, and its population is estimated at 22,426 people in 2012. The neighbourhood has been organizationally classified as a residential and green area.

Figure 3.13.2. The physical condition of the asphalt and sidewalks in Karm Al-Katrji

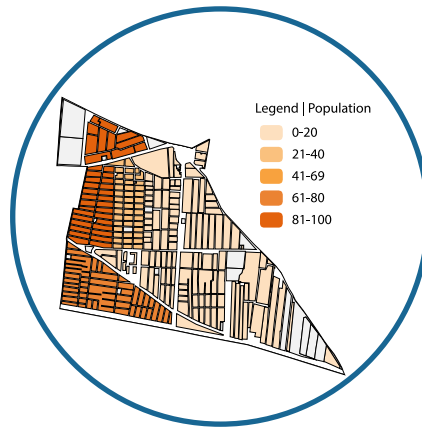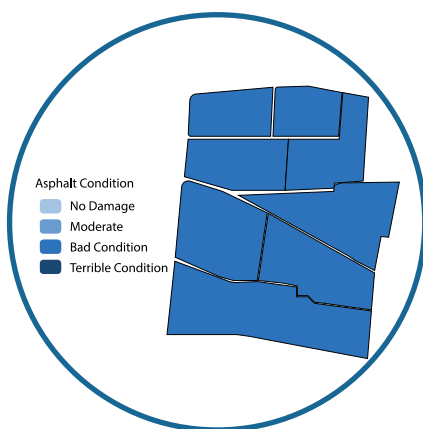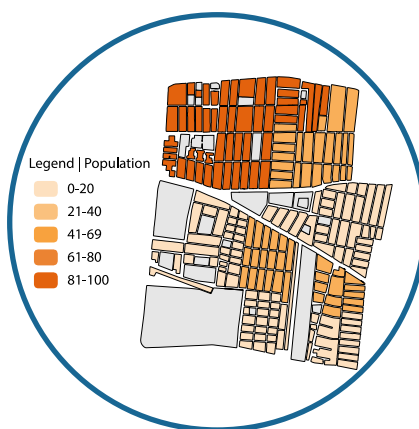Figure 3.13.3. Percentage of inhabitation in Karm Al-Katrji - February/2017

Figure 3.13.4. Satalite image showing the location of Karm Al-Katrji neighbourhood in Kadi Askar

Stage of Education

Construction Status

Operating Status

12%
50%
38%
50%
50%
50%
50%
50%
67%
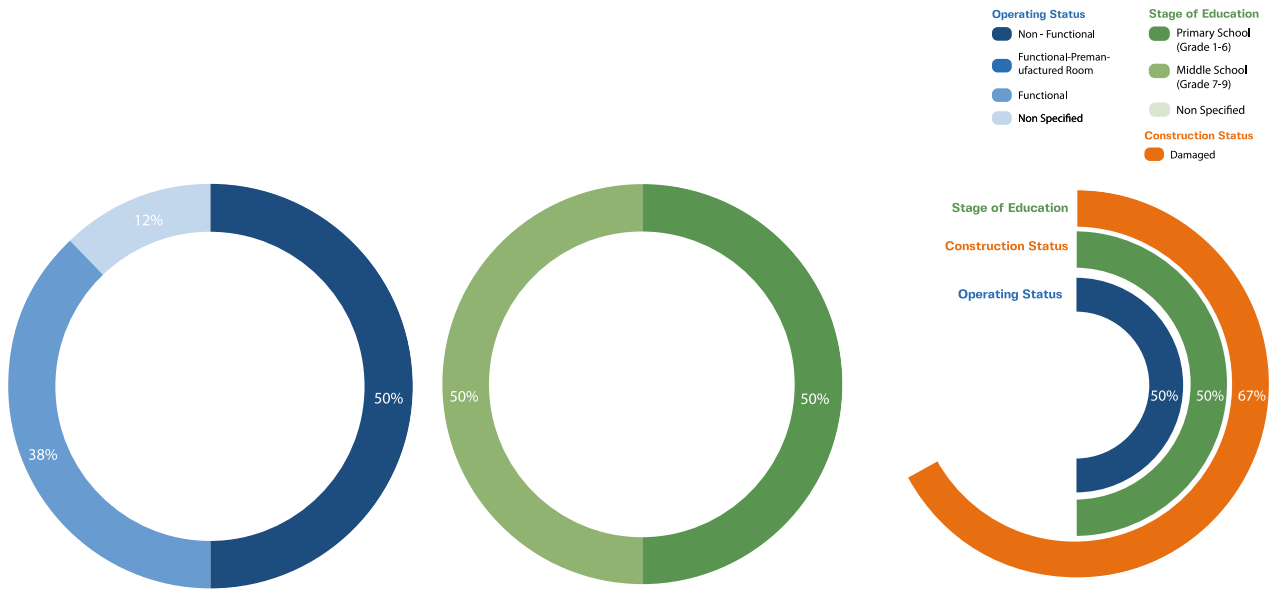
Figure 3.13.5. i. Schematic representaion displaying the analysis of schools by operating status in Karm Al-Katrji ii. Schematic representation displaying the distribution of schools by stage of education in Karm Al-Katrji iii. Schematic representation of operating status, construction stage of education of schools in Karm Al-Katrji Neighbourhood

Lighting System

68%   8%   24%
Old - Fluorescent Lights   New - Solar Energy   Unavailable

Figure 3.13.6. Progress Bar displaying the status of the Lighting system in Karm Al-Katrji

Sewage System

29%   71%
Implemented   In Desperate need of Rpelacement

Figure 3.13.7. Progress Bar displaying the status of the Sewage system in Karm Al-Katrji

Cleanliness – Current Status of containers

13%   87%
Available Containers   Needed Containers

Figure 3.13.8. Progress Bar displaying the current status of the garbage disposal containers in Karm Al-Katrji

Current Status of Street | Asphalt

73%   20%   7%
In Bad Condition   In Good Condition   Unavialable

Figure 3.13.9. Progress Bar displaying the current status of the streets in Karm Al-Katrji

Turbat Lala Neighbourhood

Figure 3.14.1. The urban characteristics of the buildings in Turbet Lala

It is located on the northwest of Sector 4 and is bordered on the east by Jurat Awad and Dahrat Awad, on the west by Karm Al-Jabal and Sector 1, on the north by Sector 9, and on the south by Karm Al-Katrji. The neighbourhood is 5.60 hectares, and its population is estimated[*] at 28,429 people in 2012. There is an accredited urban study for this neighbourhood which has been organizationally classified as a residential and economic area for artisanal industry.
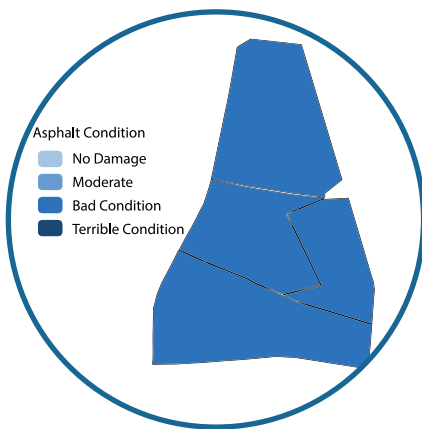
Figure 3.14.2. The physical condition of the asphalt and sidewalks in Turbet Lala

Figure 3.14.3. Percentage of inhabitation in Turbet Lala - February/2017

Figure 3.14.4. Satalite image showing the location of Turbet Lala neighbourhood in Kadi Askar

* The figures for population density have undergone a lot of change due to external migration and displacement, and there is no accurate reference and statistics recently - This applies to **all** neighbourhoods.

Stage of Education
- 🟢 Primary School (Grade 1-6)

Operating Status
- 🟦 Non - Functional
- 🟦 Functional-Premanufactured Room
- 🟦 Functional
- 🟦 Non Specified

Figure 3.14.5. i. Schematic representaion displaying the analysis of schools by operating status in Turbet Lala ii. Schematic representation displaying the distribution of schools by stage of education in Turbet Lala

Sewage System

67%	33%
Implemented	In Desperate need of Rpelacement

Figure 3.14.6. Progress Bar displaying the status of the Sewage system in Turbet Lala

Electrical transformer Centers

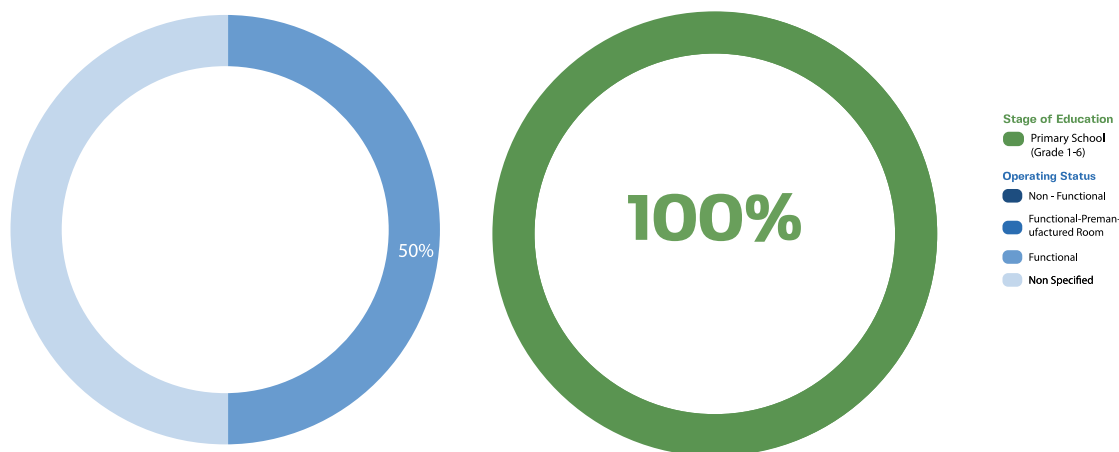| 31%	69%
Operational	Under Construction

Figure 3.14.7. Progress Bar displaying the current status of the electrical transfromer centers in Turbet Lala

Participatory Situation Analysis of the 9 Neighbourhoods in the District of Kadi Askar** with the active participation of representatives of the governorate of Aleppo, the city council and the local community including neighbourhood committees, Mukhtars, NGOs and the private sector, the real-time analysis of the current situation in the targeted neighbourhoods forms a cornerstone for developing an efficient community recovery plan. The analysis contributed to identify local community's needs and solutions, and to prioritizing future interventions from the community's perspective. This enhances the mobilization of all community and institutional resources and attracts support for the involvement of donor and supporting organizations and other actors.

STRENGTHS

• An organizational culture of having qualified administrative staff, and human resources. Accumulated work in the public sector

• The ownership and interest shown to improve local councils' performance and further listen to community's needs and interest

• Increased interest in promoting participatory planning processes and dialogue between local authorities and communities

• Interest shown to increase the culture of transparency and accountability, and promote complaint mechanisms at the local level

• Existing citizen service centers

• The presence of an active elected local council that deals with local issues and believes with the impotency of local community role.

• The existence of many effective committees under the Low 107 emanating from the local council of Aleppo city that solve many problems, such as: the Services and Utilities Committee, and the Construction and Building Committee

• Existing real estate and infrastructure in the target area that can be invested with the private sector to secure the necessary funding for the city, through empowering their role.

• The existence of the institutional spaces to build capacities of local governments'

• Easy procedures for accrediting technical and engineering studies or directly approval by the service Directorate, by presenting them to the local council only

• Great job opportunities provided by the public sector for various types of employment, especially for young groups and untrained workers

WEEKNESSES

• Limited technical capacities of local authorities elected members and local administration staff

• Limited resources -financial, personnel and technical-

• Low wages and limited incentives to retain staff

• Low control measures over local administrative staff inadequate qualified human resources

• Lack understanding of elected member on their roles and authority and their mission as elected leaders. Lack of knowledge of the Law 107

• Coordination between local council, governorate and directorates need improvement

• General dissatisfaction of the community on the local authority's performance

• Limited capacities to carry out participatory community process

• Women are underrepresented in the local council and local administration, less than 8% are women. All Mukthar and Neighborhood Committees' member are men.

• Youth representation needs to be reactivated in the local council, local administration and local institutions

• Perception that Mukthars and Neighborhood Committees don't represent communities' interest's vis a vis local authority

• Poor coordination mechanisms between Mukhtars, Neighborhood Committees and local authorities

• Limited participatory mechanisms to promote dialogue between the local council and communities, including private sector

• Perception of lack of transparency and accountability from community members on the role of the local authorities

• Inflexibility of laws and regulations related to urban planning and their failure to keep pace with the speed of changes and needs

• Multiplicity of bureaucratic procedures that impede the planning implementation process, and the corruption of some administrative units in terms of leniency in granting exceptions to build violations

• Lack of funding to implement planning and priorities to meet the needs of the local community.

• Failure to target sustainability during the evaluation of master plans, which led to the spread of

informal settlements

• Some actors' lack of awareness of the importance of planning

• Lack of appropriate mechanisms for presenting local plans, works and projects of the local council to the local community

• Great bureaucracy and "red tape" in the local administration to solve citizen's needs and problems

• Lack of clarity about the procedures and fees necessary to complete citizens' transactions in municipalities, and not announcing them on paper or electronically in spite of the orientation of service citizen to minimize this impact.

• Lack of capacities to collect local revenues

• Lack of knowledge and solutions around HLP related issues

• Absence of an adequate legal framework and city planning to tackle informal housing related issues

• Lack of the necessary machinery, the absence of a central unit to maintain the existing old ones, and the high costs of maintenance in the local market.

•Mechanisms to monitor performance of employee's and management need improvement

RESPONSIVE LOCAL INSTITUTIONS

OPPORTUNITIES

• Activating the Participation Law 5 of 2016 is an opportunity to invest the resources of administrative units and increase their revenues in cooperation with the private sector

• Openness to receive technical support and build capacities in local governance related issues

• Developing the organizational structure of the city council according to the latest developments in a contemporary and effective manner

• The presence of the Mukhtars and neighborhood committees as an appropriate link to achieve good communication between the local community and the municipal council

• Increased interest in promoting a community participation culture

• Developing the legislation regulating the work of the administrative unit to become appropriate to the requirements of the work, such as: the financial law regulating the work of administrative units and Legislative Decree 107, and the involvement of administrative units in setting their local plans

• Interest in changing the behavioral and administrative patterns among the parties involved in developing and implementing participatory plans.

• Amending wages and salaries, and amending the financial disbursement law for incentives Human Resources

• Activate communication channels between the local councils and other Syrian cities under the supervision of the Ministry of Local Administration and Environment to exchange experiences at the national level

• Cooperation between the Ministry of Local Administration with donors such as the United Nations Development Program, as it is one of the most important means of supporting effective communication between the local administration and the local community

• Completing contracts with investors to award some services on behalf of and under the supervision of the city council.

• Mobilization of local, national, and international resources to implement the community recovery plan

THREATS

• Outdated equipment and machinery that are necessary to complete the work and implement local plans

• The lack of trust between citizens and the city council and the lack of transparency due to the absence of many services

• Ongoing rotation and lack of local staff and workers through migrating and moving to work in the private sector

• Lack of financial resources for rehabilitation of basic services and infrastructure

• Limited initiatives by the city council to develop laws and building regulations, and not working on investment opportunities of the council's property

• The ongoing Syrian crisis, loss of hope for stability and reaching the goals, and the consequent migration

• The ongoing economic sanctions

• Ineffective implementation of

the Law 107 of 2011, which grants community workspaces and constitutes an opportunity to enhance the presence of competencies of local authorities and increase their influence, through the powers of local councils and their executive offices in forming local development committees and volunteering committees and supporting initiatives

STRENGTHS

Waste Management

• Service is still doing well despite the scarcity of resources

• The positive impact of United Nations programs' in creating job opportunities in the field of waste collection

• Previous experiences in the privatization of waste collection and the possibility of investment in this field.

Transport, Education and Health

• Having departments with accumulated experience in their service domain

• Urban Planning and administrative structure and the municipal's role

• An update (2017) of the 2012 master plan of the city of Aleppo

• The will and vitality of the local community and its desire to implement participatory planning

• The presence of the old city and the historical gradation of the city plan

WEEKNESSES

• Lack of community awareness about the importance of cleanliness and preserving the environment

• Lack of financial and human resources and logistical capabilities necessary for the work of the sector

• Lack of financial and human resources and logistical capabilities necessary for operating the sector

Electricity, telecommunications, and WASH

• Shortage of workers, machinery and financial resources

• No sewage treatment plant

• The lack of a network of tunnels for infrastructure

• Lack of coordination of projects among infrastructure sectors

• Inadequate mobile phone base stations to cover all areas.

Transport, Education and Health

• Weak funding for the rehabilitation and operation of services.

• Significant shortage of financial and human resources in the health, education, and transportation sectors.

• Lack of materials and equipment needed to operate the sectors, especially fuel

• Sexual harassment of women in public transportation

• Difficulties for elderly and PwD to access to public transportation

Urban Planning

• Multiplicity of authorities concerned with planning and the lack of independence of local planning decision-making.

• Old planning foundations, regulations and urban laws in force, and their inappropriateness for the phase of reconstruction and real estate development, and they do not take into account what the crisis caused in the urban structure of the city of Aleppo in particular.

• Clinging to the centralization of approvals of organizational schemes and the lack of consideration for local particularity. This causes delays in the issuance of schemes and the spread and increase of slums.

• Failure to activate participatory planning decision-making with the local community in organizing and developing their local communities. This led to a decline in mutual trust with the administrations and locals and a growing sense of non-belonging and the futility of caring for the issues of their regions.

• Failure to activate the Media Law in terms of securing immunity for media professionals, and failure to implement special programs in local planning issues that serve as a link to transfer the work of local councils to citizens, and convey the desire of the local community to the councils.

• Lack of floor investment and continued dependence on horizontal investment for the area of the city of Aleppo.

• Failure to activate the urban observatory led to the lack of a database on the area

• The weak role of the local administration in the planning process, as the supervisor of the urban planning process is the Ministry of Public Works and Housing, not the Ministry of Local Administration and Environment.

• Lack of an executive strategic vision has forced citizens with low incomes to establish their own housing in slum areas.

• Loss of real estate documents and loss of property ownership of individuals constitutes a challenge during the implementation of planning due to the lack of knowledge of land ownership

• Failure to observe the foundations of urban planning for balanced development between regions, especially rural areas

•Spread of common ownership and non-segregation of lands, which is the main obstacle in the implementation of planning

OPPORTUNITIES

Waste management

• Waste recycling, and closed containers for sorting and utilizing garbage in the gas, electricity, agricultural, and red brick industries

• Raising social awareness and introducing the culture of preserving the cleanliness of environment in school curricula.

Electricity, telecommunications, and WASH

• Using modern technologies to repair, establish and expand all infrastructure networks.

• Developing telephone center technologies to achieve the continuous development of this sector

• Availability of funding for the rehabilitation of aspects of various infrastructures

Transport, Education and Health

• Raising wages and the funding allocated for the rehabilitation and operation of services.

• Repatriation of immigrants, like doctors, teachers, technicians and trained workers

• Participation of the private sector in the internal transport sector

Urban Planning

• The Law107 which grants great powers to local councils and benefit from the workspaces it guarantees, which can contribute to better planning implementation.

• Implementation of Law 23 of 2015, which gave the administrative unit the possibility of expropriating the areas of violations that are within the approved master plan for their organization and rehabilitation.

• Amending the investment laws in the field of reconstruction to benefit the investor and the affected population who are unable to rehabilitate their properties.

• Providing material and technical support through donors wishing to work and play their role by assisting in the field of infrastructure rehabilitation and training oOf staff to implement planning.

• Rehabilitation and empowerment of the Contractors Syndicate to play its role in the reconstruction of the city in a competitive manner

THREATS

Waste management

• Lack of implementation of the hygiene-related law to match reality, or failure to implement it, and thus the citizens' indifference to it.

• Delay of logistic support for the sector, especially with regard to removal of the huge daily waste from the neighborhoods

Electricity, telecommunications, and WASH

• Continuity of economic blockade and coercive sanctions

• The continued attrition of public sector technicians with experience in infrastructure to the benefit of the private sector due to low salaries

• Lack of technicians and infrastructure workers

• Weakness of the use of real applications in the field of e-government and e-commerce

• Continued lack of electricity needed to operate the infrastructure

Transport, Education and Health

• Persistent difficulties of upgrading and developing equipment and the difficulties of providing the materials needed for operation with the continuation of the economic blockade and coercive sanctions.

• The continued leakage of experienced public-sector technicians in infrastructure to the private sector due to low salaries.

• Harassment of women in public transportation

• Difficulties for elderly and PwD to access to public transportation

Urban Planning

• Issuing more laws that are insufficiently studied and far from a participatory method with the local community.

• The delay in amending the Law of Urban Planning and the delay in issuing contemporary planning foundations that meet the needs of the current situation and regulate investment in the field of reconstruction.

• Delayed resolution of the overlaps in the multiple building laws and regulations to which one neighborhood is subject

• Continuing to issue a decision and grant exceptions that contradict each other, violate the regulations and laws in force, and cause obstruction to the implementation of the regulation

• Continuing to deplete agricultural land by relying heavily on horizontal expansion

• Continuing to gain the participation of the local community in the programs of implementing the organization and planning of their local communities

• Failure to seek the assistance of highly qualified experts to work in the field of developing and implementing plans and qualifying staff

STRENGTHS

• The knowledge, heritage, and great expertise of the city of Aleppo in the fields of industry, trade and crafts, and the need to preserve them.

• Existing human resources

• The global reputation for the quality of the Syrian Aleppan industries, especially textiles and yarns

• Monetary capital despite the crisis

• The desire of Kadi Askar community to contribute to a positive l economic change

Private Sector

• Availability of an experienced and trained workforce, and a distinguished young workforce

• Great powers as required by work

• A large material resource that obliges the worker to dedicate himself to the work to maintain it and the other benefits

• Flexibility of procedures and administrative relations, and the direct follow-up and evaluation of the work

WEEKNESSES

• The impact of the protected crisis

• Migration of factory owners and theft of factories

• Significant destruction of infrastructure in the area (40-60 %), for example the power station in the city and the inability to provide energy

• Migration of qualified labor force

• Centrality of decision and lack of trust between the workers in the economic sectors and the state for not involving them in making collective economic decisions

• Centrality of local councils' decisions and the lack of citizens' trust of the councils for not considering the particularity and aspirations of the population.

• Lack of local economic analysis and local recovery plans and the integration between public and private sector to increase the economic vitality of the area
• Increased forced child labor and other negative coping mechanisms

• Lack of awareness and programs to facilitate access to jobs to PwD

• Social and cultural barriers to promote women's economic empowerment and access to decent job opportunities

• Industries and factories are not equipped to facilitate women's access to job opportunities

• Women suffer from sexual harassment, abuse and exploitation at the workplace

• Unequal salaries between men and women performing same jobs in the private sector

• Lack of access to finance -micro-finance, loa services- of vulnerable groups

• Lack of job opportunities for youth

• High level of bureaucracy to access grants and loans to industrialists

• Informal power brokers control many markets in the area (influential tribes and families among others)

Private Sector

• Wages are insufficient compared to the cost of living

• Limited job opportunities in the private sector

• There is no guarantee of labor rights or social security in many businesses, particularly for children and women

• The employer benefit rule governing the relationship with the worker

• Lack of incentives for investors

OPPORTUNITIES

• The return of immigrant industrialists to the area and those working in other economic sectors after preparing the appropriate conditions.

• Providing bank loans with flexible guarantees for small projects to revive local economy.

• Changing the stereotypical roles of women and transforming them into breadwinners to prove their capabilities and merit and enrich their role in the community

• Investing the various local professional and technical staff in qualifying effective staff in industrial and economic sectors

• Improving the legal framework and role of small business to extend support to small industries and workshops in the neighborhood in terms of exemptions and facilitation.

• Markets can play an integrator role by providing access from different city neighborhoods and rural areas

• Mutual trust and integrated support to achieve the common benefit between private sector funding and municipal facilities

• Providing small loans and supporting investment in financing small projects of a cultural and tourism nature

Private Sector

• Providing a safe environment for the return of immigrant youth, especially with regard to military service procedures

• Cooperation between the Ministry of Local Administration and humanitarian actors and other donors, to keep supporting effective communication between the local administration and the local community

• The government implements its plan to support local initiatives, introduce the local community to the mechanism of work of the local council and increase its networking with the local community

THREATS

• Continuation of the economic blockade and coercive sanctions

• The continuing spread of the Covid-19

• Economic challenges: the deterioration of the exchange rate, and lifting government subsidies on materials

• Failure to develop laws to suit the times, especially with regard to investment

• Failure to activate the role of civil community in spreading the culture of belonging and social responsibility of the private sector in light of the stifling economic crises

• Cultural resistance to change women's role and rights to access decent jobs

Private Sector

• The ongoing Syrian crisis, loss of hope for stability and reaching the goals, and the consequent migration

• The ongoing economic sanctions

• The ongoing inflation and deterioration of exchange rate.

• Failure to provide a safe and supportive environment that facilitates the return of young people, especially with regard to military service

• Failure to implement Law 107 of 2011, which granted community workspaces, which constitutes an opportunity to enhance the presence of competencies and increase their influence, through the powers of local councils and their executive offices in forming local development committees and volunteering committees and supporting initiatives

COMMUNITY ORGANIZATION

Strengths

• Motivation, interest, and ownership shown to carry out community recovery planning processes

• Openness shown towards inclusivity and diversity of community spaces

• Ability to identify local resources and implement local solutions

• Openness to promote women's active role in the community and public sphere

• Motivation and willingness to promote dialogue with local authorities to discuss needs, priorities and identify local solutions

• Existing cultural centers and public spaces

• The establishment of voluntary committees with diversity and inclusion

Weeknesses

• Reduced social-cohesion, weakened social fabric and community trust

• Weakened self-reliance mechanisms and increased negative coping mechanisms like early marriage or child labor

• Reduced community organizations structures and networks

• Increased community insecurity

• Increased GBV and sexual harassment in the community, workplace, and public transportation

• Forced child and youth labor

• High levels of youth migration

• Increased domestic violence

• Discriminatory attitudes and practices toward women that limit their role in the society

• Lack of knowledge of the Law 107 and the opportunity it offers to increase community participation

• Lack of knowledge of the civic rights and regulations (registering the births, Marriage contract...)

Opportunities

• The role that women can play to promote a culture of peace and social cohesion

• Openness to enhance and promote community participation and work together with the local authorities

• Existing traditional structures, organizations and FBO than can play a positive role in the community

• Replicate the establishment of voluntary committees and enhance participation

• Joint work between local, national, and international organizations and local committees

• Community Centers that can enhance skills and capacities for inclusive participation and constructively influence local decision making

Threats

• Resistance to change particularly to change women's' socioeconomic role in the society

• Increased humanitarian crisis that can promote more negative coping mechanisms and decrease motivation of people

• Prevailing personal interests over community interests

• Lack of appropriate representation of community members in local/voluntary committees

•Raising falsa expectations among community members and provoke "planning" and/or participation fatigue if some needs are not covered

Summary of Community Resources Available in the District of Kadi Askar

- The availability of schools that can be utilized to provide community awareness raising sessions, enhancement courses for students, and vocational trainings. Schoolyards can also be used as playgrounds for children.

- The availability of mosques, some of which can be utilized to conduct educational and raising awareness raising sessions.

- The availability of pharmacies that can contribute to raising awareness on health-related issues.

- The availability of hospitals that can provide awareness raising sessions on hygiene and first aid to those in need, free of charge.

- The availability of local organizations and community support centers where awareness raising sessions, educational courses, illiteracy, and vocational trainings can be provided as well as youth activities and social events.

- The availability of parks that can be jointly rehabilitated and utilized as safe spaces for women and children and for exhibitions and cultural activities.

- The availability of social and sport club and social centers that provide safe spaces for children to grow their talents and for women to involve in recreational activities.

- The availability of industrialists, craftsmen and professionals who can provide human, technical and financial support, in addition to their crucial role in providing on the job training to interested members of the local communities to help them obtain decent job opportunities.

- The availability of doctors and lawyers who can contribute by allocating specific times to provide voluntary, free-of charge, consultations, and services.

- The availability of community leaders (religious, tribal, elderly, etc.) mukhtars and neighbourhood committees who can play a key role in resolving disputes and facilitating dialogue and mediating local disputes.

- The availability of representatives of the targeted neighborhoods in the People's Assembly, the City Council, and the Chambers of Industry and Commerce and the envisaged support they can provide to facilitate necessary approvals and resolve outstanding issues.

- The possibility of renewing the licenses of suspended bakeries.

- The role of local social media in advocacy and in mobilizing community groups to exchange experiences and knowledge and to advocate for active community participation in local initiatives in the targeted neighborhoods.

4 Participatory Community Recovery Plan for the District of Kadi Askar

The community recovery plan for the District of Kadi Askar is premised on the following four pillars: responsive local institutions, community organisation, infrastructure and basic services, and economic vitality.

The four pillars are proposed to organize and structure, in a more inter-sectorial and multidisciplinary way, the findings of the different analyses conducted for the target neighbourhoods. This also renders an opportunity to reclassify all outputs within a detailed, consistent, and holistic analysis that builds upon the understanding of the local context, problems, and the associated opportunities to strengthen social cohesion and avoid doing harm in future interventions.

In addition to the main priorities identified under each pillar, an informative matrix was generated to respond to them. The matrixes below include the basic components and associated community priorities that require immediate attention in addition to the indicative interventions that inform the design of responsive project activities.

Figure 4.1. Aleppo City View

Responsive Local Institutions

During the last eleven years of crisis, the capacities of the local institutions to provide an adequate response to the needs of local communities in Aleppo city have been significantly affected. Various factors have contributed to this, like the decrease of state budgets, the high level of damage caused by the crisis, and the continuous devaluation of the Syrian pound which has affected public salaries, among others. The reduced institutional capacities have led to dire consequences particularly for the provision of basic and social services such as civil registration and property registration.

During the participatory process carried out since May 2021, local stakeholders identified the following main priorities to be improved and tackled under this pillar:

• Promoting an enabling environment for inclusive participation and community ownership for increased service delivery and collective decision making on community related issues.

• Increasing the knowledge of participatory channels in local decision-making in line with the Law 107.

• Building the capacities of local administrative bodies -Governorate, Local Council, Mukhtars, and Neighbourhood Committees- on many of the laws and legislations governing their work, as well as on gender mainstreaming, participatory planning, spatialized information, accountability, transparency, and inclusiveness.

• Enhancing the capacities of Mukhtars and Neighbourhood Committees so they can further and effectively advocate for community needs and better coordinate their actions with other community mechanisms to ensure the involvement of the local community in identifying needs and priorities to collectively identify local solutions.

• Promoting productive dialogue and feedback mechanisms and improving local institutions' responsiveness to diverse community needs.

• Defining clear and complementary roles between Mukthars, Neighbourhood Committees and Voluntary Committees so they can serve the communities more effectively.

• Promoting a legislative framework that ensures the creation of governmental-community interaction space tapping into the opportunities offered by the Law 107.

• Increasing the representation of women and youth at the local councils, local institutions and their administrative bodies to bridge the current structural and social gap. For example, the percentage of women representation at the City Council is 8%[*] ; whereas their representation becomes less at the neighbourhood committees and mukhtars, for example, There is only one woman as Mukhtar at the city level.

Figure 4.2. Private sector needs assessment sessions

- Increasing dialogue mechanisms to build trust between the communities and local institutions to shape a common future.

- Having more accountable and transparent local institutions by:
a. activating the accountability and transpalrency procedures related to the work of voluntary committees
b. strengthening the vertical link between the community committees and the city council;
c. activating the culture of complaint among the community members by investing local resources available from schools places of worship and local social media;
d. developing guidelines for public authorities to facilitate citizens' access to those concerned with addressing local communities' complaints.

- Developing the structure of the city council, and creating offices concerned with the communication between citizens and the council. It is significant to move from complaint offices or boxes that enhance this approach, to direct communication on the ground, in order to analyse the needs, their causes and impacts, and identify respective solutions.

- Providing a legal framework to allow local authorities to expand and provide basis services in informal settlements affected during the crisis and where the population is growing. Solving this challenge requires national level solutions, adapted to local realities.

- Enhancing the role of citizens service centres to go beyond their instant service-related functions and contribute to creating a new interactive relationship between the citizens and their governmental institutions, in addition to creating a new approach to be adopted by public employees that focuses on citizens' satisfaction and makes governmental services more accessible to them.

Vision: Local authorities are characterised with flexibility, transparency, integrity, accountability, and capacity to enhance community participation and work effectively towards socioeconomic recovery, improving access to basic services and promoting social cohesion.

Linkage to sustainable development goals: SDG 1, SDG 4, SDG 5, SDG 10, SDG 11, SDG 16, SDG 17

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* Statistics of the Ministry of Local Administration

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Responsive and accountable local institutions				

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
• Designing and implementing capacity building programs: inclusive local governance, gender equality, accountability, participatory local planning, local revenue and others • Establishing new processes for annual budget preparation using a consultative and transparent approach • Creating and promoting civic spaces and communication channels for community engagement, institutional and community interaction to openly discuss concerns and solutions • Improving and diversifying the role of citizen service centers' role to enhance service delivery • Generating E-governance solutions to make local institutions and access to services more effective • Inclusion Leave No One Behind (LNOB) principles in local Council's annual work plans with activities to support women, youth, elderly, PwD, IDPs needs	Institutional Venues and Spaces Human Resources	Technical Expertise Trainings Equipment	Aleppo Governorate City Council University of Aleppo Syndicates International Organizations	SDG 5 SDG 10 SDG 11 SDG 16
• Designing and implementing capacity building programs on accountability and transparency • Establishing grievance-handling mechanisms to allow citizens, including traditionally excluded groups and GBV survivals, to express and submit complaints about local basic services	Institutional Venues and Spaces Human Resources	Technical Expertise Trainings Equipment	Aleppo Governorate City Council University of Aleppo Syndicates International Organizations	SDG 5 SDG 10 SDG 11 SDG 16
• Designing and implementing capacity building programs on inclusive local governance, gender equality, accountability, and participatory local planning • Designing and implementing capacity building programs on active listening to capture the needs and concerns of local communities, and advocate for the needs of the most vulnerable groups, including women, youth, elderly, PwD, and IDPs	Institutional Spaces Human Resources	Technical Expertise Trainings Rehabilitation of Institutional Spaces	Aleppo Governorate City Council University of Aleppo Protection Sector International Organizations	SDG 10 SDG 11 SDG 16

Row labels (left column):
- Local institutions and local councils promote inclusive community participation to reinforce equitable service delivery
- Accountable and transparent local institutions
- Mukhtars and Neighborhood Committees advocate for community needs

	Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
	Responsive and accountable local institutions				
Mukhtars and Neighborhood Committees ...	• Activation of neighborhood survey centers and improving data collection (disaggregated by sex, age) process on basic services and community's needs and concerns with consideration to real partnership with local networks (women, youth, etc.)				
Effective and inclusive local recovery and development planning	• Designing and implementing capacity building programs in the field of data collection, access and analysis for local statistical institutions mainly gender responsive analysis • Designing and implementing capacity building programs on integrated local development planning processes including spatial information capabilities (GIS and other systems) • Activating the urban observatory to collect recovery and development indicators more effectively at the city level • Promoting legal frameworks to allow local authorities to expand and provide basis services in informal settlements affected during the crisis and where the population is growing	Institutional Spaces Human Resources	Technical Expertise Trainings Equipment	Aleppo Governorate City Council University of Aleppo	SDG 5 SDG 10 SDG 11 SDG 16
	Promotion of Vertical Social Cohesion				
Dialogue and trust between communities and local institution to shape a common future	• Raising awareness and information sharing about the local institutional roles and functions • Establishing dialogue platforms and mechanisms between community members and neighborhood committees, Mukhtars and local council to discuss community's needs, priorities, and concerns • Establishing monitoring and evaluation mechanisms • Documenting and disseminating community initiatives • Promoting equitable distribution of basic services across neighborhoods and social groups • Strengthening and including new innovative functions in citizen service centers to enhance community participation	Institutional and Civic Spaces Human Resources	Technical Expertise Trainings Rehabilitation of Institutional and Civic Spaces	Aleppo Governorate Aleppo City Council Kadi Askar communities Local NGO/FBO UNDP	SDG 5 SDG 10 SDG 17

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Women's political and social empowerment				

	Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Promote women's participation in local governance dynamics and increase women's participation communities' affairs	• Reducing barriers that prevent women's participation in the local public affairs • Raising awareness of men and women on the importance of women's participation in the community • Designing and implementing capacity building programs for women to effectively participate in local governance related affairs and contribute to ensuring they are represented by a greater proportion in the elected local council • Promoting women leadership preparedness programs for active participation in participatory local planning and active participation in local public affairs • Establishing and strengthening women's network in the community and support those already existing • Establishing safe spaces for women and supporting the provision of self-care, health, psychological, community and legal consultations • Ensuring safe legal access for women	Community Human resources Women's Networks	Technical Expertise Safe Venues and spaces Equipment Trainings	City Council Local Institutions Community Centers Local NGOs International Organizations	SDG 5 SDG 11 SDG 16

Community Organization

The protracted crisis in Syria has negatively affected the social relationships, solidarity, and trust among some members of the local community. This mistrust has particularly affected women, youth, elderly and PwD.

Community organization is one of the main assets identified during the participatory process to ensure the sustainability of existing community solutions. It also ensures the transfer and dissemination of innovative experiences among neighbourhoods, considering community structures as one of the main information sharing mechanisms. Community organization enhances community synergies, through its ability and flexibility to strengthen healthy interaction within local communities and between local communities and local institutions.

During the participatory process carried out, involved local stakeholders agreed on the need to promote social cohesion and raise the community voice in local decision making for enhanced service delivery. This can be achieved by prioritizing the following responsive actions:

- Promoting community participation to ensure that local communities regain access to viable sources of livelihood, social infrastructure, and basic services. Adopting a participatory process, by the local authorities, will confirm that all strategies and programs are relevant to the community's needs.

- Promoting participatory platforms (Voluntary Committees, community working groups or others) to strengthen vertical and horizontal relationships, promote a sense of solidarity between the local community and local authorities and increase community satisfaction. These committees should be inclusive with transparent mechanisms taking into account the representation of vulnerable groups specially women, youth, elderly, PwD and IDPs.

- Promoting and sustaining community protection networks to build resilience and enable the adoption of positive coping mechanisms by affected local communities. Community protection networks is vital for providing multiple types of services, including psychosocial, financial and education support.

- Contributing to overcome the cultural barriers that hinder women's participation in community and public affairs, for example, identifying the obstacles associated with the care-giving role that often hinders women's participation.

- Promoting the empowerment of women and supporting their access to community participation and positions and ensuring a fairer and more effective representation of women in local organizations and associations.

- Implementing programs to eradicate gender-based violence (GBV) and sexual harassment in the community, including domestic violence associated with the increased substance abuse and male unemployment.

- Awareness raising programs to promote women's positive role in the community and reduce discriminatory practices that are preventing women from contributing fully to restoring the social fabric of the community.

- Establishing a women's network in the neighbourhood to help the women of the area by spreading awareness for them to address their problems and their role in developing solutions, considering women to be among the primary resources of the local community.

- Developing community security programs combining the creation and restoration of livelihoods, awareness raising campaigns, and recreational activities with focus on women, children, and youth and to prevent crime, illicit activities and substance abuse.

Figure 4.3. Local Community participation in greening campaign

- Supporting local organizations and institutions to be better equipped and prepared to implement cultural, artistic, sports, and other recreational societal activities to contribute to a healthier neighbourhood.

- Developing community raising awareness programs to prevent negative coping mechanisms like forced child/youth labour and child marriage.

- Developing communality raising awareness programs to reduce social and physical barriers of PwD in community, social and economic life.

- Designing psychosocial support programs to ameliorate the capacity of affected local communities on dealing with the harmful repercussions of post-traumatic stress, and other protection-related issues such as domestic and gender violence, physical harm, harassment, bullying, and other negatives behaviours.

- Promoting mechanisms for ensuring equitable access to decent, accountable legal services must be strengthened, whether at the level of awareness, or the level of establishing support and protection services.

- Building the capacities of operators and supervisors of social networking spaces (public and private) on the importance of volunteer work and how to build bridges of trust between members of the local community and motivate them through credibility and transparency in conveying their needs and highlighting their activities in support of the local community.

- Investing in cultural centers and schools for raising the community's awareness on the importance of education to prevent negative coping mechanisms like early marriage and forced child labour.

- Rehabilitating and supporting safe physical spaces for recreational and awareness raising activities (inclusion of PWD, gender equality, prevention of substance abuse and others).

- Enhancing the citizenship and sense of community belonging through programs designed specifically for its purpose in partnership with active organizations and associations on the ground.

- Supporting the capacities of community-based organization -including traditional, tribal, FBOs, NGOs- to ensure the sustainability of existing and future community solutions within the target neighbourhoods and across neighbourhoods, to enhance local community's contribution to the local recovery processes.

Vision: A healthy, inclusive, and diverse community based on participation, social justice to sustain the community recovery process.

Linkage to the Sustainable Development Goals: SDG 1, SDG 3, SDG 5, SDG 10, SDG 11, SDG 12, SDG 16

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Strengthening Horizontal Social Cohesion				

Promoting and supporting inclusive community participation

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
• Building and strengthening the capacities of individuals, groups -including women, youth, elderly, PwD, IDPs, and local committees to effectively participate and influence local planning and decision-making processes • Strengthening organizational capacities of local participatory platforms -voluntary committees, community working groups- in line with the Law 107 • Promoting women's participation in participatory platforms • Building capacities of community organizations and other local partners to be inclusive, accountable, and supportive towards their communities' resilience • Promoting community outreach campaigns to listen to people's needs and interests • Strengthening the inclusivity and transparency of participatory platforms' action • Reactivating community centers with new functions and resilience-building activities	Human Resources Civic Spaces	Technical Expertise Financial Resources Equipment	Local Community Local NGOs /FBOs International Organizations	SDG 5 SDG 11 SDG 16

Strengthening and organizing community work in its various forms

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
• Providing safe spaces and community centers to particularly support traditionally excluded groups, women, youth, elderly, PwD, and IDPs • Designing and implementing community organization initiatives including women's initiatives • Strengthening the institutional and social mechanisms to protect vulnerable groups • Facilitating the exchange of knowledge and experience between the private and public sectors including social cooperative responsibility • Raising awareness and promoting positive values, and community cooperation and mutual aid initiatives including social cooperative responsibility • Building capacities of traditional structures -tribal, religious leaders and others- to positively contribute to social cohesion and community recovery	Human Resources Venues and Spaces of Local Associations	Technical Expertise Equipment Financial Resources	Local Community Local NGOs /FBOs International Organizations	SDG 11 SDG 16 SDG 17

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Strengthening Horizontal Social Cohesion				
• Promoting and supporting self-organized and spontaneous community activities to achieve community level improvements • Promoting and supporting women-led, self-initiated activities and networks • Encouraging social programs to increase community members' belonging and affiliation with their neighborhoods and city • Designing initiatives to create social values that are organized and supported by governmental and non-governmental organizations • Activating the role of key local stakeholders and partnership building to contribute to generating collective solutions • Improving the capacity of local organizations to promote peacebuilding initiatives, and to prevent and manage tensions and conflicts • Strengthening psychological and social counseling support to address negative coping mechanisms (child marriage, child/youth labor) and psychological trauma to which members of the society are exposed • Promoting cultural and recreational initiatives to support social cohesion among different individuals, groups, to prevent unhealthy practices and contribute to a healthy neighborhood and prevent • Reducing social and physical barriers of PwD to further participate in community social and economic life • Promoting community security programs to prevent crime, illicit activities	Human Resources Venues and Spaces of Local Associations	Technical Expertise Financial Resources Equipment	Local Community Local NGOs /FBOs International Organizations	SDG 11 SDG 16 SDG 17

Active citizenship and community belonging

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Social and Political Empowerment of Women at the Local Level				

Promoting women's participation in community affairs

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
• Reducing barriers to women's participation in community & public affairs • Raising awareness of women and men about the importance of women's participation in their society including, men engagement and partnership with religious leaders and different local authorities • Advocacy for addressing negative coping mechanism that affects gender-based violence (GBV), domestic violence, child marriages, and girls access to education • Creating and empowering women's networks in the community • Ensuring safe legal access for women • Establishing safe spaces for women and supporting the provision of health, psychosocial, community and legal consultations • Promoting the role of women in local peacebuilding initiatives, social cohesion, community ownership, and mapping of resources and solutions	Human Resources Venues and Spaces of Local Associations International Initiatives Women's Networks	Technical Expertise Equipment	Directorate of Local Administration Community Centers Local NGOs International Organizations	SDG 5 SDG 11 SDG 16 SDG 17

Basic Services and Infrastructure

Improved access to basic social services such as health, education, water, sanitation, and the improvement of basic infrastructure, will not only contribute to dignifying the lives of the local affected population by enhancing their well-being, but will also generate social trust, build more confidence in the future and promote gender justice by ensuring equal and safe access to different services by diversified gender and age groups.

The main priorities collectively identified during the participatory process can be summarized as follows:

- Reducing the unequal access to basic services among individuals and neighbourhoods through inclusive collective decision-making process.

- Reducing disparities between residents of Kadi Askar and eastern and western areas through equitable access to basic services (health, education or water and sanitation) to increase social cohesion at the city level.

- Improving the integration of Kadi Askar into Aleppo City's master plan – a fact that predates the crisis – by improving capacities on urban planning related issues and generating a common, inclusive city planning vision for the area with active representation and participation of local communities.

- Rehabilitating the electricity grid which poses a major challenge to the local communities across all neighbourhoods as it has multidimensional consequences including on protection, resilience, economic recovery and community security.

- Rehabilitating the water network to secure affordable access to water, prevent dependence on alternative, inadequate, costly sources -such as unlicensed wells- and reduce associated health risks.

- Enhancing maintenance work to prevent recurrent basement floodings that are derived from higher levels of groundwater especially in Quarter of Turbet Lala (Al-Shaar) and Karm Al-Qaterji Neighborhoods.

- Improving the telecommunication services to serve all areas with cellular coverage or internet service and contribute to other social and economic activities. Many areas are not well served with mobile phone or internet coverage which negatively affects access to many social, service, and economic activities immensely contributing to social disconnection and limited digital literacy.

- Introducing sustainable energy and communications solutions together with modern communications services.

- Establishing citizen services centres including mobile ones to ensure wide access to services in the neighbourhoods whose infrastructure was destroyed by the crisis and has not yet been rehabilitated.

- Rehabilitating houses that were greatly damaged (21.7%)* during the crisis and debris removal that affects the return of the population to the area and causes social and health related issues to the population.

- Rehabilitating school facilities and providing prefabricated buildings to increase schooled children and conducting awareness raising campaigns to enrol children, particularly girls, in schools.

- Improving access to schools through rehabilitation of roads and pavements and increasing green areas through the rehabilitation of deserted public parks as well as the rehabilitation and construction of sidewalks

- Rehabilitating damaged health facilities and building new health centres to increase free access to medical and first aid services. The lack of access to health services negatively affects family economy and contributes to

the use of alternative risky methods which causes health problems.

- Reducing negative coping mechanisms and consequences in the family economy by improving the access to basic services and reduce alternative expensive sources like privatized energy, drinking water or education.

- Improving the sewage network, including the improper rehabilitation work, especially to groundwater and drinking water. This entails an immediate response through maintenance and replacement work.

- Rehabilitating available green public spaces and building new ones to provide common recreational spaces for the community.

- Enhancing the transportation network to reduce financial burdens and foster economic vitality and flow of goods from and into the area. The road network needs rehabilitation, especially the main roads.

- Improving connectivity between neighbourhoods, so that women and other groups from the poorest and most peripheral areas can access public transport.

- Rehabilitating and improving bus stops infrastructure to improve access of elderly, PwD and women to public transportation.

- Conducting awareness raising campaigns to prevent sexual harassment in the public transportation.

- Improving waste management systems by increasing the number of solid waste removal workers, equipment, containers, machinery, pesticides, and rodenticides. Delivering awareness raising programs on public health issues.

- Eliminating explosive hazards through disposal of unexploded ordnances (UXOs); and community awareness programs.

- Identifying solutions to address persistent

informal housing and HLP issues and increasing legal literacy on HLP related issues and providing legal assistance to address documentation and other HLP issues.

- Raising awareness of children and youth on environment and climate change related issues and promoting good behaviours and practices to achieve clean, healthy neighbourhoods for all residents, especially those in more peripheral and low-income areas.

- Raising awareness about gender gaps related to the inadequate access to basic services which mainly affects women because of the burden of their triple role.

- Further engaging local communities, especially vulnerable ones, in local decision-making, increasing ownership of the identified and implemented solutions to improve infrastructure and basic services and increase community responsibility and interest in maintaining and safeguarding these services.

- Quality and well-functioning infrastructure is a basic prerequisite for recovery and well-being. It must be equally distributed among neighbourhoods and different societal groups. Programs and activities to rehabilitate basic infrastructure, particularly in the poorest neighbourhoods, and to enable better access to basic services are crucial to overcome the gaps and inequalities identified under this component. In brief, the rehabilitation of basic infrastructure and the provision of improved, equal access to social services will lead to more resilient communities at the local level.

Vision: Improved and equitable access to basic services, including environmental protection to contribute to community social cohesion.

Linkage to sustainable development goals: SDG 1, SDG 4, SDG 5, SDG 6, SDG 7, SDG 9, SDG 10, SDG 11, SDG 13

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Access to basic services				
Improve access to drinking water and sanitation while mitigating impact of water leakages on residential buildings and reduce water drainage • Rehabilitating damaged parts of the drinking water and sewage system networks • Installing water and sewage system networks in areas not linked to network • Awareness raising campaigns on personal and collective hygiene practices as well as the risks of using inadequate water sources • Installation of sustainable water emergency outlets in prioritized locations	Human Resources Technical Expertise	Equipment Raw Materials and Machinery Technical Support	Directorate of Water Resources City Council International Organizations	SDG 6 SDG 9 SDG 11
Improve access to telecommunication and digital services • Rehabilitating land line networks and install telecommunications towers.	Technical expertise	Financial Resources Equipment Raw Materials and Machinery	Directorate of Telecommunications Private Sector telecommunications companies	SDG 9 SDG 11
Improve access to education • Rehabilitating damaged schools and educational facilities and providing equipment and materials • Improving access to schools through rehabilitation of roads and pavements. • Raising awareness among community members on the importance of education particularly for out-of-school children, particularly young girls	Human Resources School Buildings Technical Expertise	Rehabilitation eqipment Human Resources (teahcers)	Directorate of Education Education Sector members International Organizations	SDG 4 SDG 5
Improve access to health services • Enhancing primary healthcare services overall and activate non-functional health centers and dispensaries. • Reactivate key hospitals, including the Pediatric Hospital • Improving emergency assistance including the reactivation of small size ambulances and fire engines	Human Resources Healthcare Network Technical Expertise	Equipment Rehabilitation Medical Personnel Technical Expertise	Directorate of Health Health Sector WHO International Organizations	SDG 4 SDG 5

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
City Planning and sustainable city and community				
Generate a common, inclusive city planning vision for the area with representative participation of local community • Developing a comprehensive, updated city/urban plan for the area • Establishing a technical team with strong expertise with members from government and civic sectors • Designing and implementing capacity building activities for the technical team on planning related issues • Identifying solutions to address persistent informal housing issues. • Increasing green areas through the rehabilitation of deserted public parks	Human Resources Venues	Equipment Technical Expertise	City Council International Organizations	SDG 11 SDG 16
Enhance public transportation network to reduce financial burdens on community, and increase economic activity and flow of goods from and into the area • Rehabilitating roads and pavements and install bus stops and road signs • Increasing number of public and private sector transportation means • Improving bus stops' infrastructure, shelter, lighting, and accessibility to PwD and elderly people	Rehabilitated Central bus station Connection with rural areas	Human Resources Equipment	City Council Directorate of Public Transportation International Organizations	SDG 11
Contribute to eliminate sexual harassment and violence towards girls and women in the public transportation • Raising awareness and protocols to address sexual harassment and violence for public transport workers and those using public transport • Organizing bus stops, bus stop shelters and protection against severe weather conditions • Improving lighting and visibility, including for parking and outdoor waiting areas • Increasing connectivity between neighborhoods and routes, so that women from the poorest and most peripheral areas can access public transport	Street Network	Financial resources Technical expertise Equipment	Aleppo Governorate City Council Private Sector Protection Sector International Organizations	SDG 11

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
City Planning and sustainable city and community				
Improve access to power and renewable energy • Rehabilitating the power network through a prioritization approach • Expanding network to all neighborhoods. • Enhancing community security through installation of light posts. • Promoting and facilitate the installation of renewable energy solutions	Human Resources	Technical expertise Sub-stations Equipment Raw Materials	Directorate of Electricity International Organizations	SDG 7 SDG 11
Strengthening the capacity of local institutions on Solid Waste and Debris Removal and management • Providing local communities with job opportunities for solid waste removal and debris removal • Implementing regular maintenance for the vehicles and providing the requested tools and equipment "carts and containers" • Conducting awareness raising campaigns especially for women and students in target communities to ensure community engagement and inclusiveness • Raising awareness campaigns to promote reusing and recycling the waste components and to prevent waste pollution in public spaces	Human Resources	Equipment Financial Resources	City Council Line Directorates Private Sector International Organizations Local NGOs	SDG 1 SDG 6 SDG 11 SDG 12 SDG 13
Local capacities for improved basic services provision and environmental management • Designing and implementing capacity building programs for local institutions to improve the provision of basic services • Participatory design and implementation of basic services to reinforce the ownership of the communities • Designing and implementing capacity building programs for local institutions and community organizations/members on climate change, energy, and environmental management • Raising awareness among communities on the effects of climate change and environmental related issues • Supporting community-based initiatives closely associated with local women's groups focusing on basic services and environmental sustainability	Public Spaces and Venues Human Resources	Technical Expertise Equipment	City Council Aleppo Governorate Line Departments: Health, Education, Energy, Environment Community Members and Groups Local NGOs International Organizations	SDG 5 SDG 11 SDG 16

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Environmentally Friendly Community				
• Designing and implementing capacity building programs of local institutions and communities, particularly women, to accelerate on climate change and positive environmental management • Reducing pollution generated by informal local small workshops through technical support and innovation • Conducting sanitation campaigns led by diversified gender and age groups to improve hygiene and health conditions • Promoting environmental education programs and greening campaigns for family members as first line influencers on preventing waste pollution and keeping public spaces clean and healthy • Promoting community-based initiatives closely associated with women and local organizations to strengthen environment sustainable practices	Awareness Raising Initiatives Public Spaces: Gardens and Parks Human Resources: Institutional and Community	Networking and Coordination with Stakeholders Technical Expertise Equipment and machinery Financial Resources Human Resources	AleppoGovernorate City Council Local NGOs International Organizations	SDG 3 SDG 5 SDG 10 SDG 11 SDG 15 SDG 16 SDG 17

Positive community environmental management

Economic Vitality

The economic activities in Kadi Askar are focused on industries and crafts including metal, chemical, textile and food industries in addition to carpentry. The protracted crisis accompanied by the scarcity and high cost of raw materials, electricity and energy have all led to grave repercussions for local industries. As a consequence, the economic situation in Aleppo in general, and Kadi Askar in particular has significantly deteriorated, and it continues to steadily deteriorate as a result of the current national, regional and international economic instability.

The deterioration of the economic situation in Aleppo and Kadi Askar has disrupted or suspended many economic businesses and activities resulting in unprecedented high employment rates. Within this context, the following priorities were identified:

• Designing and implementing an integrated local economy recovery plan that involves all actors and influencers in the economic process including the private sector, Chamber of Commerce, unions, academia, local NGOs, and the local community to ensure inclusivity and to reflect the interests, priorities and needs of different gender and age individuals, groups, and neighbourhoods. Safeguarding property rights is equally important.

• Designing and developing interventions that are focused on reinforcing the potential human capital, by developing skills and abilities towards pro-poor markets that benefit the most vulnerable populations. It is equally important to develop strategies with a more inclusive, resilient, and sustainable economic recovery strategy.

• Building capacities of the local institutions to be better equipped to conduct economic and market assessments and analyses, provide guidance, and promote locally tailored economic recovery plans in partnership with the private sector and local community.

• Preventing youth migration and attracting youth to access the workforce by increased vocational trainings and tapping into existing experience and skills of local industrialists.

• Rehabilitating the main local markets, considering risk management, is key to promote local economic recovery and livelihoods, particularly for the most vulnerable populations, and to building sustainable resilience.

• Designing tailored awareness raising programmes for local institutions, communities, and private sector to reduce on labor rights, social security to reduce negative coping mechanisms (forced child labour for example) that affect a healthy coexistence.

• Capacity building and economic empowerment programmes associated with social interventions to foster access to employment and livelihood opportunities. Such programmes can include vocational trainings, soft skills trainings, and

Figure 4.5. Local community participate in park reha-
bilitation

entrepreneurship support initiatives tailored to the industrial nature of the area.

- Facilitating and promoting women's involvement in the local job market by addressing cultural resistance to women's economic participation, implementing tailored skills training, supporting decent work policies, and enhancing protection measures that tackle physical and psychological harassment and extortion.

- Eliminating sexual harassment, women's exploitation in the workplace, and unequal salaries by including raising awareness programs in the public and private sector and implementing protection mechanisms.

- Developing programmes to improve women, youth and PwD access to finance, like saving groups, generate mutual aid mechanisms and provide a forum for women to discuss matters of shred interest.

- Encouraging the private sector to play an active role in the recovery process and enhancing the mentality of initiative and community-related responsibility in the private sector. This is particularly in relation to the local private sector, including the creation spaces for mutual support and find collective solutions.

- Supporting local private sector, micro and small businesses, with the provision of soft and hard skills trainings, rehabilitation of economic infrastructure, financial support particularly for start-up businesses for women, youth and PwD; and business revival programs to reactivate many of the hardly surviving industries and crafts that are at risk of elimination.

- Expediting bureaucratic procedures that hinder economic recovery processes and results (for example, the provision of licenses and approvals for the rehabilitation of damaged economic infrastructure and the provision of basic services).

Vision: Inclusive local economic recovery that capitalizes on local resources and aims at vitalizing the economy in a way that creates jobs and achieves social equity and environmental sustainability

Linkage to sustainable development goals: SDG 1, SDG 4, SDG 5, SDG 7, SDG 8, SDG 10, SDG 9, SDG 11, SDG 16, SDG 1, SDG 13, SDG 16

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Industrial Economic Development				
• Updating the existing legal framework to support an enabling environment for small business industries, and workshops	Strong network of small businesses Human resources Accumulated entrepreneurship culture and experience	Technical expertise Equipment Household grants	City Council Social Affairs Chamber of Industry Craftsmen Union	SDG 1 SDG 5 SDG 8 SDG 10 SDG 17
• Conducting local economic recovery analysis that streamlines gender to better inform decision making • Designing and implementing capacity building on local economic recovery and development, including gender analysis for local institutions and the private sector • Mapping and analyzing local livelihoods including local knowledge (workshops, artisans, culture...) to identify gaps and resources • Promoting participatory and inclusive design of local economic recovery programs towards economic vitality including rural-urban linkages	Local Organizations Specialized in Supporting Livelihoods Specialists in the Field of Economics and Research	Technical Expertise Financial Support	Chambers of Commerce and Industry International Organizations	SDG 10 SDG 11 SDG 12 SDG 17
Commercial Economic Development				
• Rehabilitating and reactivating local commercial markets such as Dhahret Awwad market, including risk analysis • Organizing local exhibitions and setting up a market specialized in marketing products of workshops • Rehabilitating the market of women's workshop products and promote digital marketing • Promoting inter-cooperation economic activities between individuals and groups (host communities and returnees for example) to increase social cohesion • Supporting environmentally friendly practices among workers, private sector, and local authorities	Tradition of cross-generational craftsmanship and continued presence of local expertise and talent. Private sector interest, presence and assets.	Technical expertise Financial support	Chamber of Commerce Small enterprise establishments Businesswomen committee Social Affairs City Council	SDG 1 SDG 5 SDG 8 SDG 10 SDG 17

Side labels:
- Clear legal framework and role of small businesses
- Local Economic Recovery and Development Analysis to address inequalities and vulnerabilities
- Create environment to revive commercial activity and enable the area for sustained commercial and economic interaction that attracts businesses and create more job opportunities

Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's

Commercial Economic Development

	Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Improving access to the labor market for vulnerable groups, including women, girls, youth and PWD, including micro-finance and loan services	• Increasing financial access for vulnerable groups, including micro-finance and loan services • Raising awareness programmes to reduce the barriers of women to have access to finance • Establishing women's workshops within groups with a safe working environment • Promoting inclusion of PWDs in the labor market through a three-dimensional approach: legal, social, and infrastructural	Private sector interest, presence and assets	Financial Support Technical Expertise	Chamber of Commerce Small enterprise establishments Businesswomen committee Social Affairs City Council	SDG 1 SDG 5 SDG 8 SDG 10 SDG 17

Access to decent work for all citizens

	Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
People are able to identify and find decent job opportunities	• Creating a vocational training and career guidance center that focuses on generating job opportunities for women and PWDs • Establishing a job centre in Karm al-Qaterji to link people with job opportunities • Conducting capacity building activities to small businesses on quality production	Intact public buildings Private sector interest Human resources (youth)	Technical expertise Vocational training assets Equipment	Chamber of Commerce Chamber of Industry Private Sector Directorate of Social Affairs Craftsmen Union ER&L Sector UNDP UNHCR	SDG 1 SDG 5 SDG 8

Working environment for men and women and role of private sector

	Indicative Activities	Available Resources	Needed Resources	Organizations Involved	SDG's
Local awareness campaigns with the private sector (commercial and industrial sectors) to encourage local companies to provide job opportunities for persons with disabilities and women	• Stimulating the social responsibility of the private sector and the need to overcome various fears and prejudices on gender and to promote and protect children's rights • Raising awareness on the negative conditions of women and people with disabilities particularly in the work environment • Raising awareness and promotion of positive solutions to address issues faced by women, PwD, children at work • Advocating with private sector and social affairs to improve inclusive access to workspaces	Informative Web Pages Social Media Media Professionals	Technical Expertise Financial Support	Hama Governorate City Council Private and Public Media International Organizations Local Associations	SDG 5 SDG 10 SDG 11 SDG 12 SDG 17

سيدنا زكريا عليه الصلاة والسلام
BAB ZACHARIAH (PBUH)

5 Annexes

Annex I | Principles and Goals on which the Recovery Plan was Built

The participants involved in the Participatory Community Recovery Planning process agreed on a set of principles, goals, and premises that served as a foundation for building a recovery plan for the targeted neighbourhoods, including mainly the following:

- Enhancing social equity, social cohesion, national identity, and the sense of belonging to achieve well-being among community-dwelling people.

- Promoting inclusivity and encouraging equal participation of women.

- Enhancing social security to provide a socially safe environment with all its components; including but not limited to access to legal assistance, promote gender equality and preserve the rights of children, youth, and women.

- Improving health and reducing poverty through water safety and provision of support to effective risk management practices by water suppliers, communities, and households.

- Improving access to education by trying to overcome obstacles standing in the way.

- Reducing service disparities with the near neighbourhoods by eliminating marginalisation, and integrating the intervention area with the rest of the neighbourhoods.

- Enhancing the economic aspect including increase job opportunities, provide vocational training, and adopt entrepreneurial ideas.

- Achieving effective and conscious integration with the global trends of achieving sustainability and adopting international trends in the work on SDGs, taking into consideration the highest national and local interest in Syria.

- Enhancing local governance and effective institutionalisation through engaging targeted communities in the process of early recovery.

- Enhancing community ownership and community responsibility through integrating local communities in the prioritisation and planning process.

Annex II | Enablers to Implement the Community Recovery Plan

The success of the community recovery plan relies mainly on three main prerequisites: First, funding availability, second, active participation of the local community and finally the existence of proactive and transparent city council that play an essential role in the development of an actionable and successful implementation plan. Any shortcoming in these prerequisites would impede the articulation and implementation of the community recovery plan. On the other hand, there are various enablers identified for an effective implementation of the community recovery plan including but not limited to:

- Fair and inclusive law enforcement among neighbourhoods in Aleppo for the provision of services.

- Enhanced coordination and cooperation between the City Council and the Local Community. The establishment of a designated office within the City Council responsible to receive citizens' complaints aiming to enhance effective communication between the local community and local institutions where is issues are raised and addressed in a transparent manner.

- Acceleration of the administrative decisions to implement pre-identified projects.

- Mobilization of local, national and international resources; in addition to confidence assurance by local communities in their constructive role developing and implementing the recovery plans.

- Enhanced social cohesion and strengthened mutual trust between the local community and local institutions.

- Adequate technical and financial assessments for the project.

Annex III | Prioritization Mechanism for the Interventions and Programms

The participation of the local community is vital for the success of the recovery plans. Additionally, the continual capacity building and awareness raising is essential for balancing the multiple needs, capabilities and resources available to society and is imperative to achieve the goals in a specific time and at the lowest possible costs (highest efficiency). In addition, it is important to set implementation priorities related to the needs of local community members, and to subsequently mobilize the available resources to meet these needs. Some of these priorities are:

- The project should contribute to the stability and cohesion of society.

- The project should have a tangible positive social impact on the lives of vulnerable communities/individuals especially with regard to projects related to basic services (Sewage, water, electricity and safe access).

- The project should provide decent job opportunities for a large number of breadwinners in the targeted neighbourhoods.

- The project should provide an opportunity for community cohesion.

- The project should serves the public interest.

- The project should represent an urgent, unpostponable necessity.

- The project should be a foundation for subsequent projects.

- The project should achieve direct benefits in more than one pillar of the development plan.

- Availability of adequate financing to the project costs, or there should be financing allocated in the name of the project.

- The project should achieve parity and balance in the number and volume of project program implementation among the targeted neighbourhoods.

- The project should achieve one of the aspects of the sustainability phase following the early recovery phase.

- The project should have a comprehensive study that mainly includes the executive program and the estimated cost.

In addition to the aforementioned elements of prioritizing the implementation of the community recovery plan projects, it is important to support distinguished investment projects. These projects must be preferred and taken care of independently due to their significant impact on reviving and revitalizing the neighbourhood economically, and in securing social and economic stability for the neighbourhood and the city, both in terms of securing a decent job opportunity or in providing a cohesive, cooperative and open community environment.

Institutional organization projects that target administrative reform must also be separated from the rest of the service projects through which the local community can feel direct benefit.

Annex IV | Informal settlements in the City of Aleppo

The city of Aleppo is considered one of the main population-attracting cities in the country and a magnet for residents of nearby cities, countryside, and governorates (Ar-Raqqa, Idlib, Deir Ez-Zor, Al-Hasakah). The huge number of internal migrants and IDPs was absorbed through the evolution of 22 informal settlements as follows:
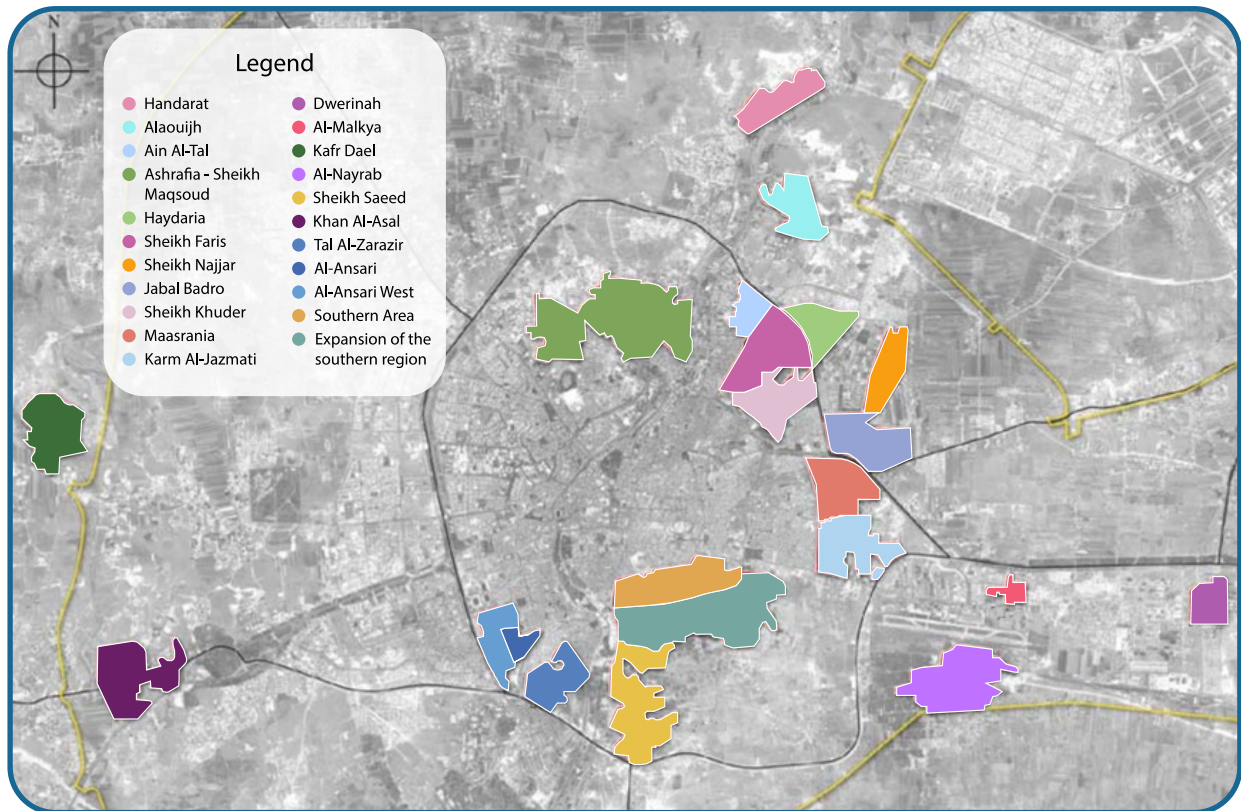
Figure_Anx IV. Map of the informal settlements in the city of Aleppo

1. Handarat
2. Sheikh Faris
3. Jabal Badro
4. Alaouijh
5. Sheikh Khuder
6. Maasrania
7. Kafr Dael
8. Karm Al-Jazmati
9. Al-Nayrab
10. Ain Al-Tal
11. Sheikh Najjar
12. Al-Malkya
13. Sheikh Saeed
14. Tal Al-Zarazir
15. Al-Ansari
16. Khan Al-Asal
17. Ashrafia_Sheikh Maqsoud
18. Al-Ansari West
19. Dwerinah
20. Haydaria
21. Southern Area
22. Expansion of the southern region

Most of the residents of informal settlements are immigrants from the northern and north-western regions, Idlib and Raqqa.. In general, the population of Informal Settlements can be classified as follows:

1.   Residents of the city of Aleppo and the Old City who settled in informal settlements after they were evicted and expelled from their areas because of urban organization, or whose financial conditions fell short of obtaining an organized housing.

2.   Villagers and peasants from the regions of southern, eastern, and western Syria, migrated to Aleppo due to the drought that affected their areas, and the poor agricultural yield.

3. The internally displaced persons due to the Israeli occupation of Palestine, most of them came from northern Palestine during the aggression, and most of them were displaced together from specific Palestinian villages. This is what made them closed in Neirab Camp, forming a strong social cohesion reinforced by the fact that they all belong to one origin.

4. Tribal identity "Batosh", most of them have good income, and some of them are relatively rich and have clan influence. Their societies are closed, organized, have solidarity and are strong, but not without some conflicts. There is no recognized role for associations, mukhtars or imams in their society.

5. Kurdish ethnic origins. They have strong closed social ties; they have average income and good living and housing standards; Their areas are safe and free from crime, they have a strong sense of social solidarity, and people organize self-initiative activities to clean and pave streets and install sewage in some alleys.

Annex V | Indicative Budget

Pillar	Output	Estimated Budget
1	Access to basic and social services in communities increased	$ 11,583,420
2	Local economic recovery & socio-economic support to vulnerable populations provided	$ 800,000
3	Conflict-affected communities through enhanced community security & improved local service delivery empowered	$ 750,000
4	Responsive Local Institutions	$ 246,500
	Total	**$ 13,379,920**

Indicative Activities	Priority Neighbourhoods	Priority	Duration (months)	Budget $
Access to Basic and Social Services in Communities Increased				
Reactivation of the transportation network into and within Kadi Askar.	Entire district	7	12	300,000
Provision of solid waste management through provision of workers and equipment.	Entire district	6	8	150,000
Rehabilitation and reactivation of medical points and dispensaries	Entire district	5	18	300,000
Rehabilitation and reactivation of drinking water networks (provision of pipes & spare parts)	All neighbourhoods - Priority to Turbet Lala, Helwaniyah and Shaar	2	12	400,000
Rehabilitation and enhancement of telecommunications network and services (various diameter cables)	Entire district	6	12	2,975,600
Rehabilitation of communication service center (electronic circuits -devise -generators)	Entire district	6	12	359,220
Rehabilitation and reactivation of the sewage networks to improve sanitation services	Turbet Lala, Al-Mayssar, Helwaniyah and Shaar	2	12	1,524,600
Rehabilitation of partially damaged houses through small grants	Entire district	3	12	250,000
Rehabilitation of damaged schools whose damage is less than 50%	Dahret Awad, Helwaniyah and Shaar	3	6	324,000
Installation and rehabilitation of medium voltage network	Entire district	2	6	800,000
Installation of five 630 KVA transformers with their accessories	Entire district	2	6	3,000,000
Installation and rehabilitation of low voltage electricity network	Entire district	2	6	1,200,000
				11,583,420

Pillar 1

Indicative Activities	Priority Neighbourhoods	Priority	Duration (months)	Budget $
Local Economic Recovery & Socio-economic Support to Vulnerable Populations Provided				
Creation of job opportunities for women-headed households through small grants and on-the-job trainings	Entire district	5	8	250,000
Rehabilitation of a local market to promote women's products to neighborhood women & promote digital marketing	Shaar or Dahret Awad Neighbourhood	5	12	200,000
Establishing vocational training centers for women and PWD to empower them and build their technical capacity	Entire district	5	12	150,000
Support to the education process through remedial classes targeting 15,000 out-of-school children with conditional cash-based support	Entire district	3	12	100,000
Establishment of employment office to link youth with job opportunities and enhance role of private sector	Entire district	5	12	100,000
				800,000
Conflict-affected Communities Through Enhanced Community Security and Improved Local Service Delivery Empowered				
Activating the role of young men and women to promote volunteerism	Al-Helwanyiah, Karm Al-Katirji, Al-Shaar and Dahret Awad	1	12	50,000
Creation of women networks to support vulnerable women, empower them and enhance their role in public affairs with focus on Local Administration Law 107	Entire district	1	12	50,000
Reactivation of schools as community spaces to foster dialogue and cultural forums for young men & women	Karm Al-Meyssar, Al-Shaar and Karm Al-Katrji	1	12	50,000
Strengthening and reviving the role of community leaders strengthen community participation and their role in resolving local conflicts	Entire district	1	12	50,000

Pillar 2 (rows 1–5)

Pillar 3 (Conflict-affected rows)

Indicative Activities	Priority Neighbourhoods	Priority	Duration (months)	Budget $
Conflict-affected Communities Through Enhanced Community Security and Improved Local Service Delivery Empowered				
Building community capacity in planning and implementing development awareness initiatives and campaigns on many societal issues	Entire district	1	12	60,000
Building a community capital capable of advocating its legal and societal issues and promoting legal awareness in fragile communities within the neighborhoods affected by the crisis	Al-Shaar,- Dahret Awad and Karm Al-Katirji	1	12	60,000
Build capacity of and support local community elected representatives, especially youth and local administration staff to promote the participatory planning approach	Entire district	1	12	25,000
Raising community awareness about social and legal issues including early marriage, harassment, inclusion of PWDs, divorce, use of arms and child labor	Entire district	6	12	40,000
Advocacy with and capacity building of private sector, syndicates, and government institution to address social issues identified by the community	Entire district	6	18	25,000
Rehabilitation and reactivation of public parks and children's safe spaces	Dahret Awad, Karm Al-Mayssar and Youth Housing neighbourhoods	4	9	300,000
Provision of legal support to households with stateless children	Entire district	6	12	40,000
				750,000

Pillar 3

Indicative Activities	Priority Neighbourhoods	Priority	Duration (months)	Budget $
Responsive Local Institutions				
Strengthening the role of women working in the public and private sectors and working to increase their presence in the elected councils in a way that contributes to activating their role in communicating with the social fabric to benefit from societal resources	Entire district	7	7	45,000
Motivating the community to spread self-awareness related to institutional work and building the capacities of young men and women about the role of community volunteer committees in the Local Administration Law / 107 / and implementing initiatives in the neighborhood within the context of promoting national citizenship	Entire district	8	5	25,000
Supporting the local community in planning and implementing self-initiatives for neighborhood members that enhance the spirit of belonging and teamwork without the need for government agencies to interfere and market them with other associations and organizations	Entire district	7	6	80,000
Programmed to empower and support the capacity of key personalities in local governance institutions in participatory planning	Local administration (GOV-MOA)	7	3	25,000
Supporting local community in Developing communication and dialogue tools between community members and partners to serve the development process	Entire district	8	4	20,000
Building capacity of voluntary team to Establish dialogue platforms between community members and Neighborhood Committees, Mukhtars and local council to discuss community's needs, priorities and concerns according to the low 107	Entire district	7	6	17,500

Pillar 4

Indicative Activities	Priority Neighbourhoods	Priority	Duration (months)	Budget $
Responsive Local Institutions				
Capacity building programs on accountability and transparency	Local administration (GOV-MOA)	7	4	9,000
Capacity building in inclusive local development planning processes Capacity building to have spatialized information capacity (GIS and other systems)	Local administration (GOV-MOA)	7	4	15,000
Capacity building to have spatialized information capacity (GIS and other systems)	Local administration (GOV-MOA)	7	3	10,000
				246,500

Annex VI | Schematic Representations

Kadi Askar District
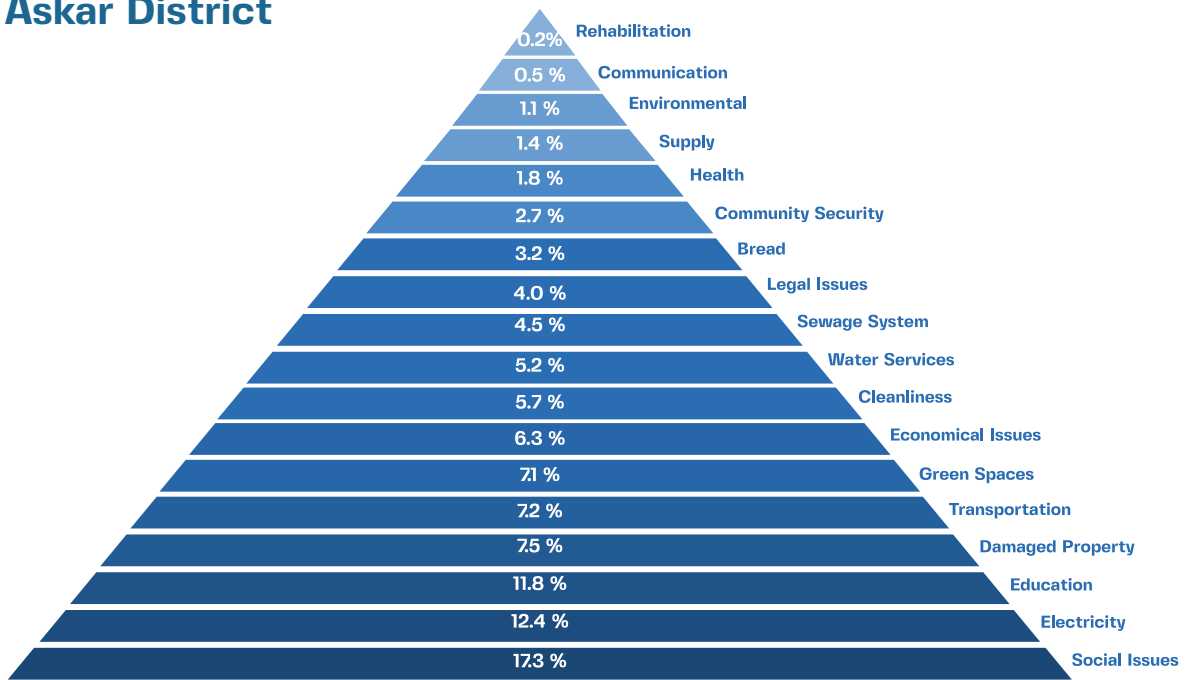
Figure_Anx VI-1. Pyramid Chart displaying all local community priorities
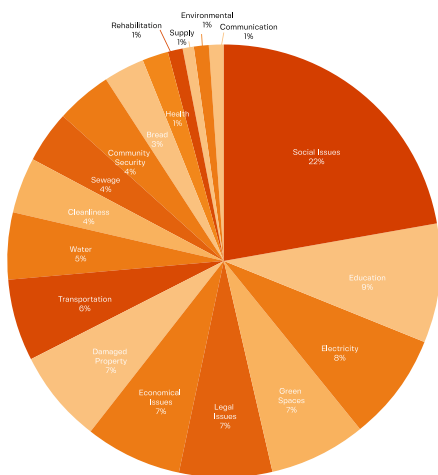
Figure_Anx VI-2. Pie Chart displaying all local community needs
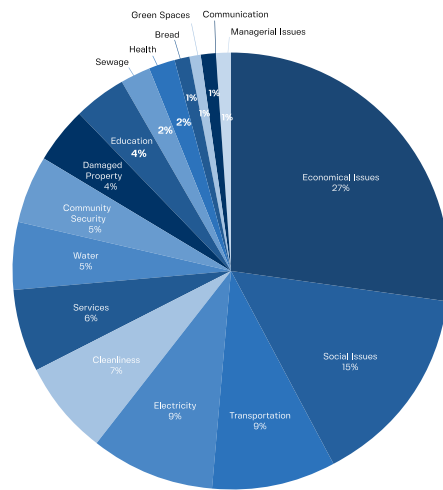
Figure_Anx VI-3 Pie Chart displaying all private sector needs
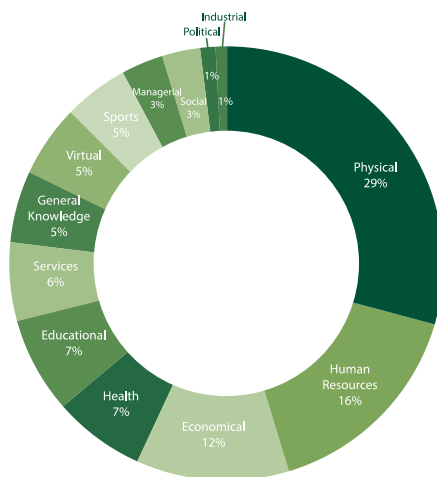
Figure_Anx VI-4 Pie Chart displaying all community resources
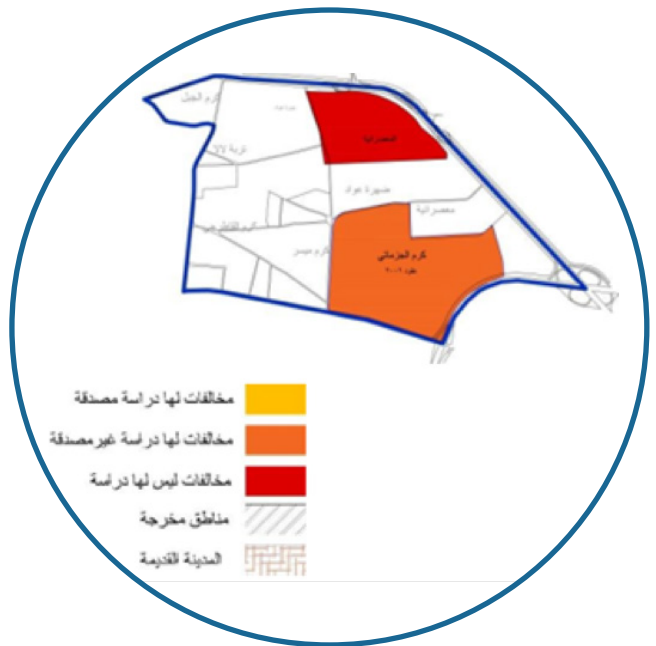
Figure_Anx VI-5 Certified and non-certified studies in Kadi Askar

Figure_Anx VI-6 Location of the organized areas in Kadi Askar
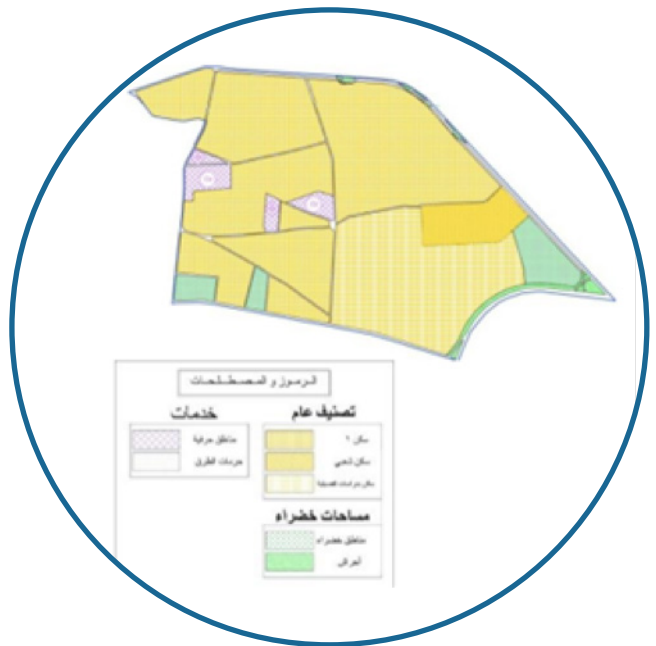
Figure_Anx VI-7 Organizational status in Kadi Askar according to the 2012 master plan

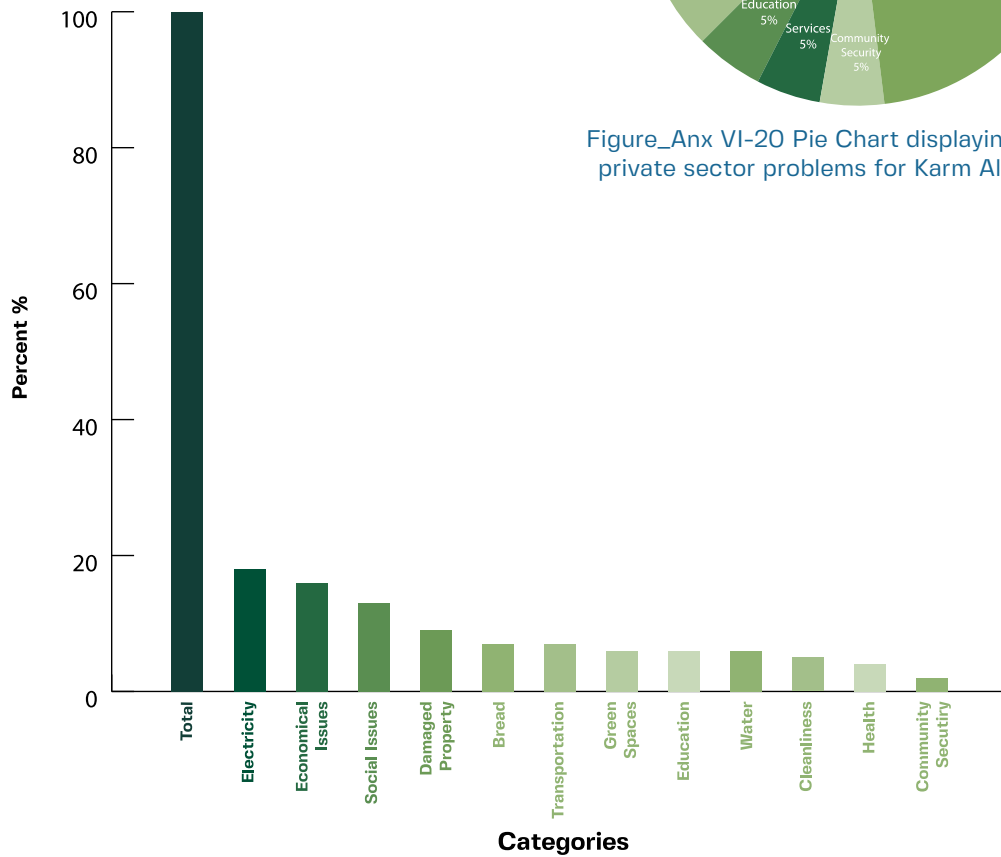Figure_Anx VI-8 Types of property in Kadi Askar

Dahrat Awad Neighbourhood
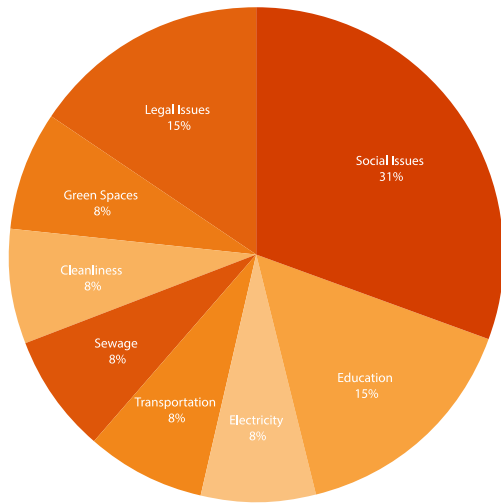
Figure_Anx VI-9 Pie Chart displaying local community problems in Dahrat Awad
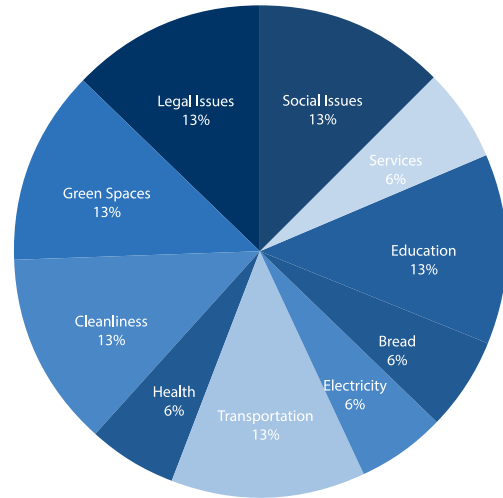
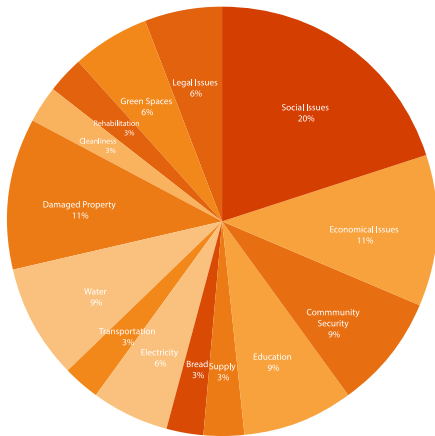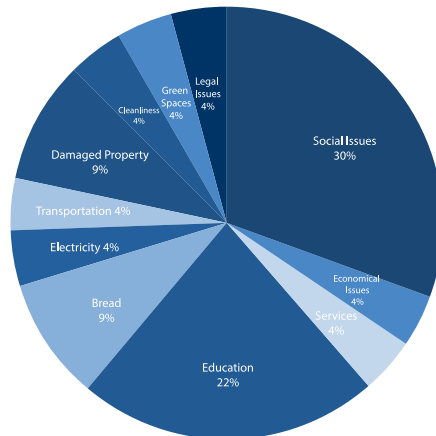Figure_Anx VI-10 Pie Chart displaying proposed solutions for Dahrat AwadFi
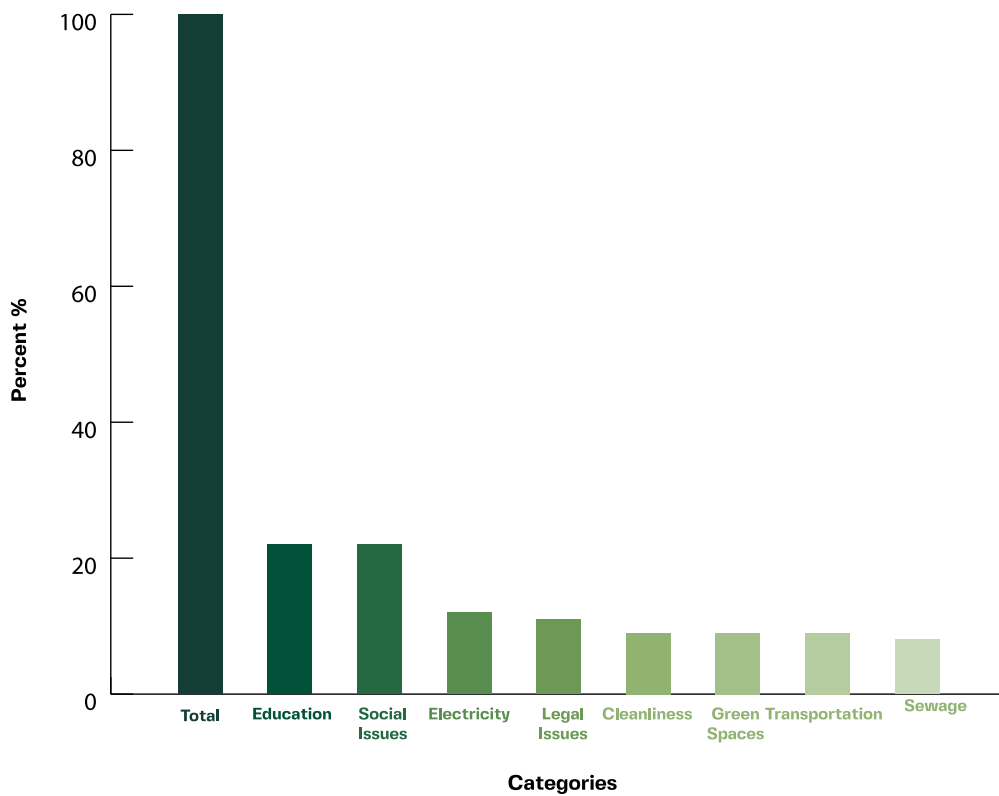
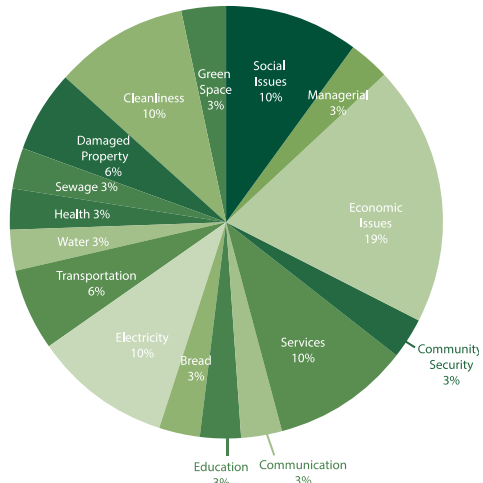Figure_Anx IV-11 Bar Chart displaying the community priorities in Dahrat Awad

Jurat Awad Neighbourhood
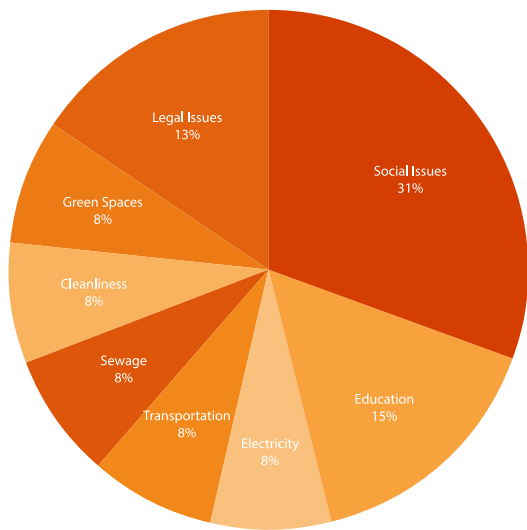
Figure_Anx VI-12 Pie Chart displaying local community problems in Jurat Awad
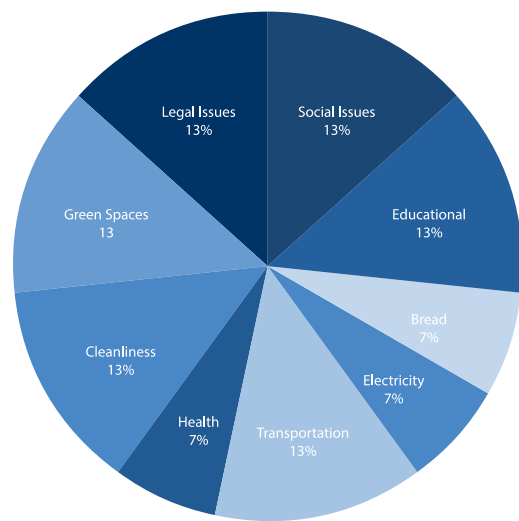
Figure_Anx VI-13 Pie Chart displaying proposed solutions for Jurat Awad
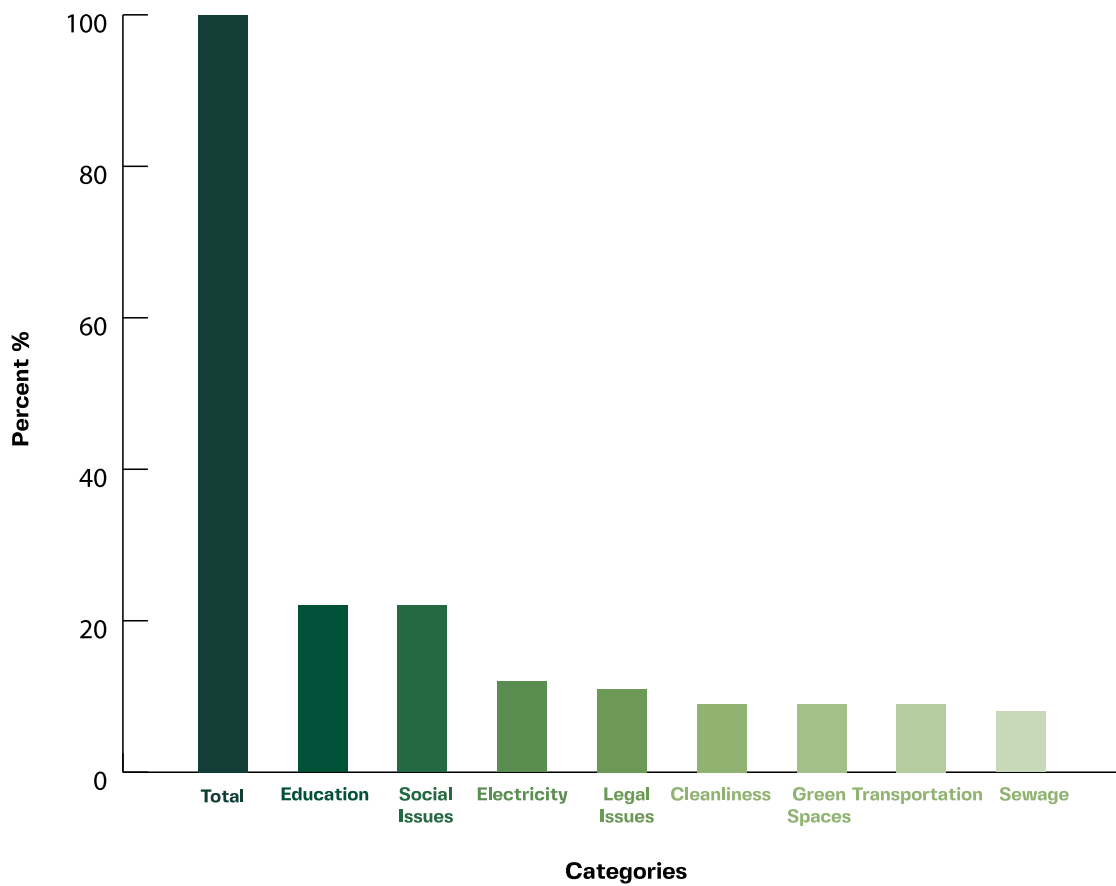
Figure_Anx VI-14 Bar Chart displaying the community priorities in Jurat Awad

Al-Halwaniyah Neighbourhood
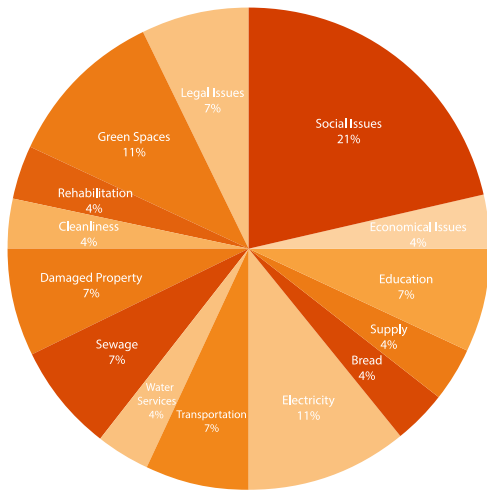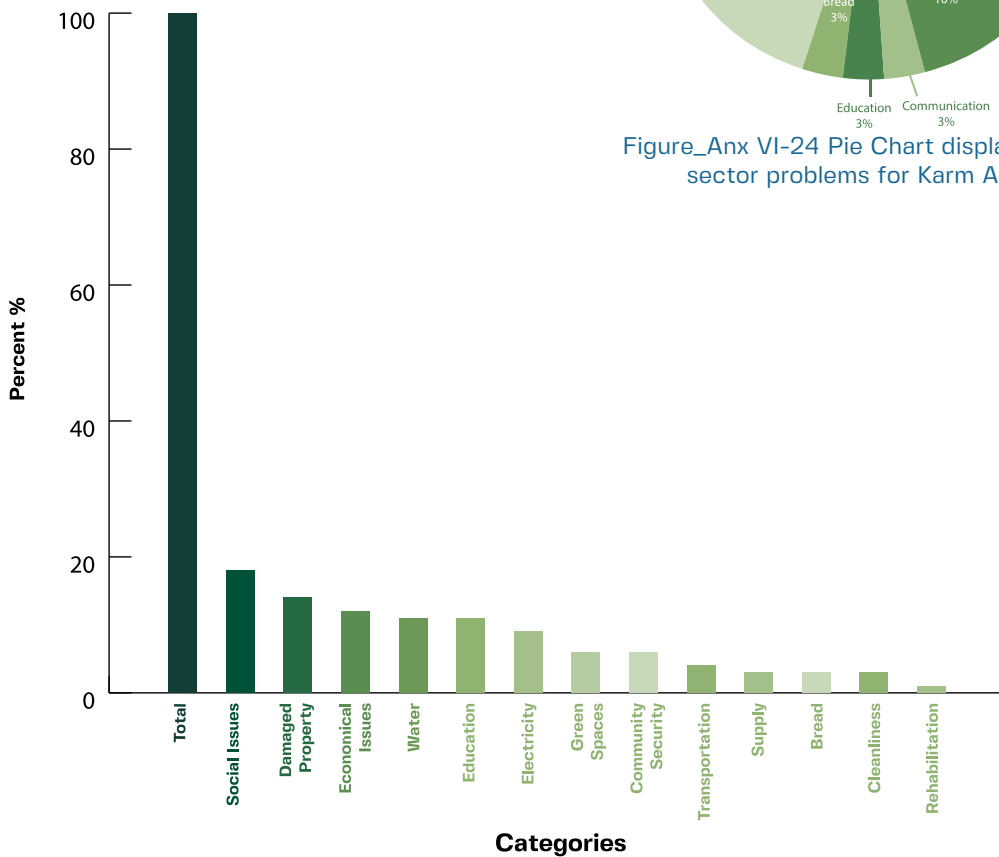

Figure_Anx VI-15 Pie Chart displaying local community problems in Al-Halwaniyah
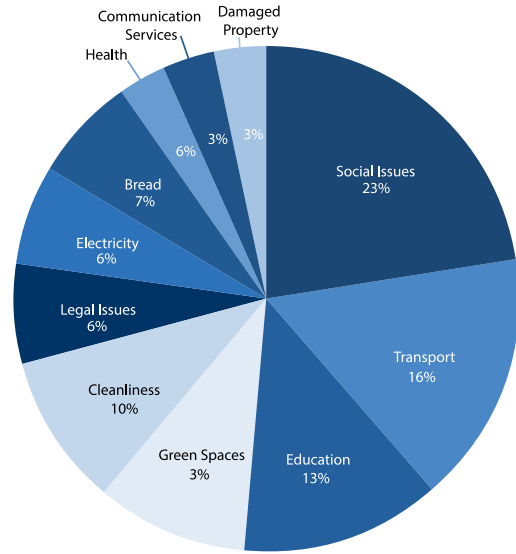
Figure_Anx VI-16 Pie Chart displaying proposed solutions for Al-Halwaniyah
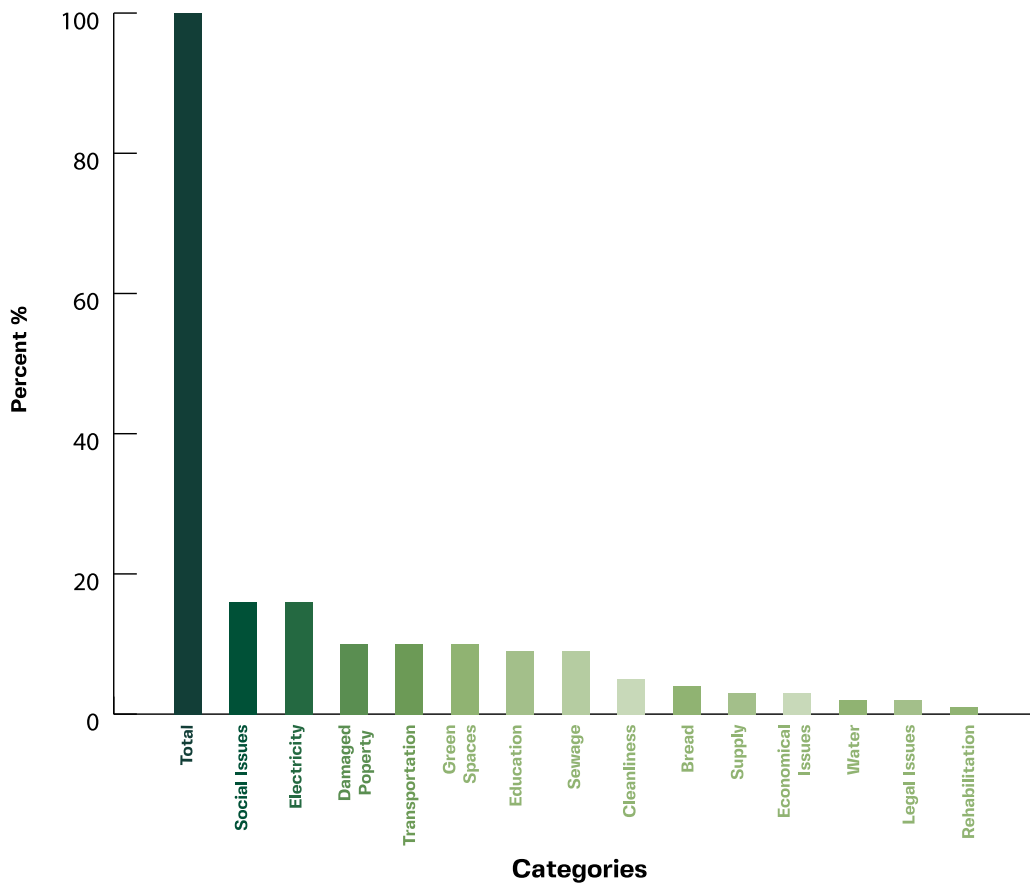
Figure_Anx VI-17 Bar Chart displaying the community priorities in Al-Halwaniyah

Karm Al-Muyassar Neighbourhood
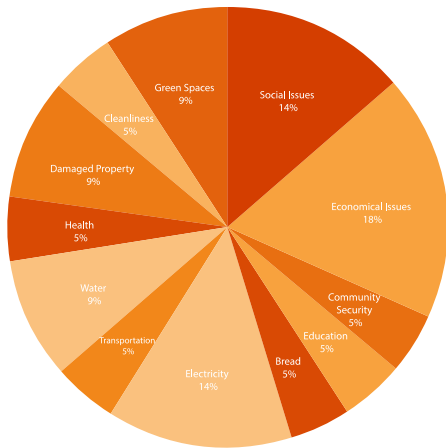
Figure_Anx VI-18 Pie Chart displaying local community problems in Karm Al-Muyassar
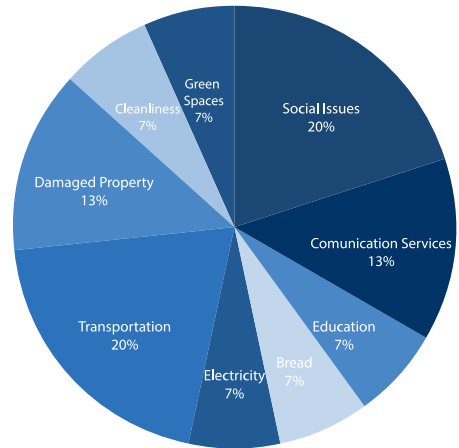
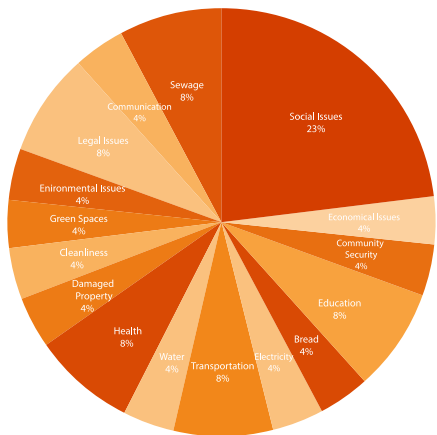Figure_Anx VI-19 Pie Chart displaying proposed solutions for Karm Al-Muyassar
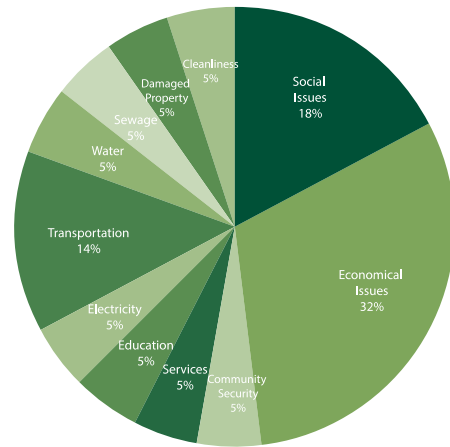
Figure_Anx VI-20 Pie Chart displaying proposed private sector problems for Karm Al-Muyassar

Figure_Anx VI-21 Bar Chart displaying the community priorities in Karm Al-Muyassar

Karm Al-Katrji Neighbourhood

Figure_Anx VI-22 Pie Chart displaying local community problems in Karm Al-Katrji

Figure_Anx VI-23 Pie Chart displaying proposed solutions for Karm Al-Katrji

Figure_Anx VI-24 Pie Chart displaying private sector problems for Karm Al-Katrji
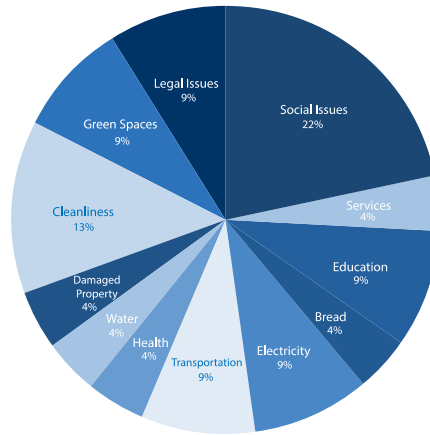

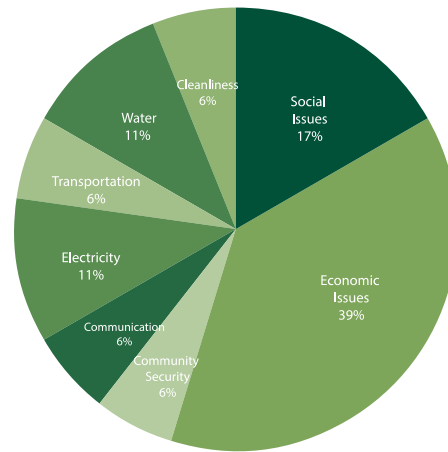Figure_Anx VI-25 Bar Chart displaying the community priorities in Karm Al-Katrji
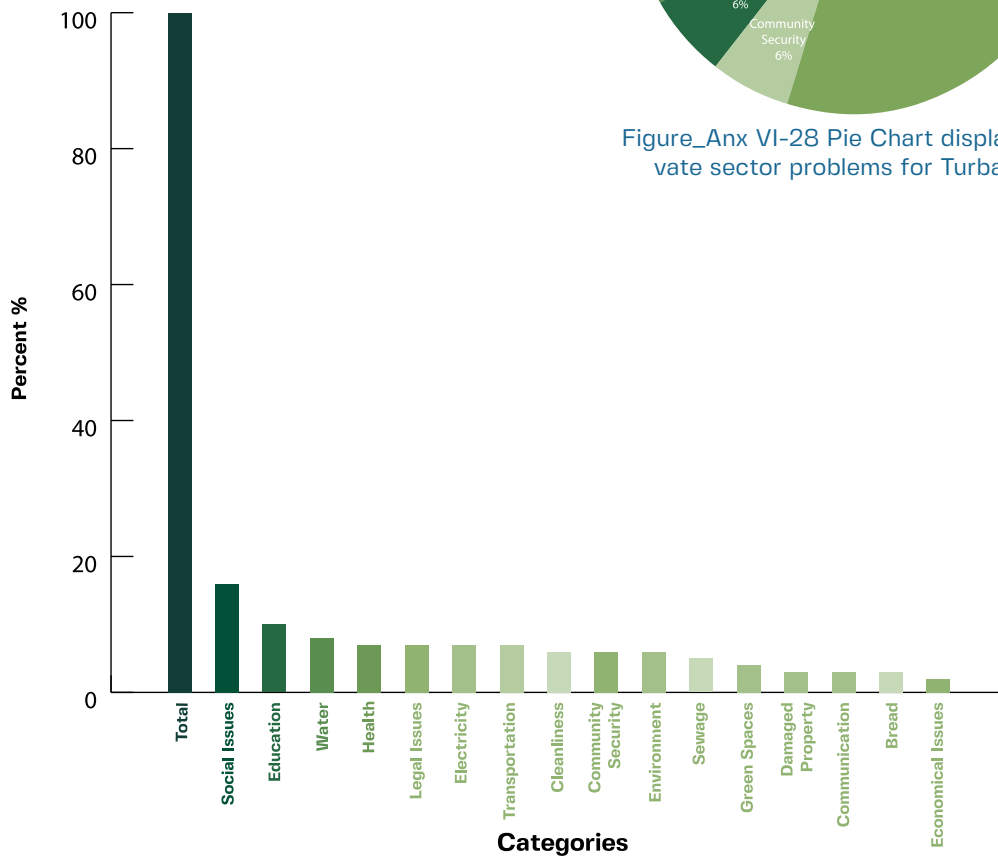
Turbat Lala Neighbourhood

Figure_Anx VI-26 Pie Chart displaying local community problems in Turbat Lala

Figure_Anx VI-27 Pie Chart displaying proposed solutions for Turbat Lala

Figure_Anx VI-28 Pie Chart displaying private sector problems for Turbat Lala

Figure_Anx VI-29 Bar Chart displaying the community priorities in Turbat Lala

The Participatory Community Recovery Planning process for Kadi Askar was technically supported by UNDP Syria