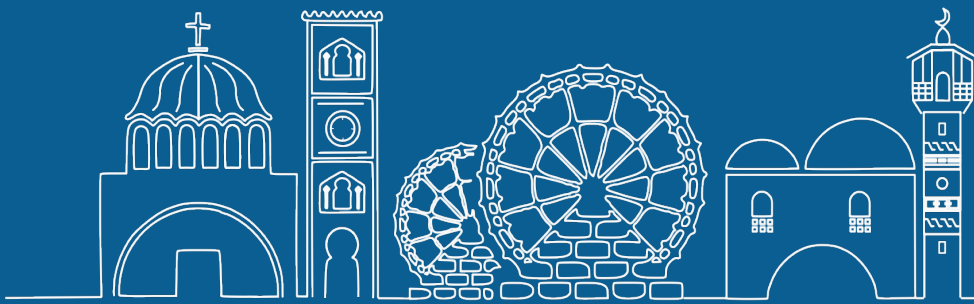


Participatory Community Recovery Plan

2022-2025

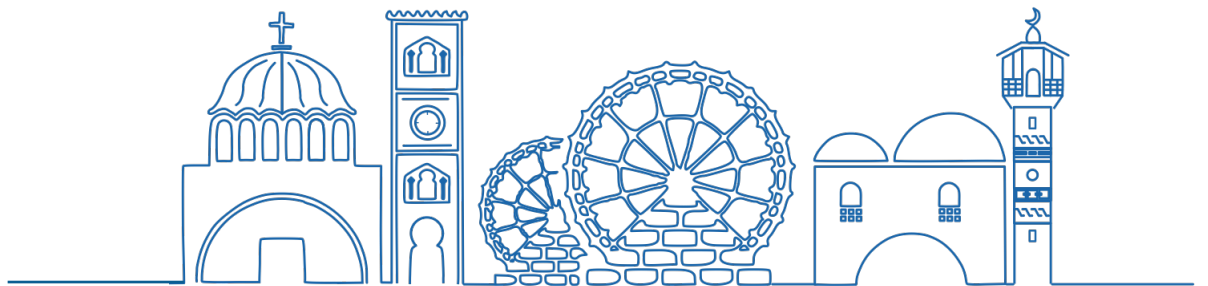
The Neighbourhoods of Al-Madinah |
Al-Bashoura | Al-Baroudiyah | Al-Shah-
baa | Al-Faihaa in the City Center of Hama



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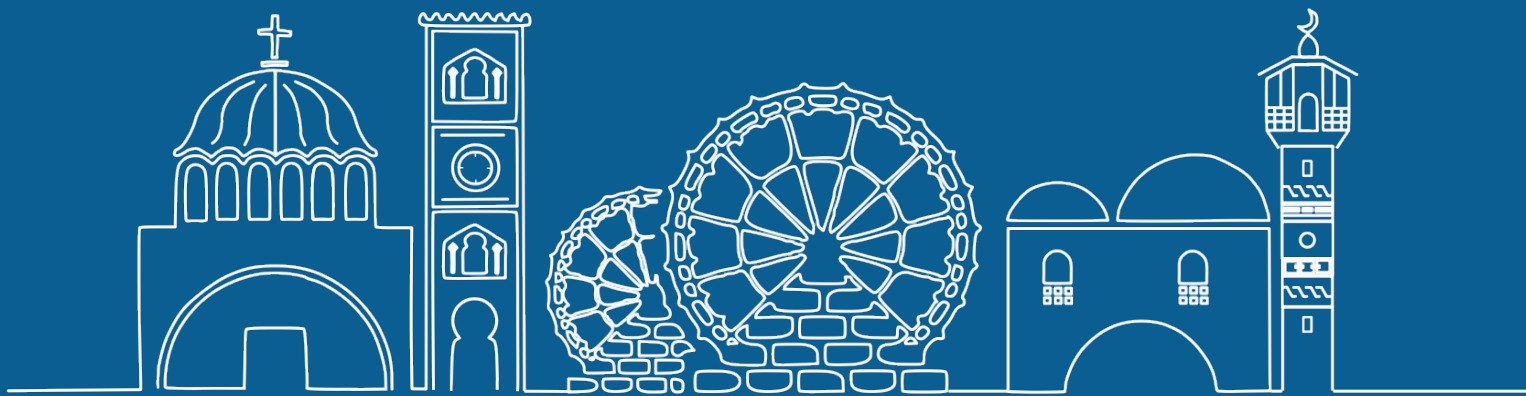
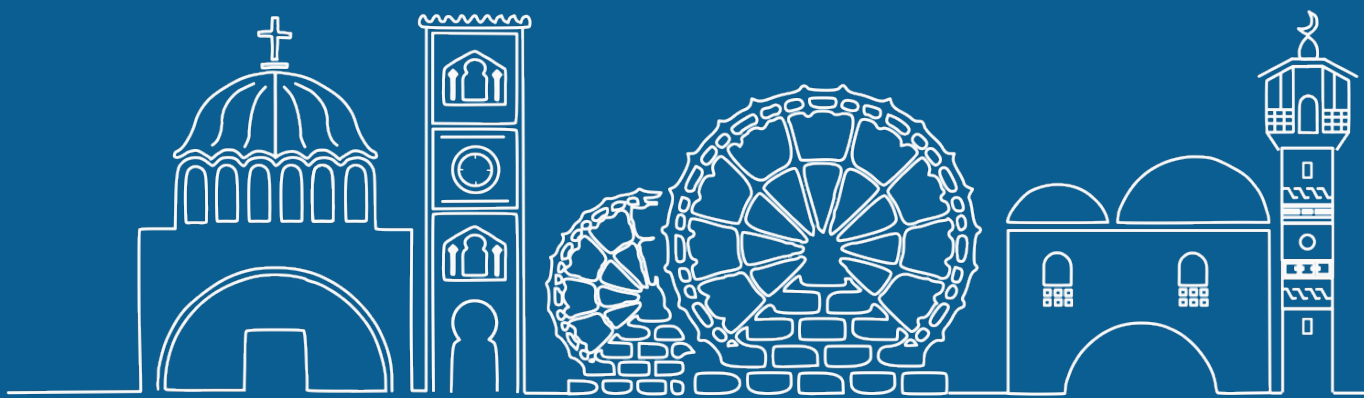


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Glossary

CSOs	Civil Society Organizations
DOSAL	Directorate of Social Affairs and Labor
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
PSEA	Prevention of Sexual Exploitation and Abuse
PTD	Post Traumatic Disorder
PwD	People with Disabilities
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
WASH	Water, Sanitation and Hygiene
INGO	International Non-Governmental Organization
FAO	Food and Agriculture Organization of the United Nations.
NGOs	Non-Governmental Organization.
NRC	Norwegian Refugee Council (NRC)
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
UNRAW	The United Nations Relief and Works Agency for Palestine Refugees in the Near East
WFP	World Food Programme
WHO	World Health Organisation
SSSD	Syrian Society for Social Development
GOPA	Greek Orthodox Patriarchate of Antioch and all the East
SARC	Syrian Arab Red Crescent



Introduction

The Participatory Community Recovery Planning Process

From May 2021 to June 2022, the Governorate and City Council of Hama, 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 involves representatives of various community individuals and 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 from 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 mean 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 Hama Governorate, Local Council, and line directorates to discuss about priorities and joint interventions in specific areas for the first time.



Part of the field meetings of the Voluntary Committee - Al-Shahba neighborhood committee meeting in one of the schools within the neighborhood to discuss the implementation plan, distribution of roles for neighborhood initiatives, analysis of resources and needs for implementing initiatives and the participation of all actors on the ground



Vision

Building resilient neighbourhoods by developing and implementing creative community-led economic, basic services, institutional responsiveness, and community organization recovery initiatives.

Goals & Objectives

One of the primary purposes of this locally led process is to reinforce the resilience and coherence of target communities in the city of Hama through comprehensive responses that reflect the complexities of the situation and that are driven by the priorities of the local communities to meet their basic needs and improving the socio-economic situation. This includes challenging negative stereotypes, disparities, and inequalities.

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:

1. Support communities in raising their voices
2. Promote dialogue across social sectors and between the local institutions and communities
3. Advance in terms of confidence-building among local stakeholders and increase willingness to participate collectively towards a shared, common vision for their communities' recovery
4. Develop local roadmaps for more integrated, locally-owned, inclusive and sustainable early recovery
5. Implement local solutions by mobilizing endogenous resources and promoting community organization.

Distinctive Features:

The most particular feature 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 facilitating 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-owned solutions by reconnecting these communities to public services and economic opportunities.
- Helps to put community needs at the centre of administrative planning.
- 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 and promote synergies and complementarities 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 Hama have been persistently represented by a team of technical staff and 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 recovery plan design based on the information and data collection throughout the participatory process. Some of its central roles includes confirming that the plan has genuinely gather the local needs, resources and solutions and ensuring the local authorities’ final endorsement

Voluntary Committees: 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. 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 the local council's vision towards its full implementation and the promotion of meaningful community participation.

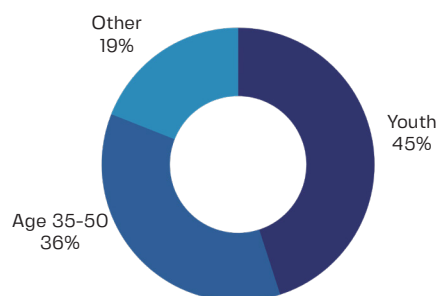
Communities aspire to raise their voice and be an integral part of the decision-making in terms of participatory planning and prioritization. Similarly, empowered local councils can allow local communities to engage more directly with their government to jointly identify decisive solutions for their neighbourhoods. UNDP is supporting local stakeholders to tap into potential opportunities offered by the Law 107 by establishing and empowering local Voluntary Committees as safeguards to 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, PwD, youth, elderly and IDPs- was promoted and sustained to Leave No One Behind. Identifying clear roles and responsibilities and managing expectations were keys to enable sustainable local committees that go beyond specific humanitarian project support.

Voluntary Committees 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 pressing 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.

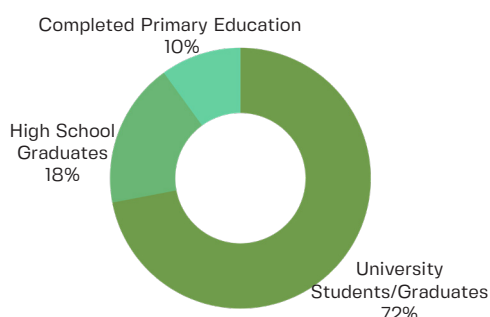
Voluntary Committees bring together individuals of different community groups, grassroots organizations, academia, and private sector to discuss common challenges, opportunities, policy actions and strategies. A voluntary committee would consist of approximately 10 members. In Hama, the percentage of women representation in the voluntary committees is 45%. In terms of age, 45% of the members are youth while 36% are between the age of 35 and 50. Regarding educational background, 72% of

the members are either university students or graduates; 18% are high school graduates and 10% have completed primary education only.

Age



Education



Gender



Figure 1: Charts representing the voluntary committees members

Revaluation Post Earthquake Disaster

The catastrophe of the earthquake that occurred on the morning of 6/2/2023 and the aftershocks that followed further amplified the challenges of Syrians, who have been worn out from enduring the economic, social and livelihood issues for over a decade.

Beyond the damage to the infrastructure and economic interests in the city of Hama, there have been considerable effects on community interaction, an immense increase in community needs and a shift in priorities. This in turn placed significant pressure on governmental and community institutional structures, on top of which is the Hama City Council, as they suffer from severe shortage in resources and thus lack the ability to respond appropriately.

Accordingly, it was necessary to update the recovery plan that was prepared in the previous stage, due to the large changes imposed by the earthquake, especially since a number of the targeted neighborhoods were (in the center of the affected area) severely damaged (Al-Arbaeen neighborhood - Aleppo Road neighborhood).

This necessitated the holding of a series of meetings and gatherings with volunteer committees, a number of community leaders, as well as representatives of the local authority (Hama City Council - Mayors and Neighborhood Committees), who previously participated the early recovery project in the city of Hama.

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Image displaying damage post earthquake catastrophe

Priority of community needs

- Dealing with the large debris that resulted or that will be produced as a result of the subsequent demolition of the damaged buildings. Additionally, developing immediate solutions to manage the collection, transportation and recycling of this debris, to start the reconstruction process.
- Providing psychological support for various societal groups, without limiting it to those directly affected, while focusing on school students in order to mitigate the negative effects of the disruption of the educational process.
- Providing immediate solutions for the loss of official documents (ownership documents - identities - family cards - passports...).
- Building the capacities of the local community with regard to responding to such disasters, dealing with their effects, and activating the role of neighborhood committees and volunteer committees in this field.
- Health problems in the affected areas as a result of the destruction of a large part of the water and sanitation networks, and the fear of groundwater damage. The process of exposing the bodies of those who died constitutes an urgent challenge, fearing the spread of diseases and epidemics as a result of the decomposition of the bodies.
- Finding innovative solutions to address the property and housing problems of those affected, and resolving many of the legal issues they entail.
- Revitalizing the economic situation in the city, as many interests have been damaged, which accumulated on the deteriorating economic and living situations. Therefore, it is imperative to prioritize supporting livelihoods, while focusing on the interests and professions needed in the following stages of reconstruction and rehabilitation in the city. This plays a major role in creating job opportunities for many affected groups and supporting them economically and psychologically to gradually return to normal life.
- Supporting livelihood programs with a special focus on building capacities in the fields of reconstruction (concrete carpentry - cement mortar works - ceramics - sanitary and electrical installations - painting ...). While ensuring that these programs include a sufficient number of participants from the target groups, in order to create sufficient job opportunities and secure a qualified labor force for the reconstruction phase in the city. In addition to paying special attention to livelihood programs for women, particularly those who have lost their homes or breadwinner.
- Supporting the capacity of the city council in the field of urban planning, drawing up organizational plans, and dealing with random housing in the city.



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 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 tension and peace dividends at the local level, mitigating “dividers” (e.g., inequality, marginalization, disparities, etc.); and 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 by the recovery process or who may best influence its success as well as the nature of the relations between them so that their engagement can be inclusive, promote bridgebuilding and maximize positive contributions from local actors prioritized and tailored to ensure maximum benefits and minimize 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 and capabilities. 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 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 together with humanitarian actors**) 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 identified 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.

* UN Agencies participating: OCHA, UNHCR, UNICEF, UNFPA, NGOs participating: SSSD, GOPA, Aladiat Association, Arabic Women Association, Social Care Association and FBOs

** UN Agencies participating: FAO, OCHA, UNHCR, UNHABITAT, UNICEF, UNFPA, UNRAW, WHO, WFP, INGOs participating: NRC; NGO:SARC

The Participatory Community Recovery Planning Roadmap

- The following “Roadmap” intends to reflect 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. One of the outputs of the process is to produce a community recovery plan that reflects local communities’ desired changes and proposed actions that will help form a collective response to the economic and social crisis in the target neighbourhoods. In doing so, the process will enhance affected people’s access to basic services, improve their livelihoods and economic opportunities, and promote social cohesion.

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



Image depicting the community's participation in the completion of the rehabilitation works of Al-arbeen Public Park

Roadmap

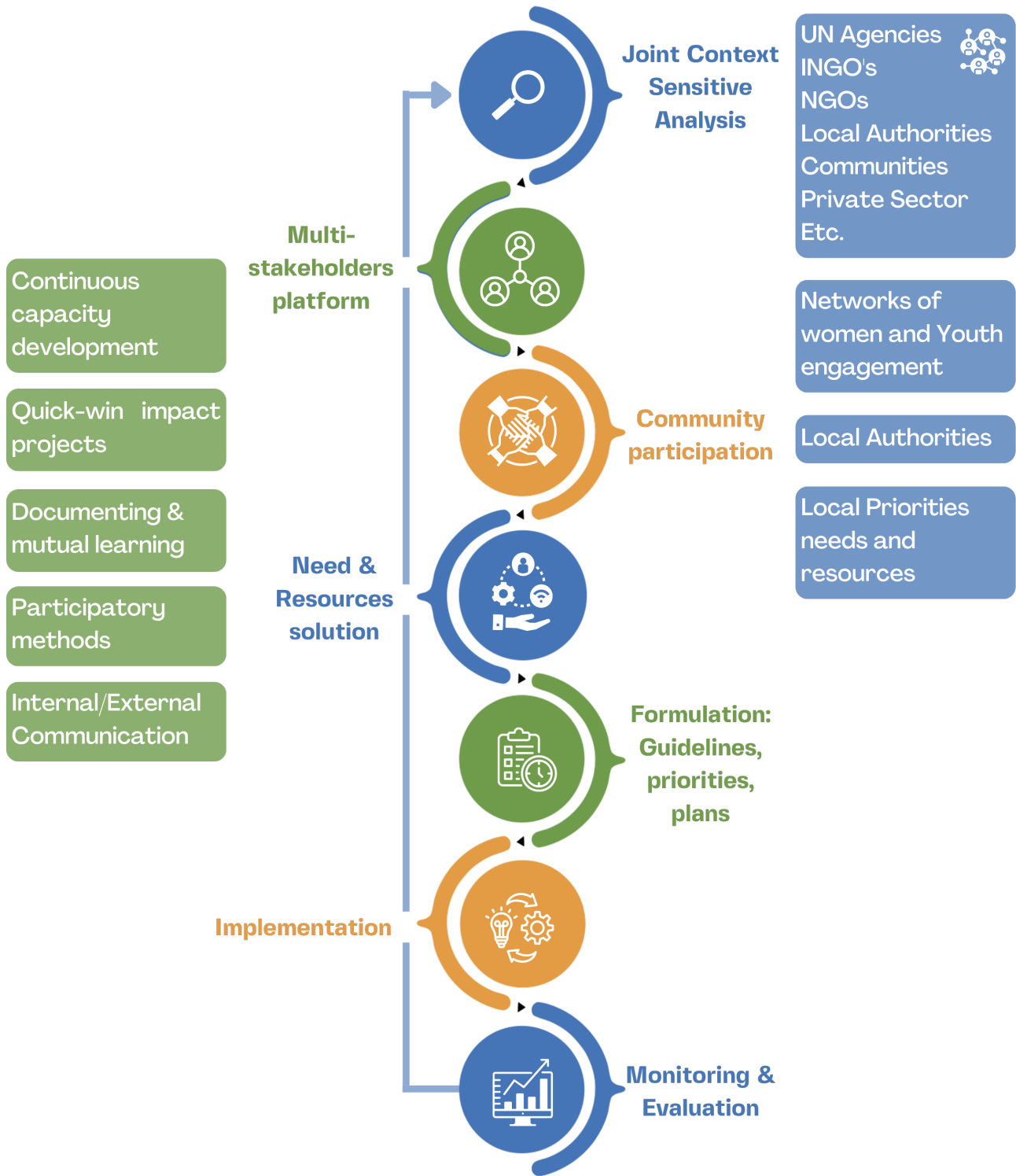


Figure 2: The Participatory Community Recovery Planning Roadmap



رحمة الاعراب
لجنة الاعراب

مسجد الصلي
مكتب الرشدية
سنة 1421 هـ

3

Introducing the City of Hama and the Target Neighbourhoods

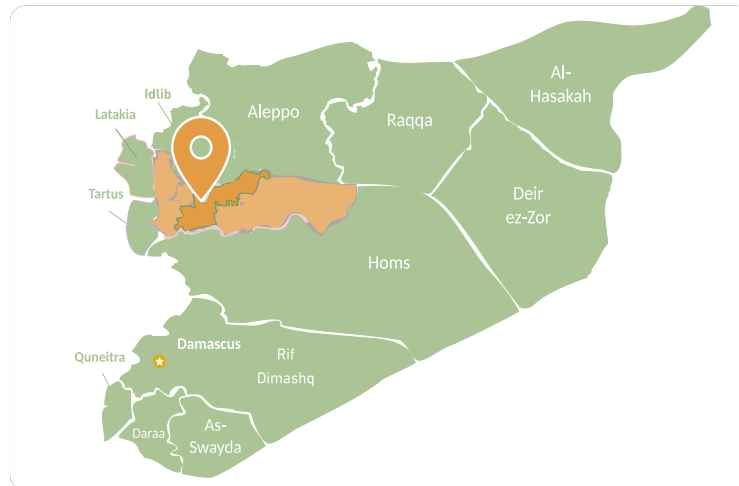


Figure 3: Map of Syria showing the location of Hama city and governorate

Hama Governorate:

With an area of about 1.02 million hectares, Hama governorate is situated in west-central Syria, bordering Idlib and Aleppo to the north, Raqqa to the north-east, Homs to the east and south-east and Latakia and Tartus to the west.

The population in Hama governorate is estimated* at 2,464,000 inhabitants (2021) with relatively high population density of 183 inhabitants per km². The governorate has historically embraced a variety of communal groups that have coexisted for thousands of years. Organized urbanization represents approximately 32% of the total governorate which is administratively divided into 5 regions and 22 districts comprising 171 administrative units.

Before the outset of the conflict in 2011, Hama governorate, like the rest of the Syrian governorates, witnessed imbalanced distribution of local resources between urban and rural areas. Economic growth was concentrated in the most populated cities while less attention was given to rural development with only 45.2% of the agricultural land being invested.

Severely impacted by the war, Hama governorate has suffered from large population displacements and a severe damage to its infrastructure, particularly in the largest cities. **

Hama City:

It is the centre of the governorate, with a total spatial magnitude of /6000/ hectare. Located on 36.44° N latitude, and 35.7° E longitude, the city is characterised has a significant interaction with its countryside as most of the economic activities, rather commercial than industrial, are premised on the daily relentless movement between the city and countryside.

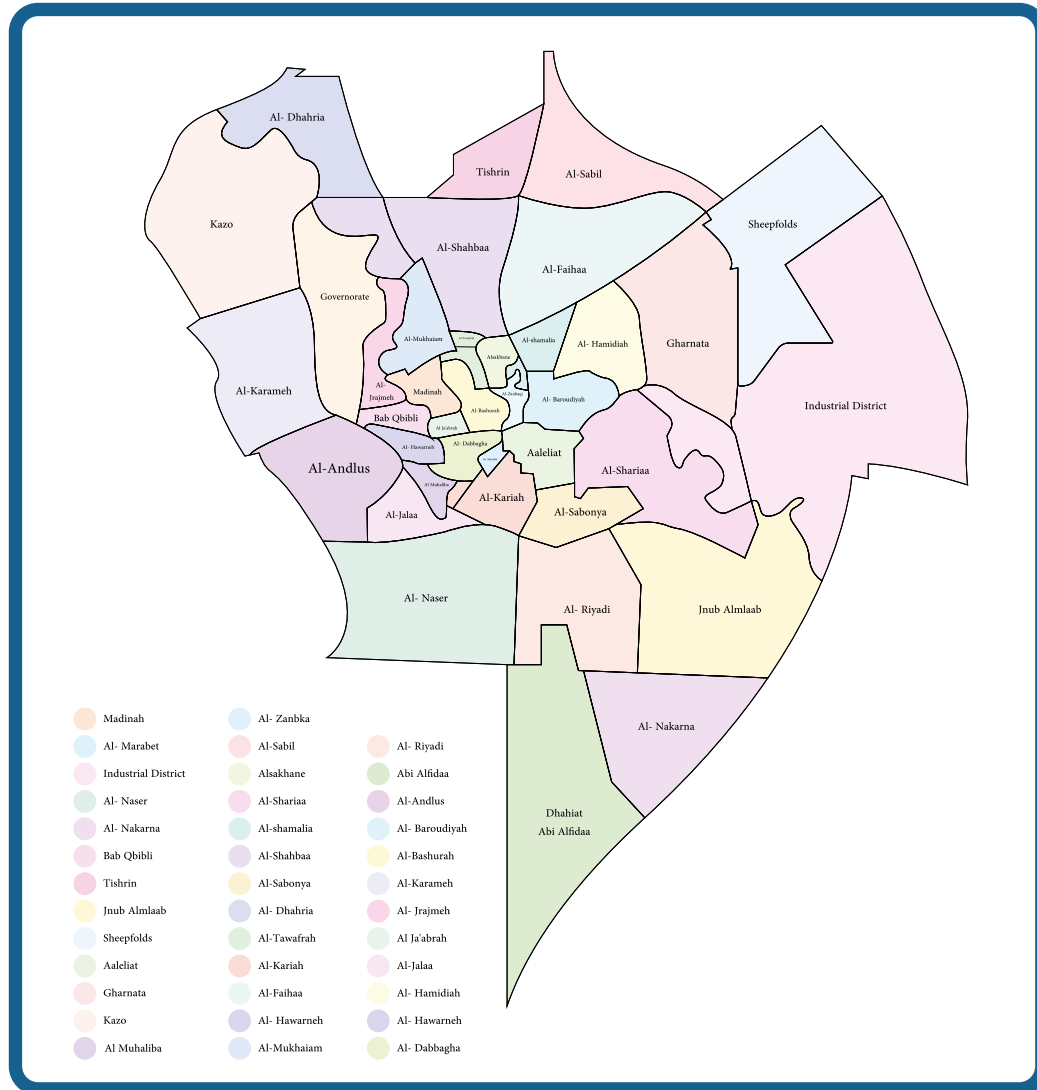


Figure 4: Target Neighborhoods in the City of Hama

The most important neighbourhoods of the city include Al-Kailanya, Al-Tawafrah, Souk Al-Shajara, Al-Hader, Al-Dibagha, Al-Qosour, Al-Sabounya, Al-Amirya, Al-Madinah, Al-Bashoura, Al-Fayhaa, Aleppo Road, Al-Baroudiyah, among others.

Hama During the Syrian crisis:

The Governorate of Hama suffered from the consequences of the Syrian crisis which resulted in massive destruction and huge displacement from rural communities to the City of Hama. According to the World Bank*, damage to housing in Hama city was relatively low in comparison with other cities as 6% of the housing infrastructure was affected. The local authorities therefore had to face a major challenge in providing alternative housing and basic services to the large number of IDPs.

* The World Bank GROOP, SYRIA DAMAGE ASSESSMENT of selected cities Aleppo, Hama, Idlib, Public Disclosure Authorized, PHASE III MARCH 2017.

Description of the Target Neighbourhoods

The target neighbourhoods constitute a small-scale model of the city of Hama particularly in terms of the socioeconomic situation of their populations:

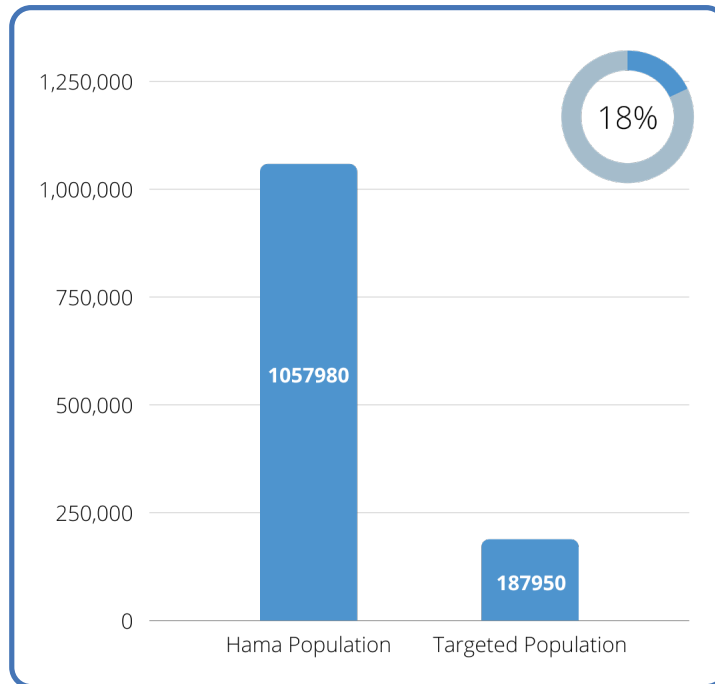


Figure 5: A chart of the percentage of targeted population by the study in relation to Hama population



Figure 6: Al-Baroudiyah Neighbourhood Map

Al-Baroudiyah Neighbourhood:

Located in the centre of Hama, at the North Bank of Orontes River, Al-Baroudiyah is divided into two major neighbourhoods: Al-Baroudiyah and Al-Sharqiah where a large number of IDPs are settled particularly in 3 unequipped towers (220 families)

1500 Families 48% IDP's

Al-Shahbaa Neighbourhood:

Also known as Aleppo Road neighbourhood, Al-Shahbaa is located to the west of Hama city and includes two major neighbourhoods: Al-Shahbaa 1 and Al-Shahbaa 2. The neighbourhood is currently hosting a huge number of IDPs from the northern countryside, Idlib, Raqqa, and Homs. It includes a large collective centre in Naseh Al-Elwany School, with almost 110 internally displaced families.

Al-Shahbaa North

3500 families 18.5% IDP's

Al-Shahbaa South

3500 Families 14.3% IDP's



Figure 7: Al-Shahbaa Neighbourhood Map

Al-Faihaa Neighbourhood:

It is located to the northeast of Hama and is divided into two major parts: Al-Faihaa 1 and Al-Faihaa 2. A large number of IDPs are currently living in Al-Faihaa in 5 collective centres (4 schools and one administrative building) with a population of 500 families.

Al-Faihaa 1

6500 families 46.2% IDP's

Al-Faihaa 2

4000 Families 7.5% IDP's



Figure 8: Al-Faihaa Neighbourhood Map

- In Al-Shahbaa and Al-Faihaa neighbourhoods, there is a large number of households working women which is attributed to the severe lack of financial resources and the absence of male who traditionally have acted as breadwinners.

- The large number of IDPs in some of the target neighbourhoods (Al-Baroudiyah, Al-Sharqiah, Al-Shahbaa and Al-Faihaa) is challenging due to the pressure on the existing infrastructure, basic services and the lack of capacity of the local authorities to give an adequate response.



Figure 9: Madinah Neighbourhood Map

Madinah Neighbourhood:

It is located in the centre of Hama, close to the Castle and Orontes River. It is considered one of the most ancient historical neighbourhoods that cradles the Diocese and the Ancient Church. There is also the Great Mosque of Hama, the fifth mosque in Islam, in addition to many ancient houses. The neighbourhood enjoys great harmony and social cohesion among residents from different sociocultural backgrounds.

1325 Families 0% IDP's



Figure 10: Al-Bashurah Neighbourhood Map

Al-Bashurah Neighbourhood

Located in the centre of Hama, close to the Castle and Orontes River, Al-Bashurah is an ancient neighbourhood that contains a large part of the Old City, Al-Tawafrah Neighbourhood, Al-Nawaeer, Al-Tawaheen, Noor El-Din Zinky sMosque, and several ancient houses.

1500 Families 0% IDP's

- In Al-Madinah and Al-Bashurah neighbourhoods, many educated citizens fail to find a proper job due to the considerable difficulties and challenges that the job market and private sector are facing.
- This includes the high cost of production (row materials, labour force, fuel, energy) and the restrictions imposed on importing essential foreign materials.



4

Participatory Community Recovery Plan for the Target Neighbourhoods

The community recovery plan for the target neighbourhoods is premised on the following five pillars: institutional organisation, community organisation, infrastructure and basic services, economic vitality, and the healthy neighbourhood.

The five 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.



The minaret and dome of the Omar Ibn Al-Khattab Mosque

Institutional Organization

The last 11 years of the crisis have taken a heavy toll on the capacity of local authorities in Hama City and the wider governorate to respond effectively to the needs of the population. The lack of financial resources, brain drain, and the stark devaluation of the Syrian pound, which has drastically undercut public salaries, are collectively leading to inadequate service provision and increased good governance challenges.

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 integrated, participatory local governance where the needs of all community groups are systematically articulated to the local authorities and public initiatives are implemented in close coordination with the local community particularly women and youth.
- Enhancing participatory mechanisms to strengthen vertical relationships, promote a sense of solidarity between the local community and local authorities and increase community satisfaction,
- Increasing the responsiveness of the local government to support the administrative capacities of local duty bearers to understand and respond to diverse local needs, especially those of the most vulnerable.
- 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, accountability, transparency, and inclusiveness.

- Promoting dialogue and collaboration between local authorities and local communities to support raising the voices of women, youth, elderly, PwD, and IDPs and engaging them in the local decision-making process.

- 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.

- 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 9%* ; whereas their representation becomes less at the neighbourhood committees, to have no female Mukhtars at all.



A field visit by the Volunteer Committee in Al-Fayhaa neighborhood to supervise the work in the garden rehabilitation initiative

- Accelerating the implementation of the Local Administration Law 107 by creating spaces for constructive dialogue between the local government and the community. The Law 107 represents one of the most important opportunities that can be used in this context.

- Developing the structure of the city council, and creating offices concerned with the communication between the citizens and the city council. It is vital to replace complaint offices and boxes with direct communication channels on the ground in order to discuss the community needs, analyse their causes and impacts, and identify community solutions that can be supported.

- Supporting the formulation of voluntary committees and local development committees, and other spaces of community participation, networking and communication, and developing respective working guides that ensure optimal performance of assigned tasks.

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

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Accountable Responsive Local Institutions					
Local institutions and local councils promote inclusive community participation to reinforce equitable service delivery	<ul style="list-style-type: none"> Capacity building programs: inclusive local governance, gender equality, participatory local planning, local revenue, and others Specialized local administration needs assessment and implement the staff decree 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 Incorporating the Leave No One Behind (LNOB) principles into the local council's annual work plans with activities to support the needs of women, youth, the elderly, PwD and IDPs Generating E-governance solutions to make local institutions more effective and access to services more effective (including servers to better connect departments, digitalization of information among others) Improving and diversifying the role of citizen service centers to enhance service delivery 	<p>Institutional Venues and Spaces</p> <p>Human Resources</p>	<p>Technical Expertise</p> <p>Trainings</p> <p>Equipment</p>	<p>Hama Governorate</p> <p>City Council</p> <p>University of Hama</p> <p>International Organizations</p>	<p>SDG 5</p> <p>SDG 10</p> <p>SDG 11</p> <p>SDG 16</p>
Accountable and transparent local institutions	<ul style="list-style-type: none"> Capacity building programs in the field of accountability and transparency Establishing grievance-handling mechanisms to allow citizens, including traditionally excluded groups and GBV survivors, to express and submit complaints about local basic services and accelerate solutions 	<p>Institutional Venues and Spaces</p> <p>Human Resources</p>	<p>Technical Expertise</p> <p>Trainings</p> <p>Equipment</p>	<p>Hama Governorate</p> <p>City Council</p> <p>University of Hama</p> <p>International Organizations</p>	<p>SDG 5</p> <p>SDG 10</p> <p>SDG 11</p> <p>SDG 16</p>
Effective local planning	<ul style="list-style-type: none"> Capacity building programs in the field of data collection, access and analysis for local statistical institutions mainly gender responsive analysis Capacity building programs on comprehensive local development planning processes Capacity building programs on spatial information capability (GIS and other systems) 	<p>Institutional Spaces</p> <p>Human Resources</p>	<p>Technical Expertise</p> <p>Trainings</p> <p>Equipment</p>	<p>Hama Governorate</p> <p>City Council</p> <p>University of Hama</p>	<p>SDG 5</p> <p>SDG 10</p> <p>SDG 11</p> <p>SDG 16</p>

Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
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Accountable Responsive Local Institutions

Enhancing responsive and transparent civil role of Mukhtars and Neighborhood Committees

<ul style="list-style-type: none"> Capacity building programs on inclusive local governance, gender equality, accountability, and participatory local planning Activating 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.) 	Institutional Venues and Spaces Human Resources	Technical Expertise	Hama Governorate	SDG 5
			City Council	SDG 10
			University of Hama	SDG 11
			International Organizations	SDG 16

Strengthening Vertical Social Cohesion

Reinforcing dialogue and trust between communities and local institutions

<ul style="list-style-type: none"> Establishing dialogue platforms and spaces between diversified gender and age community members, community committees neighborhood committees and mukhtars with the local authorities to discuss community needs, priorities, and concerns 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 Conducting awareness raising campaigns to share and exchange information about the role and functions of local institutions Improving and developing new Monitoring and Evaluation mechanisms Documenting and disseminating community initiatives Supporting civic initiatives including the ones lead by women, youth, elderly, PwD, and IDPs 	Institutional Venues and Spaces Human Resources	Technical Expertise Trainings Rehabilitation of Institutional and civic spaces	Hama Governorate	
			City Council	SDG 5
			International Organizations	SDG 10
			Local Community	SDG 17
			Local NGOs/ FBOs	

Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
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Women's political and social empowerment

Promoting women's participation in local governance dynamics and increasing women's participation in local public affairs

- Reducing barriers that prevent women's participation in the local public affairs
- Raising men and women awareness on the importance of women's participation in the community
- 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
- Women leadership preparedness programs for active participation in participatory local planning and active participation in local public affairs
- Establishment of 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 to ensure safe legal access for women

Human Resources

Women's Networks

Technical Expertise

Safe Venues and Spaces

Equipment

Trainings

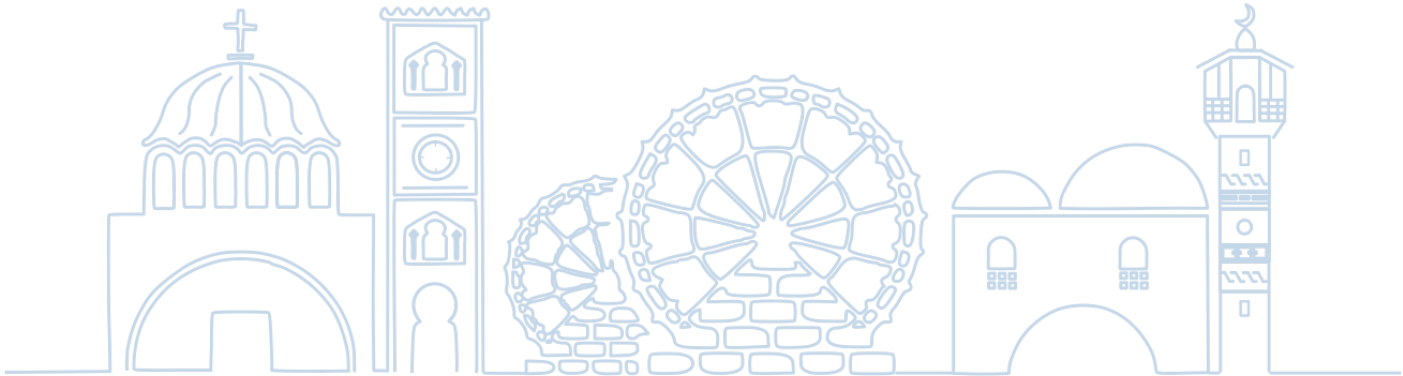
City Council

Local Institutions (DOSAL)

Community Centers

Local NGOs

International Organizations



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.

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:

- Increasing and improving community organization and participation to reduce inequalities, and strengthen social ties, relations, and interactions among the different social groups, particularly the vulnerable and most disadvantaged ones (women, elderly, youth, PwD, IDPs).
- Promoting productive dialogue and feedback mechanisms and improving local institutions' responsiveness to diverse community needs.
- Building capacities of vulnerable community groups, particularly women, youth, elderly, PwD and IDPs, so they are better equipped to raise their voices in a constructive manner and to influence local decisions through active participation and advocacy.
- 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 a culture of volunteerism and the establishment of local participatory mechanisms (local committees, voluntary committees) to collectively identify local needs, priorities, resources, and solutions.



Co-Design workshop

- Supporting the capacities of community-based organization to ensure the sustainability of existing and future community solutions within the target neighbourhoods. It also ensures the transfer and dissemination of these experiences and expertise among neighbourhoods, considering community structures as one of the main channels for deploying these solutions within and across neighbourhoods and enhancing local community's contribution to the local recovery processes.

Vision:

An inclusive and diverse community based on participation, social justice, and an effective social protection system that integrates roles 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

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's				
Strengthening Horizontal Social Cohesion									
Promoting and supporting inclusive community participation	<ul style="list-style-type: none"> • 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 voluntary committees in accordance with Law 107 • Promoting women's participation in local/voluntary committees • Building capacities of civic organizations and other local partners to be inclusive, accountable, and supportive towards their communities' resilience • Community outreach campaigns to listen to people • Strengthening the inclusivity and transparency of local committees' action • Reactivating community centers with new functions and resilience-building activities 	Human Resources	Technical Expertise	Local Community	SDG 5				
					Civic Spaces	Equipment	Local NGOs/ FBOs	SDG 11	
			Financial Resources	International Organizations				SDG 16	
						Human Resources	Technical Expertise	Local Community	SDG 11
					Venues and Spaces of Local Associations				Equipment
		Financial Resources	International Organizations	SDG 17					
				<ul style="list-style-type: none"> • Providing safe and supportive 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 societal 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 			Human Resources	Technical Expertise	Local Community
					Venues and Spaces of Local Associations				
		Financial Resources	International Organizations			SDG 17			
						<ul style="list-style-type: none"> • Providing safe and supportive 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 societal 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 		Human Resources	Technical Expertise
Venues and Spaces of Local Associations	Equipment				Local NGOs/ FBOs				
		Financial Resources	International Organizations	SDG 17					

Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
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Strengthening Horizontal Social Cohesion

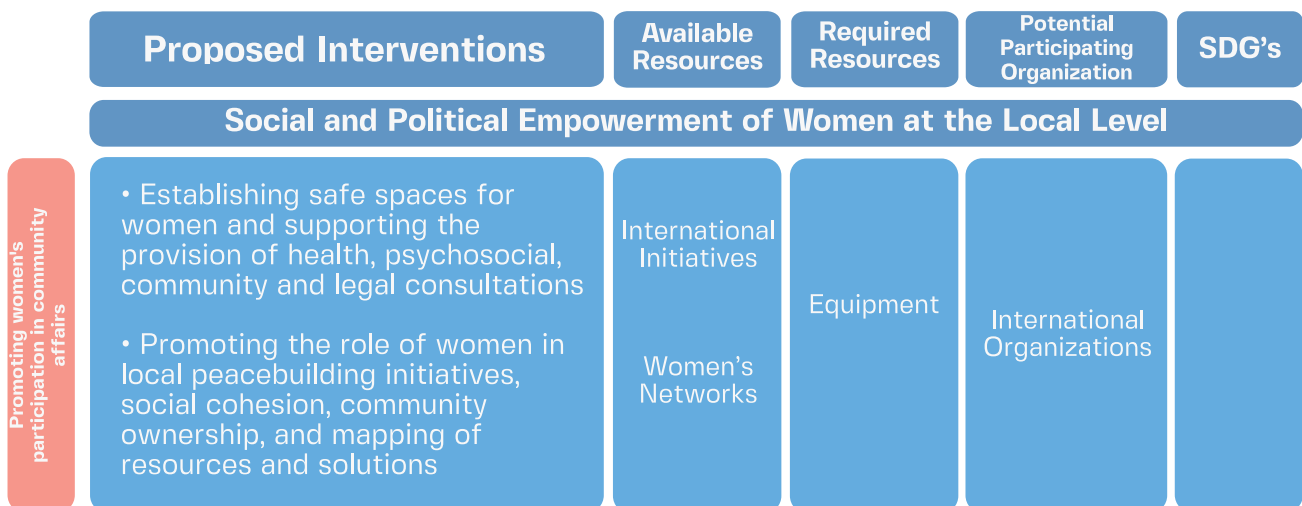
Active citizenship and community belonging

<ul style="list-style-type: none"> • 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 societal 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 and psychological trauma to which members of the society are exposed • Promoting cultural and recreational initiatives to support social cohesion among different individuals, groups, and neighborhoods 	Human Resources	Technical Expertise	Local Community	SDG 11
				Venues and Spaces of Local Associations
	International Organizations	SDG 17		

Social and Political Empowerment of Women at the Local Level

Promoting women's participation in community affairs

<ul style="list-style-type: none"> • 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 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 	Human Resources	Technical Expertise	Directorate of Local Administration	SDG 5
				Venues and Spaces of Local Associations
	Local NGOs	SDG 16		
		SDG 17		



Infrastructure and Basic Services

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 building more confidence in the future and promoting gender justice by ensuring equal and safe access to different services by diversified gender and age groups. For example, increased access to education will help reducing children and youth forced labour and other negative coping mechanisms rooted in crisis economies. Access to electricity, water and sanitation will ease the burden of care work responsibilities, especially for female-headed households. This would reduce community competition over limited services, especially between host and IDP communities.

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

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

- Improving and rehabilitating the road network particularly the main axes, in addition to removing construction infringements, maintaining cleanliness, and enhancing street lighting for an improved mobility and community safety.

- Rehabilitating the outdated water network, which is increasing the suffering of affected populations and raising the costs of securing water from alternative and likely inadequate sources. This protracted problem is exacerbated by the increasing population pressure in these neighbourhoods, where more than one family share a single house or apartment (especially among IDPs). The proliferation of small informal businesses such as workshops and factories has considerably added more pressure on the already-exhausted water network. All combined factors force local community members particularly women to adopt negative coping mechanisms that passively affect their healthy-life style and work-life balance and cause psychological distresses.

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

work.

- Improving waste management systems and strengthening the capacity of local authorities to explore alternative delivery methods, such as community voluntarism.
- Raising awareness of children and youth on environment and climate change related issues and promoting good behaviours to achieve clean, healthy neighbourhoods for all residents, especially those in more peripheral and low-income areas.
- Improving the accessibility to the telecommunications network. Many areas are not well served with mobile phone or internet coverage which negatively affects access to many social, service, and economic aspects and activities immensely contributing to social disconnection and limited digital literacy.
- Improving public transportation network in addition to communication and interaction between neighbourhoods for better access to social services and economic activities and for improved social interaction and social cohesion. The access to public transportation is particularly affecting People with Disabilities and elderly with mobility issues.
- 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.
- Reducing the pressure and competition over services between IDPs and host communities in neighbourhoods with high IDP populations.
- 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 inclusive access to basic services through a functional and up-to-date infrastructure that adopts renewable energy and enhances environmental protection with community participation.

Linkage to sustainable development goals:

SDG 1, SDG 4, SDG 5, SDG 6, SDG 7, SDG 9, SDG 10, SDG 11, SDG 13



A field visit to supervise the follow-up of the implementation of the park rehabilitation initiative in Al-Fayhaa neighborhood and to supervise the implementation of the work of alternative lighting systems in the garden by the city council, the electricity company and the Al-Fayhaa Voluntary Committee

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Access to Basic Services					
Improving access to drinking water and sanitation and reducing water drainage while mitigating impact of water leakages on residential buildings	<ul style="list-style-type: none"> Rehabilitating the damaged parts of the drinking water and sewage system networks Installing water and sewage system networks in areas not linked to the 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 	<p>Human Resources</p> <p>Technical Expertise</p>	<p>Equipment</p> <p>Raw Materials and Machinery</p>	<p>Directorate of Water Resources</p> <p>Directorate of Local Administration</p> <p>City Council and Municipalities</p> <p>WASH Sector</p> <p>International Organizations</p>	<p>SDG 6</p> <p>SDG 9</p> <p>SDG 11</p>
Fostering access to telecommunication and digital services	<ul style="list-style-type: none"> Rehabilitating land line networks (telephone + internet) and installing telecommunications towers for mobile phone connection 	<p>Human Resources</p> <p>Technical Expertise</p>	<p>Financial Resources</p> <p>Equipment</p> <p>Raw Materials and Machinery</p>	<p>Directorate of Telecommunications</p> <p>Private Sector Telecommunications Companies</p>	<p>SDG 9</p> <p>SDG 11</p>
Improving access to education	<ul style="list-style-type: none"> Improving access to schools through rehabilitation of roads and pavements Rehabilitation of schools and educational facilities and provision of equipment and materials Raising awareness among community members on the importance of education particularly for out-of-school children, and young girls 	<p>School Buildings</p> <p>Technical Expertise</p> <p>Human Resources</p> <p>Raw construction Materials</p>	<p>Rehabilitation Equipment</p> <p>Human Resources (teachers)</p>	<p>Directorate of Education</p> <p>City Council</p> <p>Education Sector Members</p> <p>International Organizations</p>	<p>SDG 4</p> <p>SDG 5</p>
Improving access to health services	<ul style="list-style-type: none"> Enhancing primary healthcare services overall and activating non-functional health centers and dispensaries Reactivating key hospitals, including the Pediatric Hospital Improving emergency assistance including the reactivation of small size ambulances and fire engines 	<p>Healthcare Network</p> <p>Human Resources</p> <p>Technical Experience</p>	<p>Equipment Rehabilitation</p> <p>Medical Personnel</p>	<p>Directorate of Health</p> <p>Health Sector</p> <p>International Organizations</p>	<p>SDG 4</p> <p>SDG 5</p>

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
City Planning and Sustainable City and Community					
Generating a common, inclusive city planning vision for the area with representative participation of the local community	<ul style="list-style-type: none"> Establishing a technical team of experts of members from the government and civic sectors Capacity building activities for the technical team on participatory and inclusive planning related issues Developing a comprehensive, updated inclusive city plan including women, youth, elderly, PwD and IDPs Identifying solutions to address persistent informal housing and HLP issues Rehabilitating streets and pavements and facilitating mobility of citizens particularly for elderly and PwD 	<p>Technical Expertise</p> <p>Human Resources</p>	<p>Venues</p> <p>Global Technical Expertise</p>	<p>City Council</p> <p>Hama Governorate</p> <p>Directorate of Planning</p> <p>International Organizations</p>	<p>SDG 11</p> <p>SDG 16</p>
Local capacities for improved basic services provision and environmental management	<ul style="list-style-type: none"> Capacity building of local institutions to improve the provision of basic services Participatory design and implementation of basic services to reinforce the ownership of the communities Capacity building of 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 	<p>Public Spaces and Venues</p> <p>Human Resources</p>	<p>Technical Expertise</p> <p>Equipment</p>	<p>City Council</p> <p>Hama Governorate</p> <p>Line Departments: Health, Education, Energy, Environment</p> <p>Community Members and Groups</p> <p>Local NGOs</p> <p>International Organizations</p> <p>City Council</p> <p>International Organizations</p>	<p>SDG 5</p> <p>SDG 11</p> <p>SDG 16</p>
Improving access to power and renewable energy	<ul style="list-style-type: none"> Rehabilitation of the power network through a prioritization approach Expanding electricity network to all neighborhoods and prioritizing the most vulnerable ones Enhancing community security through installation of light posts Promoting and facilitating the installation of renewable energy solutions 	<p>Human Resources</p> <p>Raw Materials</p>	<p>Technical Expertise</p> <p>Sub-stations</p> <p>Equipment</p>	<p>Directorate of Electricity</p> <p>International Organizations</p>	<p>SDG 7</p> <p>SDG 11</p>

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
City Planning and Sustainable City and Community					
Enhancing inclusive public transportation network to reduce financial burdens on community, and increase economic activity and flow of goods from and into the area	<ul style="list-style-type: none"> • Rehabilitation of roads and pavements and installation of bus stops and road signs • Increasing the number of public and private sector transportation means • Improving bus stops' infrastructure, shelter, lighting, and accessibility to PWD and elderly people • Organizing bus stops with shelters and protection against severe weather conditions • Raising awareness and protocols to facilitate access of PwD and elderly to public and private transportation • Increasing connectivity between neighborhoods and routes, and improving access to public transportation to residents from the poorest neighborhoods 	Human Resources	Technical Expertise	City Council	
		Raw Materials	Equipment	Directorate of Public Transportation	SDG 5 SDG 11
Strengthening the capacity of local institutions on Solid Waste and Debris Removal and management	<ul style="list-style-type: none"> • 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 of Line Directorates	Financial Resources	City Council	SDG 1
		Human Resources	Equipment	Private Sector	SDG 6 SDG 11
			International Organizations	SDG 12	
			Local NGOs	SDG 13	

Economic Vitality

The nature of economic activities in the target neighbourhoods is very rich and multifaceted. Some neighbourhoods, like Al-Madinah and A-Bashoura where the main and traditional markets are located, play the most important role in the economic life of the whole governorate. Those markets have traditionally become a primary, commercial destination for residents of other neighbourhoods as well as for Bedouin and rural residents who sell their agricultural goods and products to the residents of the city. Other neighbourhoods, like Al-Fayhaa and Al-Shahbaa, are most popular for their craft workshops including, inter alia, shoe making, traditional clothing, agricultural tools, and spare parts.

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

- Rehabilitating the main local markets is key to promoting local economic recovery and livelihoods, particularly for the most vulnerable populations, and to building sustainable resilience. The market rehabilitation should be part of 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.
- 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 popu-

lations. It is equally important to develop strategies with a more inclusive, resilient, and sustainable economic recovery strategy.

- Designing tailored awareness raising programmes for local institutions, communities, and private sector to reduce and eliminate negative coping mechanisms that affect health and 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 entrepreneurship support initiatives. It is important to equally involve host communities, IDPs, women, PwD, and youth in the design and implementation of local economic recovery programs.
- Restoring value chains between urban and rural markets is also critical from a social cohesion perspective. And promoting livelihoods programming that in-



Field visit to supervise the implementation of the construction work of the garden fence by the local community and the volunteer committee in Al-Fayhaa neighborhood

creases interdependence between host and IDP communities should be prioritized.

- 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.

- Developing programmes to improve women's access to finance, like saving groups, generate mutual aid mechanisms and provide a forum for women to discuss matters of shared 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 at the level of neighbourhoods, including looking for ways to create spaces for mutual support with the local community, in order to provide support for community solutions and initiatives, in addition to supporting the work of the city council.

- 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 including one led by women and youth; and business revival programs to reactivate many of the hardly surviving industries and crafts that are at risk of elimination.

- 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.

- 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).

- Reinforcing the role of the local media to further promote local traditional crafts, professions, and industries in the face of foreign goods that threaten the continuity of the local private sector and its ability to create job opportunities, generate decent income, and play its current and future recovery roles.

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

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Local Economy Recovery and Livelihoods for Vulnerable Populations					
Enabling environment to revive economic and commercial activities for more job opportunities	<ul style="list-style-type: none"> • Rehabilitation and revitalization of local commercial markets • Creating a market specialized in marketing workshop products with ensured access to diversified gender and age groups • Community led gender responsive, youth and PwD local market initiatives • Creating specialized spaces for women to sell their products • Promoting digital marketing and eCommerce and empowering professionals to do so • Organizing local exhibitions 	<p>Traditional Handicrafts (local Expertise and Talents)</p> <p>The Interest, Presence, and Assets of the Private Sector</p> <p>Human Resources</p>	<p>Technical Expertise</p> <p>Financial Support</p>	<p>Chamber of Commerce</p> <p>Small and Medium Enterprises</p> <p>City Council</p> <p>International Organizations</p>	<p>SDG 1</p> <p>SDG 5</p> <p>SDG 8</p> <p>SDG 10</p> <p>SDG 17</p>
Strengthening the social responsibility of the private sector	<ul style="list-style-type: none"> • Setting up social events and economic activities to enhance communication between community members and groups • Supporting economic community initiatives that promote social cooperative responsibility and participation of different gender and age groups including building on elderly experiences • Supporting entrepreneurs and adopting their ideas, including women, PwD and IDPs • Raising awareness about Child Rights and Protection to reduce child forced labor and promote decent work for youth and women • Raising awareness about women's rights, protection and reducing barriers towards women's access to decent working conditions • Ensuring equitable access to job opportunities, and linking wages to appropriate qualifications, skills, and experience • Raising awareness and promoting the employability of PwD in the private sector, micro, small and medium enterprises • Promoting environmentally friendly practices 	<p>Social Habits</p> <p>Community Initiatives</p> <p>Private Sector</p> <p>Human Resources</p>	<p>Technical Expertise</p> <p>Financial Support</p>	<p>Chambers of Commerce and Industry</p> <p>Small and Medium Enterprises</p> <p>City Council</p> <p>International Organizations</p>	<p>SDG 1</p> <p>SDG 5</p> <p>SDG 8</p> <p>SDG 10</p> <p>SDG 16</p> <p>SDG 17</p>

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Decent Work for all LNOB					
Promoting livelihoods and decent job opportunities	<ul style="list-style-type: none"> Supporting the Youth Empowerment Center and increasing the number, scope, and quality of training courses Supporting entrepreneurship and micro, small and medium enterprises Supporting initiatives aimed at reviving traditional industries and crafts and creating job opportunities Building the capabilities of entrepreneurs on start-up business to improve the quality of production and address competition in the market particularly for women and youth Adopting an integrated strategy to curb the activities of the illicit economy Participatory design and implementation of programs for vulnerable populations including women, youth, PwD and IDPs' led initiatives 	<p>Strong Network of Small Businesses</p> <p>Human Resources</p> <p>Inherited Experience in the Field of Traditional Industries</p> <p>Entrepreneurs</p>	<p>Technical Expertise</p> <p>Financial Support</p>	<p>Chambers of Commerce and Industry</p> <p>Small and Medium Enterprises</p> <p>City Council</p> <p>International Organization</p> <p>DOSAL</p>	<p>SDG 1</p> <p>SDG 5</p> <p>SDG 8</p> <p>SDG 10</p> <p>SDG 16</p> <p>SDG 17</p>
Inclusive economic recovery	<ul style="list-style-type: none"> Promotion of safe work environment policies particularly to address GBV, PSEA and other protection related issues Designing awareness programs to reduce barriers to women's access to finance and employment Inclusion of persons with disabilities in the labor market through a three-dimensional approach: legal, social, and infrastructure Promotion of mutual-aid financial mechanisms that are tailored based on skills and needs of targeted groups like saving groups for women 	<p>Societal Acceptance of the Need for Women to Work</p> <p>Feminist Workshops</p>	<p>Technical Expertise</p> <p>Financial Support</p>	<p>Chamber of Commerce and Industry</p> <p>DOSAL</p> <p>Small and Medium Enterprises</p> <p>Craftsmen Union</p> <p>City Council</p> <p>International Organizations</p>	<p>SDG 1</p> <p>SDG 5</p> <p>SDG 8</p> <p>SDG 10</p> <p>SDG 16</p> <p>SDG 17</p>

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Decent Work for all LNOB					
A clear legal framework and the role of small businesses	<ul style="list-style-type: none"> Updating and improving the current legal framework to provide support to small and medium enterprises including small neighborhood workshops 	Law for Medium and Small Enterprises Supportive Institutions for Medium and Small Enterprises	Technical Expertise	Chambers of Commerce and Industry Small and Medium Enterprises City Council International Organizations	SDG 1 SDG 5 SDG 8 SDG 10 SDG 12 SDG 17
Local Development Analysis to address inequalities and vulnerabilities	<ul style="list-style-type: none"> Capacity building programs on the design and implementation of gender sensitive local economy recovery for local institutions and the private sector Local economic recovery analysis that streamlines gender to better inform decision making Mapping and analyzing local livelihoods including local knowledge (workshops, artisans, culture...) in order to identify the resources that should be promoted and strengthened 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
The Role of Local Media in Revitalizing the Economy					
Local awareness campaigns with the private sector to encourage local companies to provide job opportunities for persons with disabilities and women	<ul style="list-style-type: none"> 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 and others at work 	Informative Web Pages Social Media Media Professionals	Technical Expertise Financial Support	Hama Governorate City Council Private and Public Media International Organizations Local NGOs	SDG 10 SDG 11 SDG 12 SDG 17

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
The Role of Local Media in Revitalizing the Economy					
Highlighting investment opportunities within the city and stimulating investment	<ul style="list-style-type: none"> Directing investments towards promising economic domains capable of creating job opportunities and attracting talents, such as entrepreneurship, and small and medium-sized enterprises related to agricultural production Highlighting and publishing success stories with the aim of stimulating positive contagion and promote a sense of social responsibility 	<ul style="list-style-type: none"> Investment Features Human Resources 	<ul style="list-style-type: none"> Technical Expertise Financial Support 	<ul style="list-style-type: none"> City Council Private and Public Media International Organizations Local Associations 	<ul style="list-style-type: none"> SDG 10 SDG 11 SDG 12 SDG 17
Advertising campaigns to promote local products	<ul style="list-style-type: none"> Supporting innovation in the field of visual image, advertising, and marketing Raising awareness on the negative role played by some imported goods at the expense of local industries and negative impact of marginalizing some gender and age groups 	<ul style="list-style-type: none"> Informative Web Pages Social Media Media Professionals 	<ul style="list-style-type: none"> Technical Expertise Financial Support 	<ul style="list-style-type: none"> Hama Governorate City Council Private and Public Media International Organizations Local Associations 	<ul style="list-style-type: none"> SDG 10 SDG 11 SDG 12 SDG 17



The Healthy Neighborhood

A healthy neighbourhood is one in which all residents and community groups, including IDPs and the most disadvantaged, have equitable access to basic services, safe and healthy public spaces, and have adequate quality of life through, inter alia, decent employment, transportation, nutrition, physical activity, and clean environment. A healthy neighbourhood also welcomes diversity and promotes the inclusion of all types of identity groups, ages, gender, and socioeconomic backgrounds. It embraces positive mechanisms to strengthen social ties through constructive dialogue and other positive practices.

To build healthy neighbourhoods in the City Center of Hama, it is important to develop broad, multi- and intersectoral interventions to address community priorities and needs, including those identified in previous pillars. Building healthy neighbourhoods requires flexible, multidisciplinary solutions that are people focused, pro-poor and gender sensitive.

In line with the above the following priorities were identified:

- Promoting community participation to ensure that local communities regain access to viable sources of livelihood, social infrastructure, and basic services. A participatory process will confirm that all strategies and programs are relevant to the community's needs. It will also contribute to building consensus about community priorities and dissonant views and promoting an enabling environment for integrated local governance and sustainable peace.
- Building a healthy inclusive neighbourhood requires an immediate action to transform existing negative perceptions of IDPs. IDPs are concentrated mainly in Al-Shahbaa – Al-Fayhaa – Al-Baroudiyah

neighbourhoods which suffer from high levels of poverty.

- Promoting and sustaining community protection networks to build resilience and strengthening the positive coping mechanisms of affected local communities. By providing multiple types of services, including psychosocial, financial and education support, community protection networks in Hama constitute a “safety umbrella” for the different social groups including women, youth, IDPs, elderly, and people experiencing homelessness.

- Developing community safety programs combining the creation and restoration of livelihoods, awareness raising campaigns, and recreational activities with focus on children and youth for inter-generational cohesion to prevent substance abuse and community safety related issues.

- 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.

- Supporting local organizations and institutions to be better equipped and prepared to implement cultural, artistic, sports, and other recreational societal activities contributing to healthier neighbourhoods. In parallel, mechanisms for ensuring equitable access of various community members to decent, accountable legal services must be strengthened, whether at the level of awareness, or the level of establishing support and protection centers.

- Promoting the empowerment of women

and supporting their access to decision-making channels and positions, in particular at the local level, and ensuring a fairer and more effective representation of women in local organizations and associations.

- Improving hygiene habits and practices in the target neighbourhoods, raising awareness and knowledge to address environment-related issues at the institutional and community levels.

- Raising awareness towards environmental risks and associated consequences and supporting societal solutions to change communal unhealthy behaviours and practices to achieve environment-friendly neighbourhoods (individual and collective hygiene practices, recycling, and improving solid waste management practices among others).

- Promoting neighbourhoods where different community groups enjoy integrated spaces and supportive environment for representation and productive influence.

- Promoting neighbourhoods that are open to diversity and differences, flexible to IDP communities and where everyone has the right to participate in the local decision-making process, its implementation, and oversight. This contributes to enhancing community cohesion, citizenship and belonging and reduces the negative manifestations of the absence of these values and feelings.

- Promoting healthy neighbourhoods where services are diversified, accessible and integrated in a fair and balanced manner among all neighbourhoods, taking into account the distinct needs of each neighbourhood.

- Promoting neighbourhoods that are

capable of producing their community leaders and representatives in the local administrative bodies at all levels, starting from the neighbourhood committee to the city council, ensuring that the concerns and needs of these neighbourhoods are considered in the local recovery plans.

Vision:

Neighbourhoods of the City Center of Hama city enjoy health, education, safety, healthy environment and positive behaviours with social support and social networks that contribute to social capital and social cohesion.

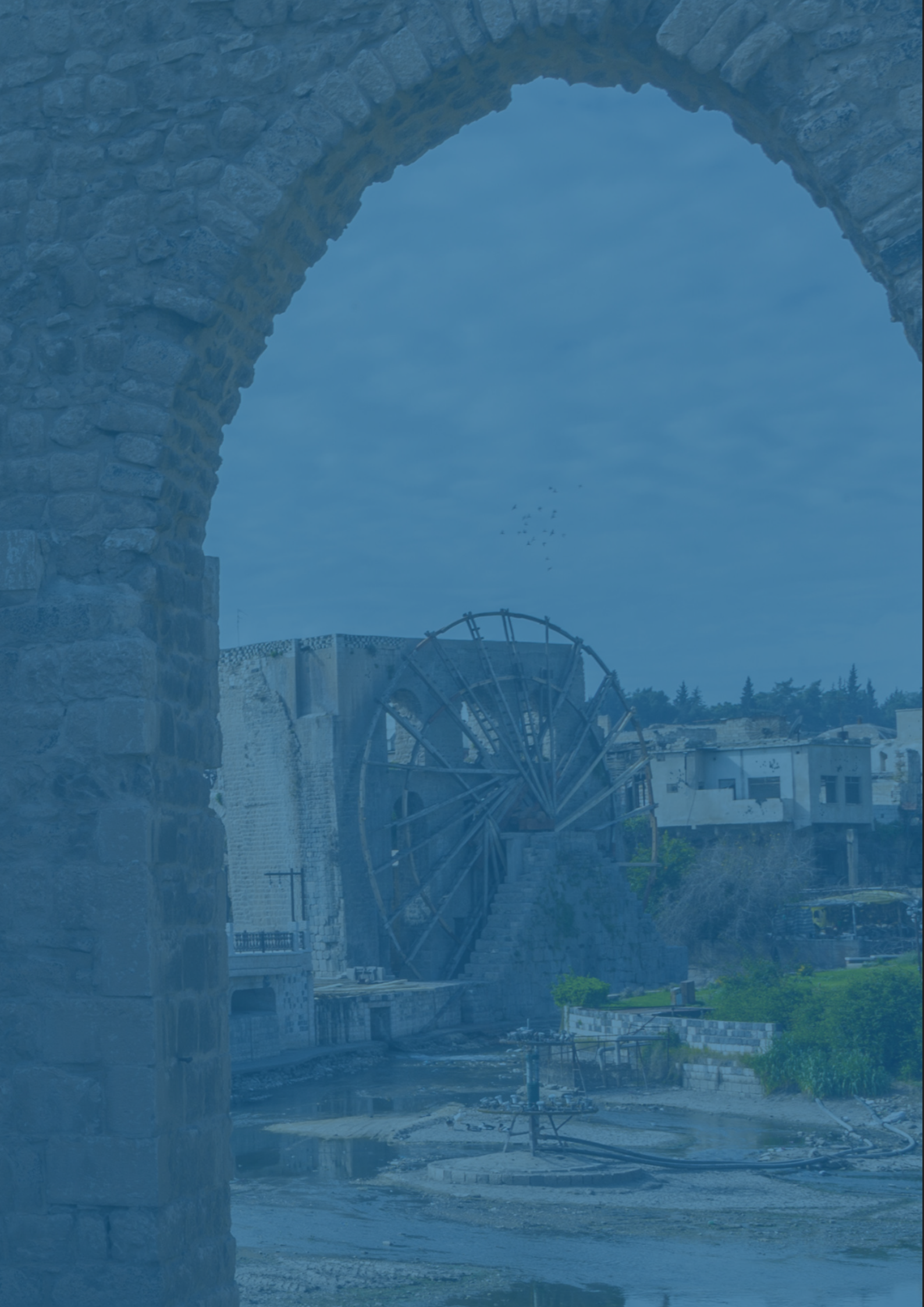
Linkage to Sustainable Development Goals:

SDG 1, SDG 2, SDG 3, SDG 4, SDG 5, SDG 6, SDG 7, SDG 10, SD G 11, SDG 12, and SDG 1 SDG 17

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Promotion of Social Cohesion & Peacebuilding					
Creating a culture of peace at the local level	<ul style="list-style-type: none"> Promoting local dialogue mechanisms among gender and age diversified community members and between communities and local institutions to build trust Capacity building of individuals, local organizations, and local institutions to prevent, mediate and manage social tensions in a constructive and inclusive manner Establishing local dispute and conflict resolution mechanisms at community level with consideration to different gender and age groups' roles and responsibilities in adopted mechanisms Supporting community initiatives that promote a culture of dialogue and community participation and promotes different gender and age group leadership roles Promoting proactive social cohesion actions by ethnic, religious and community leaders to improve ties and social cohesion Supporting community peace initiatives through culture, sports, and other recreational programs to promote a local culture of peace especially among women, youth, and children 	<ul style="list-style-type: none"> Public Spaces Community Centers Mobile Teams Supporting Community Centers 	<ul style="list-style-type: none"> Technical Expertise Equipment and Machinery Financial Resources Human Resources 	<ul style="list-style-type: none"> Hama Governorate City Council Local NGOs DOSAL International Organizations 	<ul style="list-style-type: none"> SDG 5 SDG 10 SDG 11 SDG 16 SDG 17
Inclusive and equitable access to justice	<ul style="list-style-type: none"> Capacity building programs to increase access to legal services and rule of law, particularly for women, PwD and IDPs Training programs on legal issues, civil responsibility, and coping strategies (disaggregated by sex, age, location, disability and IDPs) and community awareness activities about civil rights and duties Promotion of traditional and alternative local justice mechanisms to solve community disputes with consideration to engagement of most vulnerable and marginalized groups (gender, age and religious) 	<ul style="list-style-type: none"> Legal Initiatives (Awareness, protection, and advisory support) Legal Experts Community Centers 	<ul style="list-style-type: none"> Technical Expertise Equipment and Machinery Financial Resources Human Resources 	<ul style="list-style-type: none"> Hama Governorate City Council Lawyers' Association Local NGOs DOSAL International Organizations 	<ul style="list-style-type: none"> SDG 3 SDG 5 SDG 10 SDG 11 SDG 16 SDG 17

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Community Safety					
Safe and inclusive public spaces	<ul style="list-style-type: none"> • Changing physical and environmental conditions of public spaces through improved gender sensitive urban designing and planning • Community's involvement in creating, maintaining, and defining safe and inclusive public spaces that are sensitive to diversified groups • Inclusion of women and youth's inputs and needs in the design of the rehabilitation, and maintenance of safe public spaces including study spaces • Increasing access of PwD, elderly and different caregivers (mothers, fathers, etc.) to public spaces (gardens, parks, sidewalks etc.) reducing architectural barriers • Enhancing community security through installation of light posts in consultation with local community particularly women and young girls to ensure maximum benefit • Rehabilitation and activation of community and environmentally friendly inclusive spaces • Recreational programs, sports, cultural programs, activities and meeting spaces for children, youth, elderly, and women • Promoting and supporting social protection networks that are responsive to diversified groups' needs 	Public Spaces: gardens and parks	Technical Expertise	Hama Governorate	SDG 1
					Equipment and Machinery
		Human Resources: Institutional and Community	Financial Resources	Local NGOs	
					Human Resources
		SDG 11			
		SDG 17			
		Protection of Vulnerable Groups			
Increasing and restoring community protection networks	<ul style="list-style-type: none"> • Promotion of multi-sectorial and holistic programs and interventions to prevent and reduce beggary activity, child labor and homelessness • Enhancing community centers' services to provide legal and protection services to vulnerable groups particularly GBV survival 	Community Centers	Technical Expertise	Hama Governorate	
		Awareness Raising Initiatives	Financial Resources	City Council	

	Proposed Interventions	Available Resources	Required Resources	Potential Participating Organization	SDG's
Protection of Vulnerable Groups					
Increasing and restoring community protection networks	<ul style="list-style-type: none"> • Awareness raising programs to protect women's, children and elderly people's rights • Holistic, vertical, and horizontal capacity building and raising awareness programs to include PwD in the community life • Raising community members' awareness on impact of education at individual and community level, especially for young girls and children who have dropped out of school • Strengthening psychosocial counseling support by addressing stigma and extending specialized service to address negative coping mechanisms, psychological trauma/PTD and loss of hope to which members of society are exposed particularly first line responders, youth, women and GBV survivals 	Protection Projects Human Resources: Institutional and Community	Human Resources	Local NGOs DOSAL International Organizations	SDG 1 SDG 5 SDG 8 SDG 10 SDG 11 SDG 16 SDG 17
Healthier Habits and Lifestyles					
Healthy habits at the community level	<ul style="list-style-type: none"> • Provision of holistic interventions through community mapping, social protections nets, awareness raising campaigns and initiatives to mitigate and reduce children forced labor and promote decent work culture for youth and women • Promotion of healthier lifestyles and habits to contribute to the prevention and reduction of negative copying habits such as smoking and drugs consumption • Promotion of positive social values, customs and social cooperative responsibilities that contribute to shaping the city's identity 	Awareness Raising Initiatives Intangible Heritage	Technical Expertise Financial Resources Human Resources	Hama Governorate City Council Local NGOs DOSAL International Organizations	SDG 1 SDG 3 SDG 5 SDG 8 SDG 10 SDG 11 SDG 16 SDG 17



5

Annexes

Annex 1: 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 on the basis of collective national principles and cultural diversity of the Syrian society with all its components.
- Promoting inclusivity and encouraging equal participation of women and distribution of benefits among different societal groups.
- Enhancing cultural/social security to provide a socially safe environment with all its components. This includes access to legal assistance, preserving the rights of children, young people, and women, and promoting gender equity, among others.
- Achieving service/social security with all its components, including drinking water and sanitation, health, education, electricity, and transportation among others, in addition to reducing urban and service disparities with the near neighbourhoods, eliminating marginalisation, and integrating the intervention area with the rest of the neighbourhoods in the city.
- Achieving economic/social security with all its components, including job opportunities, vocational training, and adopting entrepreneurial ideas, among others.
- 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 interests in Syria.
- Enhancing local governance and effective institutionalisation through engaging targeted communities in the process of early recovery, to ensure the sustainability of the plan.
- Ensuring the engagement of all stakeholders in all stages of the plan and implementation and adopting the principles of integration and transparency in the stages of planning and implementation.
- Enhancing community ownership and community responsibility through integrating local communities in the prioritisation and planning process.
- Contributing to sustainable environment to mitigate, reduce and prevent climate change effects.

Annex 2: Prioritization Criteria for Projects and Interventions under the Participatory Community Recovery Plan

Community early recovery plans are conducive to positive transformations in the lives and socioeconomic situation of target communities. Projects under the 5 pillars should be interrelated, multi-sectorial and complementary. The community recovery plan should be sufficiently flexible to allow adequate amendments or cancellation of project activities based on sudden changes in the local context on the ground including those related to the interests of local communities and their urgent needs. To ensure efficient implementation of the plan, attract appropriate funding, and achieve impactful results, the following criteria must be met to prioritize proposed projects and interventions:

- They should contribute to achieving the Sustainable Development Goals (SDGs) and consolidating their localization.
- They should be compatible with the local and regional strategies/plans of the Hama governorate.
- They should engage the local communities in the decision-making process, implementation and in the identification of monitoring and follow-up mechanisms.
- They should be agreed upon by the local community, the local council, and other stakeholders including donors.
- They should contribute to strengthening stability and social cohesion within target communities and should address aspects of social safety and security.
- They must have a tangible positive impact on the lives of target communities, especially with regard to equal accessibility to basic services and socioeconomic wellbeing.
- They should prioritize the most vulnerable, disadvantage and marginalized community groups under the Leave No One Behind Principles
- They should provide decent job opportunities for a large number of breadwinners in the target neighbourhoods.
- They should serve the public interest of the target communities, and benefit as many as possible of them.
- They should respond to urgent, unpostponable necessities.
- They should be a foundation for subsequent projects.
- They should be intersectoral to achieve multifaceted results.
- The number, volume and scope of proposed projects should achieve equity and balance among the targeted neighbourhoods based on their most urgent needs.
- They should be technically viable, feasible and sustainable. They should include a comprehensive assessment of the actual situation, context and needs on the ground for optimal planning.
- The duration of the projects should be 6-36 months. Implementation must be accelerated, and good quality maintained.
- The estimated cost should be identified particularly for projects that require donor funding.
- Availability of adequate funding is a must.
- They should be environmentally sustainable to prevent and reduce climate change effects when possible

Annex 3: Indicative Budget

Indicative Budget : Institutional Organization

	Proposed Interventions	Description	Soft Components	Hard Components	Total
Accountable Responsive Local Institutions					
Local institutions and local councils promote inclusive community participation to reinforce equitable service delivery	Capacity building programs: inclusive local governance, gender equality, participatory local planning, local revenue, and others		\$ 450,000		\$ 450,000
	Specialized local administration needs assessment and implement the staff decree				-
	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		\$ 150,000	\$ 150,000	\$ 300,000
	Incorporating the Leave No One Behind (LNOB) principles into the local council's annual work plans with activities to support the needs of women, youth, the elderly, PwD and IDPs	Providing friendly services targeting PWDs	\$ 300,000		\$ 300,000
	Generating E-governance solutions to make local institutions more effective and access to services more effective (including servers to better connect departments, digitalization of information among others)	Automation and electronic archiving project	\$ 100,000	\$ 300,000	\$ 400,000
	Improving and diversifying the role of citizen service centers to enhance service delivery	Simplifying procedures through an electronic service center within the city council that serves the whole governorate	\$ 200,000	\$ 800,000	\$ 1,000,000
Accountable and transparent local institutions	Capacity building programs in the field of accountability and transparency		\$ 200,000		\$ 200,000
	Establishing grievance-handling mechanisms to allow citizens, including traditionally excluded groups and GBV survivors, to express and submit complaints about local basic services and accelerate solutions	Single window to simplify the procedures	\$ 50,000	\$ 150,000	\$ 200,000
Effective local planning	Capacity building programs in the field of data collection, access and analysis for local statistical institutions mainly gender responsive analysis		\$ 200,000		\$ 200,000
	Capacity building programs on comprehensive local development planning processes		\$ 200,000		\$ 200,000
	Capacity building programs on spatial information capability (GIS and other systems)	Providing logistical support "printers, computers, plotters, software and programs... in cooperation with the Technical Services Directorate"	\$ 200,000	\$ 400,000	\$ 600,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
Accountable Responsive Local Institutions					
Enhancing responsive and transparent civil role of Mukhtars and Neighborhood Committees	Capacity building programs on inclusive local governance, gender equality, accountability, and participatory local planning		\$ 200,000		\$ 200,000
	Activating 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.)	Activating urban observatories centers and providing them with the necessary logistics and training like GIS+softwares+lapt ops...	\$ 100,000	\$ 300,000	\$ 400,000
Strengthening Vertical Social Cohesion					
Reinforcing dialogue and trust between communities and local institutions	Establishing dialogue platforms and spaces between diversified gender and age community members, community committees neighborhood committees and mukhtars with the local authorities to discuss community needs, priorities, and concerns		\$ 100,000	\$ 50,000	\$ 150,000
	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		\$ 50,000 \$ 200,000		\$ 200,000
	Conducting awareness raising campaigns to share and exchange information about the role and functions of local institutions		\$ 100,000		\$ 100,000
	Improving and developing new Monitoring and Evaluation mechanisms		\$ 100,000		\$ 100,000
	Documenting and disseminating community initiatives		\$ 100,000	\$ 50,000	\$ 150,000
	Supporting civic initiatives including the ones lead by women, youth, elderly, PwD, and IDPs		\$ 50,000	\$ 150,000	\$ 200,000
Women's political and social empowerment					
Promoting women's participation in local governance dynamics and increasing women's participation in local public affairs	Reducing barriers that prevent women's participation in the local public affairs		\$ 100,000		\$ 100,000
	Raising men and women awareness on the importance of women's participation in the community		\$ 100,000	\$ 100,000	\$ 200,000
	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		\$ 70,000		\$ 70,000
	Women leadership preparedness programs for active participation in participatory local planning and active participation in local public affairs		\$ 50,000	\$ 200,000	\$ 250,000

Promoting women's participation in local governance dynamics and increasing women's participation in local public affairs

Proposed Interventions	Description	Soft Components	Hard Components	Total
Women's political and social empowerment				
	Establishment of women's network in the community and support those already existing	\$ 70,000	\$ 30,000	\$ 100,000
	Establishing safe spaces for women and supporting the provision of self-care, health, psychological, community and legal consultations to ensure safe legal access for women	\$ 50,000	\$ 200,000	\$ 250,000
		\$ 3,390,000	\$ 2,680,000	\$ 6,070,000

Indicative Budget : Community Organization

	Proposed Interventions	Description	Soft Components	Hard Components	Total
Strengthening Horizontal Social Cohesion					
Promoting and supporting inclusive community participation	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		\$ 200,000		\$ 200,000
	Strengthening organizational capacities of voluntary committees in accordance with Law 107		\$ 70,000		\$ 70,000
	Promoting women's participation in local/ voluntary committees		\$ 70,000		\$ 70,000
	Building capacities of civic organizations and other local partners to be inclusive, accountable, and supportive towards their communities' resilience		\$ 150,000		\$ 150,000
	Community outreach campaigns to listen to people		\$ 100,000		\$ 100,000
	Strengthening the inclusivity and transparency of local committees' action				-
	Reactivating community centers with new functions and resilience-building activities	Providing community centers with human resources "legal, social, psychological..." and adding services to the centers that do not exist	\$ 100,000	\$ 100,000	\$ 200,000
Strengthening and organizing community work in its various forms	Providing safe and supportive spaces and community centers to particularly support traditionally excluded groups, women, youth, elderly, PwD, and IDPs			\$ 250,000	\$ 250,000
	Designing and implementing community organization initiatives including women's initiatives			\$ 150,000	\$ 150,000
	Strengthening the institutional and societal mechanisms to protect vulnerable groups	Working to address child labor issues and begging by activating accommodation and care centers and shelters in cooperation with the DoSAL and civic associations.	\$ 100,000		\$ 100,000
	Facilitating the exchange of knowledge and experience between the private and public sectors including social cooperative responsibility		\$ 100,000	\$ 100,000	\$ 200,000
	Raising awareness and promoting positive values, and community cooperation and mutual aid initiatives including social cooperative responsibility		\$ 100,000	\$ 200,000	\$ 300,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
Strengthening Horizontal Social Cohesion					
Active citizenship and community belonging	Promoting and supporting self-organized and spontaneous community activities to achieve community level improvements		\$ 70,000	\$ 100,000	\$ 170,000
	Promoting and supporting women-led, self-initiated activities and networks		\$ 70,000	\$ 100,000	\$ 170,000
	Encouraging social programs to increase community members' belonging and affiliation with their neighborhoods and city		\$ 100,000		\$ 100,000
	Designing initiatives to create societal values that are organized and supported by governmental and non-governmental organizations	Youth Initiatives "like Preventing Smoking by Transportation, Hygiene promotion initiatives, Behavioral awareness of wrong practices, "+Sports initiatives to raise awareness of the harm of drugs	\$ 50,000	\$ 300,000	\$ 350,000
	Activating the role of key local stakeholders and partnership building to contribute to generating collective solutions		\$ 100,000		\$ 100,000
	Improving the capacity of local organizations to promote peacebuilding initiatives, and to prevent and manage tensions and conflicts		\$ 250,000		\$ 250,000
	Strengthening psychological and social counseling support to address negative coping mechanisms and psychological trauma to which members of the society are exposed				-
	Promoting cultural and recreational initiatives to support social cohesion among different individuals, groups, and neighborhoods		\$ 30,000	\$ 200,000	\$ 230,000
Social and Political Empowerment of Women at the Local Level					
Promoting women's participation in community affairs	Reducing barriers to women's participation in community & public affairs	FGs workshops to analyze the reality of women in Hama	\$ 50,000		\$ 50,000
	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		\$ 50,000		\$ 50,000
	Advocacy for addressing negative coping mechanism that affects domestic violence, child marriages, and girls access to education	Awareness initiatives for people applying for marriage+Work to develop solutions to family problems and underage marriage	\$ 200,000		\$ 200,000
	Ensuring safe legal access for women		\$ 30,000	\$ 40,000	\$ 70,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
	Social and Political Empowerment of Women at the Local Level				
Promoting women's participation in community affairs	Creating and empowering women's networks in the community	Providing legal advices + Legal mobile clinics and hotline	\$ 50,000	\$ 20,000	\$ 70,000
	Establishing safe spaces for women and supporting the provision of health, psychosocial, community and legal consultations		\$ 70,000	\$ 140,000	\$ 210,000
	Promoting the role of women in local peacebuilding initiatives, social cohesion, community ownership, and mapping of resources and solutions		\$ 70,000	\$ 100,000	\$ 170,000
			\$ 2,180,000	\$ 1,180,000	\$ 3,980,000

Indicative Budget : Infrastructure and Basic Services

Proposed Interventions	Description	Soft Components	Hard Components	Total
Access To Basic Services				
Improving access to drinking water and sanitation and reducing water drainage while mitigating impact of water leakages on residential buildings	Rehabilitating the damaged parts of the drinking water and sewage system networks	\$ 50,000	\$ 500,000	\$ 550,000
	Installing water and sewage system networks in areas not linked to the network	\$ 50,000	\$ 500,000	\$ 550,000
	Awareness raising campaigns on personal and collective hygiene practices as well as the risks of using inadequate water sources	\$ 150,000	\$ 50,000	\$ 200,000
	Installation of sustainable water emergency outlets in prioritized locations		\$ 100,000	\$ 100,000
Fostering access to telecommunication and digital services	Rehabilitating land line networks (telephone + internet) and installing telecommunications towers for mobile phone connection	\$ 700,000		\$ 700,000
Improving access to education	Improving access to schools through rehabilitation of roads and pavements	\$ 50,000	\$ 500,000	\$ 550,000
	Rehabilitation of schools and educational facilities and provision of equipment and materials	\$ 20,000	\$ 300,000	\$ 320,000
	Raising awareness among community members on the importance of education particularly for out-of-school children, and young girls	Due to the bad economic situation:trying to solve the problem by securing the livelihoods for the Child's familiesIn cooperation with the Labor Market Observatory +Unconditional cash financing for children+complementary education	\$ 150,000	\$ 100,000
Improving access to health services	Enhancing primary healthcare services overall and activating non-functional health centers and dispensaries	\$ 50,000	\$ 300,000	\$ 350,000
	Reactivating key hospitals, including the Pediatric Hospital	\$ 50,000	\$ 1,000,000	\$ 1,050,000
	Improving emergency assistance including the reactivation of small size ambulances and fire engines	8 small vehicles with the operating costs	\$ 20,000	\$ 400,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
City Planning and Sustainable City and Community					
Generating a common, inclusive city planning vision for the area with representative participation of the local community	Establishing a technical team of experts of members from the government and civic sectors				-
	Capacity building activities for the technical team on participatory and inclusive planning related issues		\$ 40,000		\$ 40,000
	Developing a comprehensive, updated inclusive city plan including women, youth, elderly, PwD and IDPs		\$ 150,000		\$ 150,000
	Identifying solutions to address persistent informal housing and HLP issues	Statistical studies to develop solutions + surveys for the surrounding of Hama city "slums": urban planning/ alternative housing	\$ 200,000		\$ 200,000
	Rehabilitating streets and pavements and facilitating mobility of citizens particularly for elderly and PwD			\$ 500,000	\$ 500,000
Local capacities for improved basic services provision and environmental management	Capacity building of local institutions to improve the provision of basic services		\$ 100,000		\$ 100,000
	Participatory design and implementation of basic services to reinforce the ownership of the communities				-
	Capacity building of local institutions and community organizations/members on climate change, energy, and environmental management		\$ 150,000		\$ 150,000
	Raising awareness among communities on the effects of climate change and environmental related issues	Cleaning the bed of Al Assi Square+polluted facilities+Applying the Syrian Standards+Processing of Dairy factory wastes+Treatment of the wastes produced by the oil factory and transfer it away from the public network	\$ 50,000	\$ 250,000	\$ 300,000
	Supporting community-based initiatives closely associated with local women's groups focusing on basic services and environmental sustainability			\$ 400,000	\$ 400,000
Improving access to power and renewable energy	Rehabilitation of the power network through a prioritization approach				-
	Expanding electricity network to all neighborhoods and prioritizing the most vulnerable ones		\$ 50,000	\$ 1,000,000	\$ 1,050,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
City Planning and Sustainable City and Community					
Improving access to power and renewable energy	Enhancing community security through installation of light posts		\$ 50,000	\$ 1,000,000	\$ 1,050,000
	Promoting and facilitating the installation of renewable energy solutions				-
Enhancing inclusive public transportation network to reduce financial burdens on community, and increase economic activity and flow of goods from and into the area	Rehabilitation of roads and pavements and installation of bus stops and road signs		\$ 50,000	\$ 700,000	\$ 750,000
	Increasing the number of public and private sector transportation means			\$ 700,000	\$ 700,000
	Improving bus stops' infrastructure, shelter, lighting, and accessibility to PwD and elderly people			\$ 500,000	\$ 500,000
	Organizing bus stops with shelters and protection against severe weather conditions			\$ 500,000	\$ 500,000
	Raising awareness and protocols to facilitate access of PwD and elderly to public and private transportation		\$ 150,000		\$ 150,000
	Increasing connectivity between neighborhoods and routes, and improving access to public transportation to residents from the poorest neighborhoods			\$ 1,000,000	\$ 1,000,000
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	Recycling the debris+creating job opportunities within a programmed work environment +Medical wastes treatment	\$ 50,000	\$ 300,000	\$ 350,000
	Implementing regular maintenance for the vehicles and providing the requested tools and equipment "carts and containers"			\$ 700,000	\$ 700,000
	Conducting awareness raising campaigns especially for women and students in target communities to ensure community engagement and inclusiveness		\$ 100,000		\$ 100,000
	Raising awareness campaigns to promote reusing and recycling the waste components and to prevent waste pollution in public spaces		\$ 200,000	\$ 200,000	\$ 400,000
			\$ 1,930,000	\$ 12,200,000	\$ 14,130,000

Indicative Budget : Economic Vitality

Proposed Interventions	Description	Soft Components	Hard Components	Total	
Local Economy Recovery and Livelihoods for Vulnerable Populations					
Enabling environment to revive economic and commercial activities for more job opportunities	Rehabilitation and revitalization of local commercial markets	Targeting a specific markets that provide: Ease of access+Availability of lighting+No obstacles to movement+Residents close to the market+provide safety	\$ 300,000	\$ 1,000,000	\$ 1,300,000
	Creating a market specialized in marketing workshop products with ensured access to diversified gender and age groups		\$ 50,000	\$ 100,000	\$ 150,000
	Community led gender responsive, youth and PwD local market initiatives		\$ 30,000	\$ 200,000	\$ 230,000
	Creating specialized spaces for women to sell their products		\$ 20,000	\$ 50,000	\$ 70,000
	Promoting digital marketing and eCommerce and empowering professionals to do so		\$ 50,000	\$ 100,000	\$ 150,000
	Organizing local exhibitions		\$ 30,000	\$ 150,000	\$ 180,000
Strengthening the social responsibility of the private sector	Setting up social events and economic activities to enhance communication between community members and groups		\$ 30,000	\$ 200,000	\$ 230,000
	Supporting economic community initiatives that promote social cooperative responsibility and participation of different gender and age groups including building on elderly experiences			\$ 100,000	\$ 100,000
	Supporting entrepreneurs and adopting their ideas, including women, PwD and IDPs		\$ 30,000	\$ 150,000	\$ 180,000
	Raising awareness about Child Rights and Protection to reduce child forced labor and promote decent work for youth and women		\$ 100,000	\$ 50,000	\$ 150,000
	Raising awareness about women's rights, protection and reducing barriers towards women's access to decent working conditions		\$ 100,000	\$ 50,000	\$ 150,000
	Ensuring equitable access to job opportunities, and linking wages to appropriate qualifications, skills, and experience		\$ 100,000		\$ 100,000
	Raising awareness and promoting the employability of PwD in the private sector, micro, small and medium enterprises		\$ 100,000	\$ 200,000	\$ 300,000
	Promoting environmentally friendly practices		\$ 50,000	\$ 100,000	\$ 150,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
Decent Work for all LNOB					
Promoting livelihoods and decent job opportunities	Supporting the Youth Empowerment Center and increasing the number, scope, and quality of training courses		\$ 200,000	\$ 50,000	\$ 250,000
	Supporting entrepreneurship and micro, small and medium enterprises		\$ 50,000	\$ 150,000	\$ 200,000
	Supporting initiatives aimed at reviving traditional industries and crafts and creating job opportunities	Focusing on Marketing - Coordination with the Enterprise Development Authority - the traditional industries like Al Nawaeer industry - silk works- printing on cloth... and trying to aim the outer markets'export"	\$ 30,000	\$ 70,000	\$ 100,000
	Building the capabilities of entrepreneurs on start-up business to improve the quality of production and address competition in the market particularly for women and youth		\$ 30,000	\$ 70,000	\$ 100,000
	Adopting an integrated strategy to curb the activities of the illicit economy		\$ 100,000		\$ 100,000
	Participatory design and implementation of programs for vulnerable populations including women, youth, PwD and IDPs' led initiatives				-
Inclusive economic recovery	Promotion of safe work environment policies particularly to address GBV, PSEA and other protection related issues		\$ 100,000		\$ 100,000
	Designing awareness programs to reduce barriers to women's access to finance and employment		\$ 200,000		\$ 200,000
	Inclusion of persons with disabilities in the labor market through a three-dimensional approach: legal, social, and infrastructure	A safe environment for PWDs to access in both the public and private sectors	\$ 150,000	\$ 300,000	\$ 450,000
	Promotion of mutual-aid financial mechanisms that are tailored based on skills and needs of targeted groups like saving groups for women		\$ 100,000	\$ 200,000	\$ 300,000
A clear legal framework and the role of small businesses	Updating and improving the current legal framework to provide support to small and medium enterprises including small neighborhood workshops	Activating this within the citizen service center "such as licensing home careers"	\$ 200,000		\$ 200,000
Local Development Analysis to address inequalities and vulnerabilities	Capacity building programs on the design and implementation of gender sensitive local economy recovery for local institutions and the private sector		\$ 150,000		\$ 150,000
	Local economic recovery analysis that streamlines gender to better inform decision making		\$ 100,000		\$ 100,000

	Proposed Interventions	Description	Soft Components	Hard Components	Total
Decent Work for all LNOB					
Local Development Analysis to address inequalities and vulnerabilities	Mapping and analyzing local livelihoods including local knowledge (workshops, artisans, culture...) in order to identify the resources that should be promoted and strengthened		\$ 50,000	\$ 60,000	\$ 110,000
	Participatory and inclusive design of local economic recovery programs towards economic vitality including rural-urban linkages		\$ 100,000		\$ 100,000
The Role of Local Media in Revitalizing the Economy					
Local awareness campaigns with the private sector 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		\$ 70,000		\$ 70,000
	Raising awareness on the negative conditions of women and people with disabilities particularly in the work environment		\$ 150,000		\$ 150,000
	Raising awareness and promotion of positive solutions to address issues faced by women, PwD, children and others at work		\$ 150,000		\$ 150,000
Highlighting investment opportunities within the city and stimulating investment	Directing investments towards promising economic domains capable of creating job opportunities and attracting talents, such as entrepreneurship, and small and medium-sized enterprises related to agricultural production		\$ 150,000		\$ 150,000
	Highlighting and publishing success stories with the aim of stimulating positive contagion and promote a sense of social responsibility	Developing the media system and presenting issues to collect resources and attract attention	\$ 100,000	\$ 50,000	\$ 150,000
Advertising campaigns to promote local products	Supporting innovation in the field of visual image, advertising, and marketing		\$ 70,000	\$ 50,000	\$ 120,000
	Raising awareness on the negative role played by some imported goods at the expense of local industries and negative impact of marginalizing some gender and age groups		\$ 50,000	\$ 50,000	\$ 100,000
			\$ 3,290,000	\$ 3,500,000	\$ 6,790,000

Indicative Budget : Healthy Neighbourhood

Proposed Interventions	Pillar	Description	Soft Components	Hard Components	Total
Promotion of Social Cohesion & Peacebuilding					
Creating a culture of peace at the local level		<ul style="list-style-type: none"> • Promoting local dialogue mechanisms among gender and age diversified community members and between communities and local institutions to build trust • Capacity building of individuals, local organizations, and local institutions to prevent, mediate and manage social tensions in a constructive and inclusive manner • Establishing local dispute and conflict resolution mechanisms at community level with consideration to different gender and age groups' roles and responsibilities in adopted mechanisms • Supporting community initiatives that promote a culture of dialogue and community participation and promotes different gender and age group leadership roles • Promoting proactive social cohesion actions by ethnic, religious and community leaders to improve ties and social cohesion • Supporting community peace initiatives through culture, sports, and other recreational programs to promote a local culture of peace especially among women, youth, and children 	Community Organization	Active citizenship and community belonging	\$ 670,000 \$ 700,000 \$ 1,370,000
Inclusive and equitable access to justice		<ul style="list-style-type: none"> • Capacity building programs to increase access to legal services and rule of law, particularly for women, PwD and IDPs • Training programs on legal issues, civil responsibility, and coping strategies (disaggregated by sex, age, location, disability and IDPs) and community awareness activities about civil rights and duties • Promotion of traditional and alternative local justice mechanisms to solve community disputes with consideration to engagement of most vulnerable and marginalized groups (gender, age and religious) 			

Proposed Interventions	Pillar	Description	Soft Components	Hard Components	Total
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Community Safety

Safe and inclusive public spaces	<ul style="list-style-type: none"> • Changing physical and environmental conditions of public spaces through improved gender sensitive urban designing and planning • Community's involvement in creating, maintaining, and defining safe and inclusive public spaces that are sensitive to diversified groups • Inclusion of women and youth's inputs and needs in the design of the rehabilitation, and maintenance of safe public spaces including study spaces • Increasing access of PwD, elderly and different caregivers (mothers, fathers, etc.) to public spaces (gardens, parks, sidewalks etc.) reducing architectural barriers • Enhancing community security through installation of light posts in consultation with local community particularly women and young girls to ensure maximum benefit • Rehabilitation and activation of community and environmentally friendly inclusive spaces • Recreational programs, sports, cultural programs, activities and meeting spaces for children, youth, elderly, and women • Promoting and supporting social protection networks that are responsive to diversified groups' needs 	Community Organization	Strengthening and organising community work in its various forms	\$ 300,000	\$ 700,000	\$ 1,000,000
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Protection of Vulnerable Groups

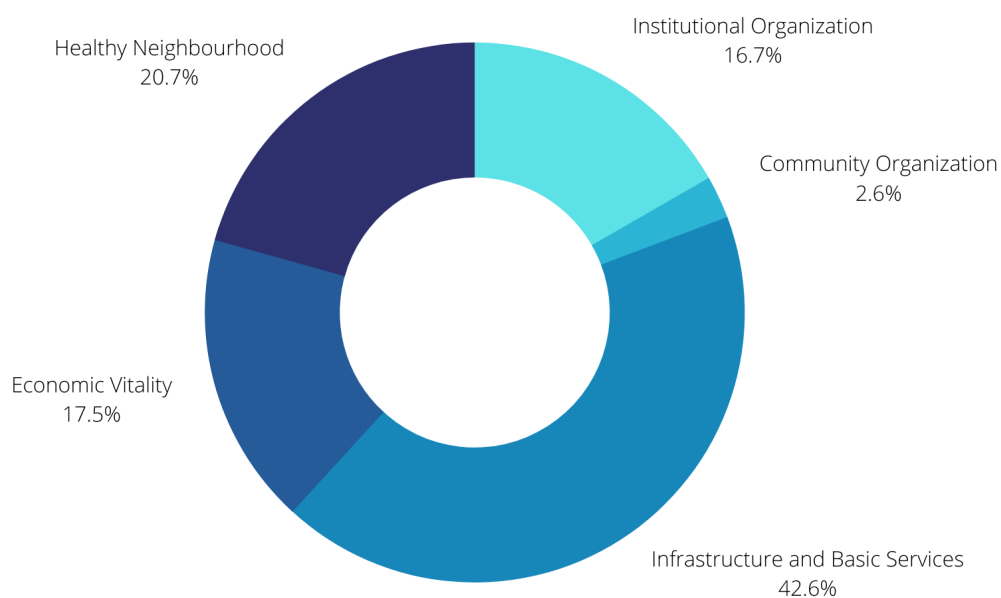
Increasing and restoring community protection networks	<ul style="list-style-type: none"> • Promotion of multi-sectorial and holistic programs and interventions to prevent and reduce beggary activity, child labor and homelessness • Enhancing community centers' services to provide legal and protection services to vulnerable groups particularly GBV survival • Awareness raising programs to protect women's, children and elderly people's rights • Holistic, vertical, and horizontal capacity building and raising awareness programs to include PwD in the community life • Raising community members' awareness on impact of education at individual and community level, especially for young girls and children who have dropped out of school 	Community Organization	Strengthening and organising community work in its various forms			
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	Proposed Interventions	Pillar	Description	Soft Components	Hard Components	Total
	Protection of Vulnerable Groups					
Increasing and restoring community protection networks	<ul style="list-style-type: none"> Strengthening psychosocial counseling support by addressing stigma and extending specialized service to address negative coping mechanisms, psychological trauma/ PTSD and loss of hope to which members of society are exposed particularly first line responders, youth, women and GBV survivors 	Community Organization	Strengthening and organising community work in its various forms			
	Healthier Habits and Lifestyles					
Healthy habits at the community level	<ul style="list-style-type: none"> Provision of holistic interventions through community mapping, social protections nets, awareness raising campaigns and initiatives to mitigate and reduce children forced labor and promote decent work culture for youth and women Promotion of healthier lifestyles and habits to contribute to the prevention and reduction of negative copying habits such as smoking and drugs consumption Promotion of positive social values, customs and social cooperative responsibilities that contribute to shaping the city's identity 	Economic Vitality	Strengthening the social responsibility of the private sector	\$ 510,000	\$ 850,000	\$ 1,360,000
	Environmentally Friendly Community					
Positive community environmental management	<ul style="list-style-type: none"> Capacity building of local institutions and communities particularly women to accelerate on climate change and positive environmental management Reduction of pollution generated by informal local small workshops through technical support and innovation Sanitation campaigns led by diversified gender and age groups to improve hygiene and health conditions Environmental education programs and greening campaigns for family members as first line influencers on preventing waste pollution and keeping public spaces clean and healthy Community based initiatives closely associated with women and local organizations to strengthen environment sustainable practices Promotion of the reusing and recycling culture among community members particularly children and youth 	Infrastructure and basic services	Local capacities for improved basic services provision and environmental management	\$ 300,000	\$ 650,000	\$ 950,000

	Proposed Interventions	Pillar	Description	Soft Components	Hard Components	Total
Active Community Presence						
Building capacities of community leaders	<ul style="list-style-type: none"> • Programs for creating diversified gender and age community leaders and building the capacities of current leaders on community engagement and dispute resolution and other soft skills • Initiatives to promote the concept of community leadership, especially among women and youth groups 	Institutional Organization	Reinforcing dialogue and trust between communities and local institutions to shape a common future	\$ 650,000	\$ 250,000	\$ 900,000
Reconciliation initiatives	<ul style="list-style-type: none"> • Supporting formal and informal community reconciliation initiatives • Enhancing the presence of community leaders, particularly women and youth, in local reconciliation processes 	Community Organization	Active citizenship and community belonging			
Women's role in local peacebuilding	<ul style="list-style-type: none"> • Supporting community holistic empowerment programs for women • Supporting initiatives that engage women, men, young boys and girls aimed at increasing local communities' awareness of women's participation and their positive role to promote peacebuilding at the local level • Enhancing capacities of women to promote peacebuilding initiatives at the local level 	Community Organization	Promoting women's participation in community affairs	\$ 520,000	\$ 300,000	\$ 820,000
Increasing the positive role of local media	<ul style="list-style-type: none"> • Supporting the local media in spreading awareness and promoting healthy habits and a culture for social cohesion and gender justice • Strengthening coordination and networking between local media and other actors particularly women and youth to promote a healthy neighborhood 					
				\$ 2,950,000	\$ 3,450,000	\$ 6,400,000

Budgeting Pillars

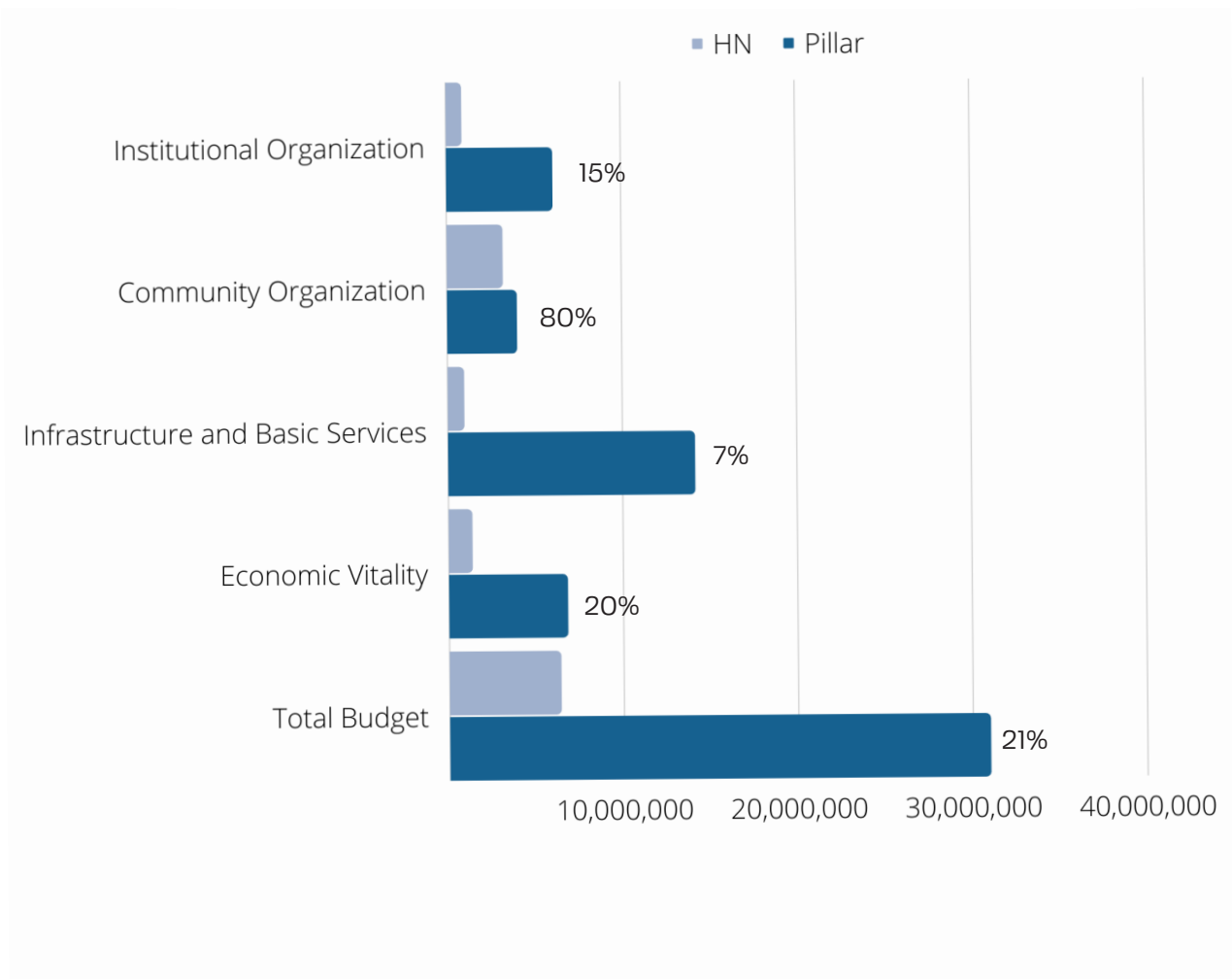
Pillar	Final Estimated Budget (Proposed)	Needed Resources Cost	
		Soft Component	Hard Component
Institutional Organisation	\$ 5,170,000	\$ 2,740,000	\$ 2,430,000
Community Organisation	\$ 790,000	\$ 690,000	\$ 100,000
Infrastructure and Basic Services	\$ 13,180,000	\$ 1,630,000	\$ 11,550,000
Economic Vitality	\$ 5,430,000	\$ 2,780,000	\$ 2,650,000
Healthy Neighbourhood	\$ 6,400,000	\$ 2,950,000	\$ 3,450,000
Total Budget (Recovery plan)	\$ 30,970,000	\$ 10,790,000	\$ 20,180,000



* The healthy neighbourhood pillar budget has been distributed among the Institutional organisation, community organisation, infrastructure and basic services and the economic vitality Pillars. The following page will show a schematic representation of the Healthy neighbourhood pillar budget in details.

Healthy Neighbourhood Budget

Pillar	Healthy Neighbourhood	
	HN Budget	% of HN/ the Pillar
Institutional Organisation	\$ 900,00	15 %
Community Organisation	\$ 3,190,000	80 %
Infrastructure and Basic Services	\$ 950,000	7 %
Economic Vitality	\$ 1,360,000	20 %
Healthy Neighbourhood	-	-
Total	\$ 6,400,00	21 %





**The Participatory Community Recovery Planning process
for the City Center of Hama was technically supported
by UNDP Syria**





