



# BUILDING RESILIENCE IN RESPONSE TO THE SYRIA CRISIS

UNDP INTEGRATED PROJECT PORTFOLIO  
3RP – REGIONAL REFUGEE AND RESILIENCE PLAN  
HRP- HUMANITARIAN RESPONSE PLAN

UNITED NATIONS DEVELOPMENT PROGRAMME



***Empowered lives.  
Resilient nations.***

*This report was prepared by the UNDP RBAS Sub-regional Response Facility for the Syria Crisis with the inputs and support of colleagues from the UNDP Country Offices of Egypt, Iraq, Jordan, Lebanon, Syria and Turkey.*

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FORWARD



The crisis in Syria has displaced over 5 million Syrian refugees into neighboring countries (Jordan, Lebanon, Turkey, Iraq, and Egypt) and displaced an estimated 6.3 million people internally (IDPs) within Syria. With little immediate prospect for a political solution, there is every reason to suppose that these shocking levels of displacement will continue for the foreseeable future.

As the crisis enters its seventh year, the poverty rate among refugees is increasing. It is currently estimated that 93 percent of Syrian refugees living outside of camps in Jordan are living below poverty line. In Lebanon, more than 70 percent of refugees are below the poverty line, with 65 percent in Egypt, and 37 percent in Iraq in the same position.

In 2013, host governments, international donors, and UN agencies came to recognize that the prevailing approach was failing to meet the needs of what has become a protracted crisis, and set into motion a paradigm shift of innovative policy and decision-making to transform the response to the crisis.

The first step led by the UNDP Regional Bureau for Arab States (RBAS) was the development of ***the Resilience-Based Development Response to the Syria Crisis*** which offered a new and more effective way to deliver international assistance in responding to the Syria crisis. In the context of this approach, resilience refers to “the ability of individuals, households, communities, and societies to withstand shocks and stress, recover from such stress, and work with national and local government institutions to achieve transformational change for sustainability.”

The adoption of the resilience based development approach by the R-UNDG set the stage for the creation of the ***Regional Refugee and Resilience Plan (3RP)***. The 3RP is co-led by the UN Refugee Agency (UNHCR) and UNDP, with the participation of five countries and more than 240 partners, including relevant UN agencies and national and international NGOs.

With a focus on making aid architectures fit resilience requirements, ***the Resilience Development Forum (RDF)*** was held in November 2015 to share experiences, discuss challenges, and reflect on how better to implement resilience based approaches to policy and programming. The result was a broad consensus on increased resilience-building investment, represented in the Dead Sea Resilience Agenda (DSRA), which identifies five principles and ten recommendations for this new approach.

During 2016, momentum continued through the London Conference, World Humanitarian Summit, and UN Summit for Refugees and Migrants. The London conference on February 2016 set an ambitious goal: create 1.1 million jobs for Syrian refugees and their host communities by 2018. Neighboring Governments hosting Syrian refugees made bold commitments to open their labour markets and improve the domestic regulatory environment. The Summit supported the integration of humanitarian-development nexus for cost-effective assistance, predictable multi-year funding, concessional loans and multi-donor funding mechanisms to support host governments. With the Facility for Refugees in Turkey, Jordan Compact, and the Lebanon Statement of Intent, multiple mechanisms for multi-year funding have been established to support the Syria response in the region.

During the Resilience Building Week held in Jordan in 2016, participants shared and exchanged their knowledge and experience on the resilience agenda in the sub-region. They re-affirmed continued commitments in the following areas: expanding partnerships, localizing support, financial predictability, policy transformation, leveraging development resources, and gender reinforcing the resilience agenda.

The 3RP 2017-2018 was launched in December 2016, aiming to assist 4.8 million Syrian refugees and 4.4 million host community members, the budget for the agencies totaling approximately US\$ 4.7 billion.

***This portfolio allows partners to easily identify the UNDP projects in the 3RP and HRP.***



**Khaled Abdel Shafi**  
**Director**  
**Regional Hub for Arab States**



## WHY UNDP?

UNDP is one of the largest multilateral development agencies, present in over 170 countries and territories, helping to eradicate poverty, and the reduction of inequalities and exclusion. UNDP works closely with host governments on national development goals, and coordinates with other development partners to achieve the national goals and global SDGs. UNDP has decades of field presence and established relations with governments. UN country teams with policy services provided by the regional hub in Amman. In addition, UNDP has extensive experience in supporting the resilience agenda through its leadership of the global cluster on early recovery in post-crisis and prolonged crisis situations.

In the context of the Syria crisis, UNDP, through its country offices in the affected countries and at the regional level with a Sub-Regional Response Facility (SRF), has been supporting host communities to cope with the influx of refugees by improving service delivery and infrastructure at municipal level and boosting local economic and employment opportunity. UNDP's assistance focuses on building resilience and ensuring that communities not only recover from the crisis but also improve the longer-term development prospects. In Syria, UNDP works with affected communities to help them cope, rebuild, recover and protect development gains.

UNDP with its long-standing relationships with host governments and expertise in the pursuit of sustainable development, is committed to leading, advocating, and delivery of resilience building programmes in response to the Syria response.

### *Leading for Resilience*

UNDP at the global, regional and country level has successfully demonstrated leadership in building resilience for the Syria crisis response. At the global level, UNDP participated in the Supporting Syria and the Region Conference in London, the World Humanitarian Summit in Istanbul, and the Summit for Refugees and Migrants in New York in 2016. At the regional level, UNDP's Sub-Regional Facility co-hosted the Resilience Building Week and Innovation for Crisis (I4C) event in Amman. Further examples of UNDP leading for Resilience are:

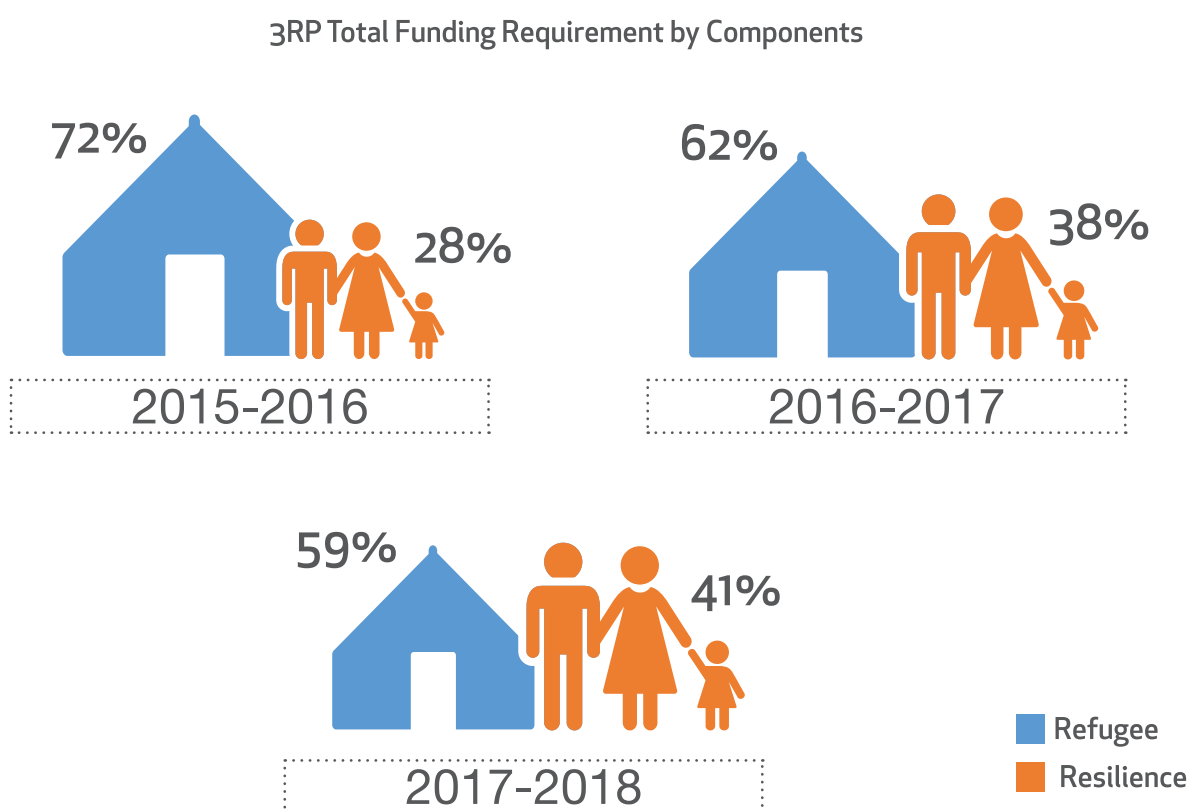
- UNDP and UNHCR signed a regional MOU in 2015 to establish Joint Secretariat (JS) in order to consolidate the cooperation between the two organizations and to draw on the comparative advantages of humanitarian and development organizations in order to address the range of needs on a timely basis and at an appropriate scale. The JS continues to identify innovative programmes for the Syria Crisis in the region and produce various research papers such as aid architecture and localization in the existing response framework.



- UNDP is the co-lead and lead agency in resilience building in the 3RP and sector lead for livelihoods. As coordinator of the resilience component within the Regional Refugee and Resilience Plan (3RP), UNDP developed the resilience lens and localization tracker in 2016 to enhance resilience programming among the 3RP partners.
- UNDP's leadership in resilience knowledge sharing- UNDP co-hosted the Resilience Development Forum (RDF) in November 2015 and the Resilience Building Week (RBW) in October 2016 and Innovation for Crisis (I4C) in December 2016. These events were aimed at taking stock of the implementation of the resilience agenda in the sub-region by identifying key good practices, as well as lessons learned, challenges and opportunities, and to stimulate regional knowledge sharing to better prepare for the next generation of crisis response. Participants from UN agencies, I/NGOs, donors and host government acknowledged the significant advancements made during 2016 in the resilience response, while acknowledging room for improvement such as in partnership with private sector in job creation, flexible multi-year funding, and resilience programming.

As the graph below demonstrates, the programming budget for resilience component has been increasing since 2015, from 28% to 41% in 2017-2018. The increase in funding requirement for the resilience component is related to UNDP's role as a custodian of the resilience component, to ensure that 3RP partners are incorporating resilience programming into the humanitarian response by introducing a 'resilience lens' and localization tracker to the 3RP guidance note providing partners with a methodology to identify and programme resilience activities. In addition, as a sector lead for the livelihood and social cohesion/stability, UNDP coordinates sector activities and implements livelihoods programmes (with partners) at a country level.

*Figure 1: Change in 3RP Total Funding requirement by Components*



## Advocating for Resilience

UNDP is a key participant and contributor at global conferences (e.g. London Conference, World Humanitarian Summit, and Summit for Refugees and Migrants) to further advocate for resilience approach during crisis response. UNDP also supports the “Grand Bargain” approach, a new business model of multi-year, flexible funding requirement by donors and better coordination/aid delivery between humanitarian and development activities and flexible programming by UN agencies.

- **Achievements since the Resilience Development Forum (RDF) and Dead Sea Resilience Agenda (DSRA)** – at the London Conference in January 2016, Donors, host nations and other members of the international community committed to support refugees and affected populations by improving access to jobs and education. Donors have followed up their commitments with various agreements including the Facility for Refugees in Turkey, the Jordan Compact and the Lebanon Statement of Intent. With these agreements, multiple funding mechanisms have been established including the European Union Regional Trust Fund in Response to the Syria Crisis, MADAD fund and Concessional Financing Facility (CFF). In addition, a total of 27 bi-lateral donors are now providing multi-year funding.
- **Jobs Make the Difference** has been drafted in partnership with UNDP, ILO and WFP to support efforts by host nations, the international donors and the private sector to achieve the targets established in London of creating 1.1 million jobs by 2018. The assessment identifies challenges and promising approaches to creating economic opportunities for refugees and host communities in Syria and neighboring countries (Jordan, Lebanon, Egypt, Iraq and Turkey) that could be disseminated in other countries in the sub-region.
- **UNDP advocates for the centrality of national response** - the 3RP is founded on the principle of national ownership and leadership for the response in each country. The 3RP emphasizes international assistance should seek to strengthen and make effective use of in-country capacity and avoid the creation of parallel systems.

## Delivering for Resilience

Since the onset of the Syria crisis, UNDP country offices in Syria and neighboring countries have been supporting the affected communities through livelihoods projects and municipality assistance to improve basic service delivery. Looking beyond the livelihoods sector, UNDP in Lebanon, Turkey, and Jordan have multi-sector assistance programming within the 3RP country chapter during 2017-2018.

- Throughout the region, UNDP has been implementing livelihood programmes to assist highly impacted host communities. **UNDP Lebanon** has been targeting municipalities which are greatly affected by the influx of refugees through the Map of Risks and Resources (MRR) with participation of community members. **UNDP Jordan** targets vulnerable youth for entrepreneurship training and job creation by Emergency Employment Project (3x6 approach). Both programmes strengthen the resilience of individuals and institutions by supporting the capacity to recover from the impact of a crisis, and to be prepared for the next.
- **UNDP in Iraq, Lebanon, and Egypt** continue to support social stability/cohesion. **UNDP Lebanon** addresses the impact of the Syria crisis on social stability in Lebanon by supporting different groups such as local leaders and actors, educators, journalists, youth and civil society activist through media, education, and improvement in basic services.
- Expanding employment opportunities for refugees and host community – with additional changes to employment regulations by host governments in Jordan, Lebanon, and Turkey, it is expected that more refugees will have improved access to employment opportunities. The regional 3x6 initiatives aim at increasing job opportunities for both the refugees and host communities in agriculture, manufacturing and retail. The initiative aims at enhancing economic opportunities at three levels: policy level, programmatic level, and partnership.



## UNDP's Achievements to Date\*

In the context of the 3RP and HRP, UNDP at the country level has been implementing livelihoods, municipal service improvement, and social cohesion/stability activities since the onset of the Syria crisis. UNDP's major achievements from the country offices during 2016 as follows:

### JORDAN

- 3.6 million persons benefited from community support and social cohesion services (including 400,000 Syrian refugees).
- 16,500 received job creation and livelihoods support.
- 2.7 million Syrian refugees and host community members benefited from municipality infrastructure support and basic services (including 400,000 Syrian refugees).

### IRAQ

- Over 18,000 households including Syrian refugees, IDPs and host community members enhanced their livelihoods.
- Over 3.6 million individuals from host communities, as well as refugees and IDPs benefitted from enhanced provision of basic services.
- 7,800 people participated in dialogue sessions and community-based activities promoting social cohesion and reconciliation.

### LEBANON

- 836,500 Lebanese and 398,500 Syrian refugees received improved basic services.
- 30,000 Lebanese and 8,500 Syrian livelihoods and job creation support.
- 940,000 Lebanese and 390,000 Syrian refugees benefited from education, social assistance and health services.
- 8,000 persons directly benefited from improved recreation and social peace.

### TURKEY

- 120,000 refugees in 6 camps and host population benefited from improved municipal services in Gaziantep, Kilis & Sanliurfa.
- 2,000 host community members and Syrian refugees benefited from livelihoods through establishment of an organic olive oil facility in Kilis.
- 5,442 Syrian refugees attended vocational training courses in more than 20 different occupations, basic life skills training and Turkish language trainings. 62% of participants were female.

### EGYPT

- Since Oct 2016, 1,083 workdays for 30 persons were created, two-thirds of them women.

### SYRIA

- 2.4 million persons benefited from the rehabilitation of basic infrastructure and social services.
- 61,287 persons benefited from training, employment and business support.
- 31,293 persons benefited from youth collaborating on social cohesion activities.
- 3,596 persons with disability received comprehensive services.

\*The information can be found at : <http://www.arabstates.undp.org/content/rbas/en/home/library/CPR/supporting-syrians-and-the-region.html>

## UNDP's Funding Appeal in the 3RP and Syria HRP

UNDP's portfolio within the 3RP is US\$ 378 million and Syria HRP is US\$71.5 million for 2017-2018. UNDP Lebanon, Turkey and Jordan intend to implement projects in various sectors (such as protection, basic needs, water and energy). The below table indicates UNDP's portfolio endorsed in the 3RP Regional Strategic Overview between 2015/16-2017/18.

*Table 1: UNDP Portfolio in the 3RP*

AGENCY NAME	2015	2016	2017
UNDP EGYPT	16,000,000	12,500,000	4,500,000
UNDP IRAQ	16,614,000	14,900,000	7,000,000
UNDP JORDAN	103,108,000	129,065,788	104,840,040
UNDP LEBANON	221,792,278		136,864,230
UNDP TURKEY	58,750,000	85,250,000	122,942,000
UNDP REGIONAL	2,500,000	2,500,000	3,000,000
<b>TOTAL</b>	<b>418,764,278</b>	<b>244,215,788</b>	<b>379,146,270</b>

*\*For 2016-2017 appeal of the 3RP, Lebanon didn't specify agency funding requirement.*

UNDP's funding appeal in the 3RP (2017-2018) by sector breakdown is shown below:

While all UNDP country offices support livelihoods activities, UNDP Lebanon submitted appeals in 5 sectors totaling US\$136 million, UNDP Turkey submitted appeals in 4 sectors with a value of US\$122 million, and UNDP Jordan in 7 sectors with US\$105 million.

*Table 2: 3RP and Syria HRP UNDP funding requirements during 2017-2018*

AGENCY NAME	(US\$) BUDGET	SECTORS
UNDP EGYPT	4,500,000	Livelihoods
UNDP IRAQ	7,000,000	Livelihoods
UNDP JORDAN	104,840,040	Protection, Energy, Environment, Food Security, Livelihoods, Local Governance, Justice
UNDP LEBANON	136,864,230	Energy, Water, Livelihoods, Shelter, Social Stability
UNDP TURKEY	122,942,000	Protection, Basic Needs, Food Security, Livelihoods
UNDP REGIONAL	3,000,000	Livelihoods
<b>TOTAL</b>	<b>379,146,270</b>	



## UNDP Funding to Date

At the sub-regional level, UNDP has received total of US\$ 113 million during 2015, and US\$170 million during 2016, which represents a 50% increase from funding received in 2015. This significant increase relates to increased funding for Syria (from US\$26.5 million to US\$71 million) and Turkey (from US\$ 7.2 million to US\$ 27 million). The table below demonstrates funding comparison between the appeal and actual reception by country.

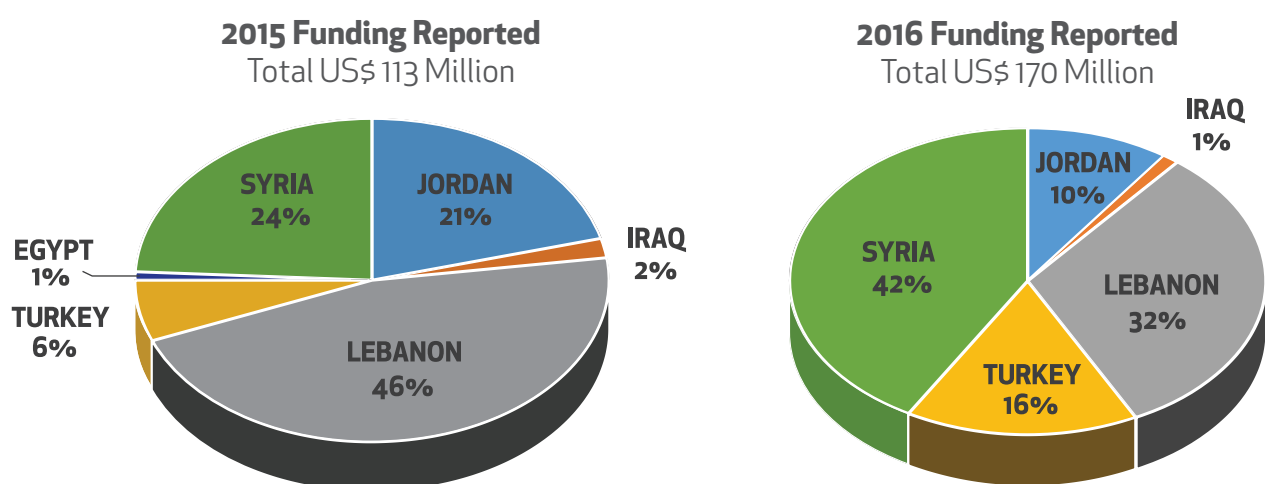
**Table 3: UNDP funding requirement and received from the 3RP and Syria HRP (2015-2016)**

Country	2015-2016		2016-2017	
	UNDP Appeal in the 3RP and Syria HRP (US\$)	Amount Reported in FTS (US\$)	UNDP Appeal in the 3RP and Syria HRP (US\$)	Amount Reported in FTS (US\$)
Egypt	16,000,000	500,000	12,500,000	0
Iraq	16,614,000	2,468,775	14,900,000	1,228,000
Jordan	103,108,000	23,917,200	129,065,788	16,700,438
Lebanon	221,792,278	52,164,953		54,003,030
Turkey	58,750,000	7,206,354	85,250,000	27,050,000
<b>Total (3RP)</b>	<b>418,764,278</b>	<b>86,257,282</b>	<b>244,215,788</b>	<b>98,981,468</b>
Syria	68,259,798	26,578,283	67,459,280	71,090,359
<b>Total (incl. Syria)</b>	<b>487,024,076</b>	<b>112,835,565</b>	<b>311,675,068</b>	<b>170,071,827</b>

The proportional breakdown of funding by country during 2015 and 2016 is provided below:

During 2015, three main countries (Lebanon, Syria and Jordan) received 91% of resources allocated to UNDP in the 3RP with Lebanon making up almost half (46%). For 2016, Syria received 42% of total funding, followed by Lebanon (32%) and Jordan and Turkey (9% and 16%) respectively.

**Figure 2: UNDP Funding Received proportion by country (2015 and 2016)**



# 3RP/SRP PROJECT LIST AND BUDGETS TOTAL

COUNTRY	BUDGET 2017-18	TITLE
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## REGIONAL

SRFPr1	3,000,000	Resilience leadership advocacy and programming
<b>TOTAL</b>	<b>3,000,000</b>	

COUNTRY	BUDGET 2017	TITLE
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## SYRIA

SPr1	12,624,930	Debris Management in the damaged areas to enhance resilience and improve living conditions and accelerate return of IDPs
SPr2	7,047,000	Comprehensive Rehabilitation Programme for Persons with Disability
SPr3	15,002,701	Rehabilitation of basic and social infrastructure by implementing emergency employment to improve access to basic services and enhance resilience of affected communities
SPr4	16,300,000	Strengthen the Resilience of the Syrian People through Support to Socio Economic Recovery
SPr5	3,222,222	Promote Social Cohesion through area-based comprehensive resilience building
SPr6	1,123,222	Capacity Development of national and local civil society organizations for community resilience
SPr7	13,005,600	Solid Waste management in Affected area to enhance resilience and living conditions
SPr8	963,000	Support to rehabilitation of water supply networks and management of alternative water resources in Aleppo
SPr9	2,225,600	Provision of water heaters to shelters (where possible solar panels)
<b>TOTAL</b>	<b>71,514,275</b>	

COUNTRY	BUDGET 2017-20	YEARLY	TITLE
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## LEBANON

LPr1	4,000,000	1,000,000	Enhancing community security and access to Justice in Lebanese Host Communities
LPr2	400,000,000	130,000,000	Lebanon Host Communities Support Programme (LHSP)
LPr3	12,000,000	4,000,000	Living conditions in Palestinian Gatherings hosting Palestinian and Syrian refugees improved
LPr4	864,230	432,115	Support Office for Consensus Building, Civil Peace, and Constitutional Strengthening
<b>TOTAL</b>	<b>416,864,230</b>	<b>135,864,230</b>	

COUNTRY	BUDGET 2017-18	TITLE
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## IRAQ

IPr1	8,000,000	Iraq Crisis Response and Resilience Programme (ICRRP)
<b>TOTAL</b>	<b>8,000,000</b>	



COUNTRY	BUDGET 2017	TITLE
<b>JORDAN</b>		
JPr 1	990,000	Mitigation the adverse impact of Syrian crisis on ecosystem services and land degradation
JPr 2	1,480,000	Enhancing air quality control and management
JPr 3	1,055,000	Integrated Hazardous Waste Management
JPr 4	275,000	Managing environmental risks from the Jordan response plan to the Syria crisis
JPr 5	28,500,000	Increase the use of Renewable Energy and Energy Efficiency (RE&EE) solutions in host communities to satisfy increasing demands on electricity sustainably
JPr 6	1,166,700	Improving efficiency of the local agriculture products along commodity value chains in agriculture in Mafraq Governorate.
JPr 7	403,750	Create an enabling environment for local public sector service delivery in areas most affected by the influx of Syrian refugees, or future crisis
JPr 8	1,786,590	Improved service delivery in SWM based on rehabilitation of existing landfills by designing and constructing new Landfill Sanitary Cells
JPr 9	18,350,000	Assist in providing infrastructure support to improve non SW service delivery
JPr 10	1,975,000	Strengthen municipalities and governorates systems, processes and staff capacities in order to improve public services delivery, development planning and implementation and to foster state-society trust and resilience
JPr 11	14,000,000	Prevent and respond to the problem of drug abuse among adults and children
JPr 12	2,930,000	Increase the efficiency and effectiveness of the services provided by justice sector in Jordan
JPr 13	2,600,000	Increase the efficiency and effectiveness of the services provided by Shariaa courts
JPr 14	2,200,000	Establishing a well-functioning governmental and nongovernmental legal aid system
JPr 15	27,128,000	Building resilience through enhancing livelihoods and employment opportunities for the crisis-affected and vulnerable Jordanians and Syrian refugees.
<b>TOTAL</b>	<b>104,840,040</b>	

COUNTRY	BUDGET 2017-18	TITLE
<b>TURKEY</b>		
TPr 1	81,900,000	Livelihoods, Employment and Local Economic Development
TPr 2	182,000,000	Basic Needs and Essential Services
TPr 3	16,200,000	Social Cohesion, Empowerment and Protection
<b>TOTAL</b>	<b>280,100,000</b>	

COUNTRY	BUDGET 2017-18	TITLE
<b>EGYPT</b>		
EPr 1	9,000,000	Strengthening capacities of local partners to provide livelihoods services to vulnerable Syrian refugees and host populations in Egypt to enhance resilience of communities
<b>TOTAL</b>	<b>9,000,000</b>	



# COUNTRY CHAPTERS









## SUB-REGIONAL RESPONSE FACILITY

## Sub-Regional Response Facility

### PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017-18	TITLE
<b>REGIONAL</b>		
SRFPr1	3,000,000	Resilience leadership advocacy and programming
<b>TOTAL</b>	<b>3,000,000</b>	

### PROGRAMME BRIEF

#### PROJECT TITLE:

## **Resilience leadership, advocacy and programming**

#### THE FACILITY:

The UNDP Sub-Regional Response Facility (SRF) is the resilience hub, established to bring a robust development response to protracted crisis. The SRF supports the vision, definition and implementation of a resilience-based development response, to improve sub-regional coordination, enhance cost-effectiveness, and harmonize a comprehensive, multi-country response under the leadership of the governments neighboring Syria, which host the refugees. Through the Regional Refugee and Resilience Plan (3RP) and the Syria Humanitarian Response Plan (HRP), the Sub-Regional Facility works in the humanitarian-development nexus to build support for the shift among key partners to achieve a transformational response to protracted crisis.

**2017-18**



**TIMELINE**

**\$ 3,000,000**



**COST**

#### **Key functions of the SRF include:**

Ensure the resilience-based development approach is fully integrated and implemented in the response plans of countries of the sub-region

Facilitate more effective responses by the Regional undg and UNDP to the Syria crisis through knowledge products and advisory services

Optimizing financial resources in a protracted crisis

Mapping and analysis of alternative funding mechanisms for a more cost-effective response

Proof of concept and provision of resilience programming tools

Comparative analysis of policy options for enhanced inclusiveness in host countries

Analysis of drivers of social tensions in refugee hosting countries.

Support UNDP Country offices in the sub-region with tools for public outreach, expand strategic partnership and mobilize resources for a resilience-based development response to the Syria crisis

Continue support to the 3RP advocacy campaigns (including technical workshops), donor meetings and production of resilience- oriented reports.

## **RESILIENCE/STABILIZATION RESULTS ACHIEVED:**

Since the establishment of the SRF in 2014, following achievements were made:

Increased integration of humanitarian and refugee planning and investments in the 3RP, assessed by a better balancing of the humanitarian and development response to the protracted crisis. The first year of the 3RP, the resilience components were 28% of overall funding requirement, which became 38% in 2016 and 41% in 2017. In addition, greater consideration to sustainability and resilience within service provision was seen in WASH sectors in Iraq, Jordan and Lebanon.



Increased multi-year funding by donors- only 2 donors expressed their support for multi-year funding at the Kuwait conference in 2015, which was increased to 19 after the London conference in 2016 and to 25 at the Brussels conference in 2017.

Dead Sea Resilience Agenda (DSRA)- With a focus on making aid architectures fit resilience requirements, on social stability, and on engaging the private sector, participants at the Resilience Development Forum in 2015 adopted the Dead Sea Resilience Agenda. It provides a common basis for resilience-based responses across the 3RP countries. During the Resilience Building Week in 2016, participants reaffirmed continued commitments in the following areas: expanding partnerships, localizing support, financial predictability, policy transformation, leveraging development resources, and gender and the resilience agenda.

Compendium- Building Resilience in Response to the Syria Crisis: UNDP Integrated Project Portfolio was published in 2015 and it was distributed among partners and donors. The updated compendium is expected to be published during 2017. To take stock of the knowledge and experience from this process, a second volume of its Compendium on Good and Innovative Practices will be available during 2017.

I4C learning series- International and national actors have worked together across the region finding new ways to collaborate, develop good practices and encourage innovative thinking. The Innovation for Crisis (I4C) Learning event was held in December 2016 to share knowledge and networking and reinforcing effective, efficient and locally led practices in the response.



## **THE DEVELOPMENT CHALLENGE:**

The Regional Refugee and resilience Plan (3RP) was launched in December 2014 to respond to both the growing demand for protection and humanitarian assistance for Syrian refugees and the growing need to build the resilience-based response to cope with the crisis. The 3RP represents a paradigm shift from previous regional response plans by a) integrating humanitarian and resilience interventions in a single response platform, b) strengthening national ownership and ensuring alignment to national and local development planning frameworks, c)

refocusing investment in local delivery systems particularly municipalities, and d) introducing multi-year programming to enhance financial predictability.



### **THE DEVELOPMENT SOLUTION:**

The SRF continues to promote the coordination of the 3RP implementation between UNHCR and UNDP, advance resilience programming within the 3RP as well as crisis affected countries in the region, advocate for DSRA (multi-year funding, private sector partnership, and strengthening local capacities).

### **OUR APPROACH:**

The SRF is a cost-effective arrangement to provide policy and programmatic services from a multi-disciplinary team to UNDP Country Offices, host governments and development partners championing resilience approaches in the sub-region. In addition, the SRF is providing expert capacity, innovative solutions, and thought leadership as well as concrete support to the elaboration of resilience-based national response plans and accompanying projects and programmes.

### **THE IMPACT:**

The SRF is accelerating the next generation of the resilience based development response, contributing to development effectiveness in the sub-region with new partnerships for a more robust and cost-effective response to the protracted crisis.



SYRIA CRISIS  
**RESILIENCE -  
BUILDING WEEK**  
**A BRIDGE FROM CONCEPT TO PRACTICE**  
25-27 OCTOBER 2016 | AMMAN | JORDAN



Expected Impacts are:

Resilience programming and interventions in 3RP/national plans are expanded in terms of budget, coverage and partnerships.

Coordination, advocacy, analysis and research to expand and strengthen resilience based approach in response to protracted crisis.

Develop model for implementing resilience based response globally.

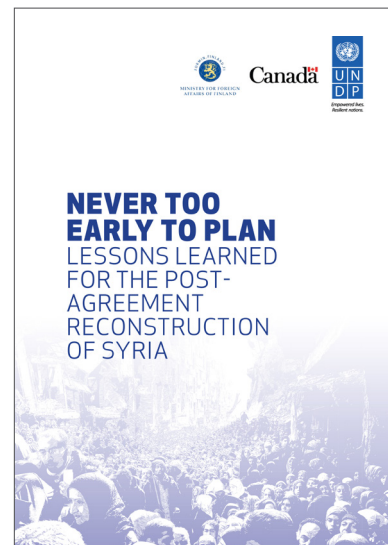
Based on the evidence of resilience-building interventions and policy analysis, country specific policy options are developed.

Refugees and vulnerable host community members benefit from durable solutions through inclusive labour markets, jobs and employment, including implementation of Regional Livelihoods Initiative<sup>7</sup>.

A private sector platform in support of the response plans is established, including alternative partnership modalities.

Knowledge and innovation platform is established in support of Syria crisis response.

The integrated approach represents a strategic shift in how to confront complex, regional crisis with fragmented players and unclear solutions. UNDP is known for its ability to bring all sectors of a community together in a participatory approach to identify needs and to address community tensions and promote wider engagement. We bring this competence to our work at the local, national and regional level to foster collaboration, discover innovative solutions, and quickly mobilize actions that are tailored locally to shift the overall situation.







## PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017	TITLE
<b>SYRIA</b>		
SPr 1	12,624,930	Debris Management in the damaged areas to enhance resilience and improve living conditions and accelerate return of IDPs
SPr 2	7,047,000	Comprehensive Rehabilitation Programme for Persons with Disability
SPr 3	15,002,701	Rehabilitation of basic and social infrastructure by implementing emergency employment to improve access to basic services and enhance resilience of affected communities
SPr 4	16,300,000	Strengthen the Resiliense of the Syrian People through Support to Socio Economic Recovery
SPr 5	3,222,222	Promote Social Cohesion through area-based comprehensive resilience building
SPr 6	1,123,222	Capacity Development of national and local civil society organizations for community resilience
SPr 7	13,005,600	Solid Waste management in Affected area to enhance resilience and living conditions
SPr 8	963,000	Support to rehabilitation of water supply networks and management of alternative water resources in Aleppo
SPr 9	2,225,600	Provision of water heaters to shelters (where possible solar panels)
<b>TOTAL</b>	<b>71,514,275</b>	

***UNDP Response in Syria***

More than six years into the crisis, Syria is still witnessing destruction to almost every aspect of life and livelihoods, including massive devastation of homes, businesses, basic services and infrastructure continues, leaving nearly 6.5 million internally displaced and close to 5 million refugees. More than 85% of Syrians live in poverty and at least 13.5 million are in dire need of humanitarian assistance. It is estimated that there is a 27% increase in the number of PWDs through 5 years of armed conflict in Syria, reaching up to 1.5 million people suffering from different sort and level of disability. Most of the internally displaced are living with and are generously hosted by communities, despite the heavy burden this has placed on jobs, services, and infrastructure, and pressures on social cohesion. The country has reportedly lost nearly four decades of human development.

Since the onset of the crisis, UNDP has supported Syrians in early recovery, livelihoods and resilience building efforts, targeting those communities that have suffered physical damage as a result of the crisis as well as those communities hosting internally displaced persons. UNDP's engagement was mainly aimed to mitigate the socio-economic impacts of the crisis on the most vulnerable people and support an enabling environment for the most affected to cope with the protracted crisis, avoid multiple displacements and stay in their homes where the security situation allows.





Between 2014 to 2016, UNDP benefited 4.3 million persons directly or indirectly from all Syrian Governorates through targeted early recovery and livelihoods restoration efforts in partnership with more than 150 local actors including NGOs, CBOs and faith-based organizations.

This was achieved through short-term to medium and long-term support, including rehabilitation of community infrastructure and restoration of basic services such as solid and debris management using labor-intensive schemes, where a total of 63,000 emergency employment opportunities were provided to IDPs and their host community members. It has also facilitated the revival of at least 1,634 businesses through productive assets replacement, start-up grants, vocational and skills trainings, job placements. In order to ensure sustainable economic recovery and scale up the impacts, new approaches such as value-chain development on dairy products and wheat, and local market restoration are also being implemented. UNDP Syria also stepped up its support to enhance social cohesion in communities through engaging youth as “peace-agents” and fostering dialogues and peaceful co-existence among community members. UNDP’s projects aim to contribute to stimulating the local economy by supporting local production and procurement. Through conflict-sensitive planning and implementation, its programming supports communities and works with them to alleviate pressures brought about by strife, displacement and competition over scarce resources. Inclusive socio-economic interventions target vulnerable groups, such as women-heading households, people with disabilities, youth, and people living with HIV/AIDS and TB.

Additionally, UNDP is implementing a comprehensive capacity development programme for NGOs/ CBOs, which comprises formal training, peer to-peer support through twinning and networking, and other innovative models.

## PROGRAMME BRIEF

2017-18



TIMELINE

\$ 71,514,275



COST

**PROJECT TITLE:*****Building Resilience inside Syria***

The conflict in Syria has had a disastrous effect on the country's economy. The country has experienced market collapse, inflation and currency depreciation, looting and destruction. Job shortages and lack of cash are major challenges faced by most of the 6.5 million internally displaced people of Syria – about 45 percent of the population – as well as many of the host communities. The result is that 85.2 per cent of the population have been plunged into poverty, and over 50 per cent of the labour force has been pushed into unemployment. Approximately 2.3 million people's livelihoods have been lost so far due to the crisis, and at least 13.5 million are in dire need of humanitarian assistance. Many of the displaced have exhausted their savings and resorted to coping mechanisms that cause further harm over the long term, such as selling off assets and reduction in meals. Recent assessments show that the Syrian human development indices have been rolled back 35 years since the conflict began.

Whether living in formal or informal shelters or hosted by the community, internally displaced people are suffering from disrupted livelihoods, loss of income, productive means and limited access to health services. Support mechanisms are extremely strained due to limited resources and depleting savings of both internally displaced people and host communities. Moreover, women-headed households are on the rise.

**THE DEVELOPMENT SOLUTION:**

UNDP Syria continues to endeavor to alleviate the suffering of the Syrian people inside Syria. Building on its experience in early recovery support, UNDP will expand its livelihoods interventions to cover Syrian in need geographically and thematically, where basic services are supported and livelihoods are provided to ensure a dignified life for all Syrians. Such support is mainstreamed to enhance social cohesion and peaceful co-existence of community members.

Considering resilience-building a guiding principle to bridge the humanitarian and development assistance, and ensure sustainable livelihoods creation, UNDP aims at scaling up its response across Syria by engaging both existing and new partners inside and outside the country. An innovative approach to partnership, such as supporting cooperatives as a platform for sustainable local economic recovery and social cohesion, will be sought to strengthen the capacities of people and communities to withstand, adapt and recover from shocks.

**OUR APPROACH:**

In order to cater for the highly diverse situations in affected communities, UNDP Syria adopts an area-based approach throughout its interventions as a means to identify and respond to the specific needs emerging in each location. This proves to be a major entry point for UNDP's interventions to be more effective with sustainable impacts, support the reactivation of local basic services and work on social cohesion from a pragmatic and needs-based angle.

UNDP's capacity for an integrated approach is its central comparative advantage in job and livelihoods. Looking ahead, UNDP will enhance the integration of three dimensions of the following to achieve the goals:

1. Across sectors and issues (horizontal): For instance, the restoration of basic services and public infrastructure, and clearing and recycling of debris are at the same time creating employment opportunities. By bringing people together to work for the community cause, UNDP promotes social dialogues and cohesion. Women, youth, and persons with disabilities are given special attention in all





interventions. Interventions are also implemented in partnership with local partners starting from planning, delivering and following up to ensure capacity development and sustainability.

2. From the macro-level coordination and recovery planning to projects on the ground through its leadership under the Early Recovery and Livelihoods Sector both in Damascus and Gaziantep (vertical). UNDP takes the lead in conducting key assessments including livelihood impacts assessment, economic opportunity assessment, and value chain analysis on key commodities in collaboration with other agencies (FAO, WFP, UNHCR, UNFPA etc.)



3. Across interventions focused on the short, medium, and long-term (temporal): UNDP Syria adapted the three-track (Track A: livelihoods stabilization, B: local economic recovery and C sustainable employment and inclusive growth) approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) for its livelihoods and economic recovery programming in crisis situations. Given the context in Syria, the intensity of Track A (short-term/emergency employment, asset-replacement) has been high, and feasibility of Track B and C programming has been less. However, UNDP Syria looks ahead, identifying feasible approaches of Track B (e.g. the recovery of micro-, small and medium-sized enterprises, vocational and skills training linked to employment creation) that will lead to Track C (e.g. value chain development, local market rehabilitation), and aims at scaling up its work toward sustainable job and livelihoods creation. UNDP Syria also ensures that when short-term interventions are warranted, they are complemented with interventions that lay the foundation for sustainability and resilience.

Across the interventions, UNDP ensures collaboration and complementarity with other agencies- for instance, value chain analysis and development with FAO and WFP; production and distribution of 'winterization' products, in cooperation with the United Nations Children's Fund (UNICEF); support to market-relevant vocations (such as welding and carpentry), vocational training and on-the-job training in cooperation with UNHCR.

### **THE IMPACT:**

UNDP's integrated approach will ensure quality impacts and sustainability, contributing to Sustainable Development Goals 1, 2, and 8. UNDP Syria's short-term interventions (Track A) will stabilize livelihoods through debris and solid waste management and rehabilitation of public buildings and spaces including local market, which also create the labour intensive employment opportunities; it also quickly reactivates the production process through replacement of assets and kick-starting the crisis-affected businesses. At the same time, medium to long-term interventions (Track B and C) are simultaneously implemented through vocational and skills training, MSMEs development and growth, and local economic development through value chain development etc.

Target populations are internally displaced persons, host communities, returnees and crisis-affected areas, in particular youth, women and persons with disabilities. Support for persons with disabilities also includes physical rehabilitation (provision of prostheses) paired with livelihoods support such as vocational and skills training. Women in Syria are disproportionately affected by the crisis, taking on more responsibilities, such as heading the household, and having limited access to life-saving services and livelihood opportunities. Tailored interventions provide livelihood opportunities to female-headed households lacking the capacity to rely on pre-existing businesses and often lacking the ability to leave home for security reasons.

Youth are a major focus group of livelihood opportunities generation as well as social cohesion as "peace-agents" in communities. The interventions will reduce incentives for them to foster negative coping mechanisms. Given the positive role of youth in supporting their communities, and recognizing that strengthening their capacities will enhance community resilience, UNDP partners with youth to ensure their active engagement in livelihood and social cohesion programmes and innovation opportunities such as communication for development (e.g. community interactive theatres) to create solutions that respond effectively to the impact of the crisis.

*During 2017, UNDP's response focused on the following main thematic areas:*

#### **1 - Socio - Economic Recovery, within the following five outputs:**

- Business revival and restoration
- Income generation support to Females Heading Households
- Rehabilitation and livelihood opportunities to People with Disabilities
- Youth-led initiatives promoting tolerance and acceptance
- Advocacy and coordination for enhanced resilience building

#### **2 - Basic and social Infrastructure Rehabilitation, within the following five outputs:**

- Basic and social infrastructure rehabilitation
- Solid waste management
- Debris management
- Strengthening technical capacities at the national and local level
- TB and HIV/AIDS treatment and health services



# STORY FROM SYRIA

## RESILIENCE DESPITE THE LOSS

Six years into the crisis in Syria, during which many lives have changed and many families have faced displacement, hunger, and fear. Despite his young age, Mo'tasem, 16, has experienced very harsh conditions that left him with enormous responsibilities. His losses went far beyond the death of his father and brother, when he started to lose the life he once knew. From now on, he should learn how to live with one arm and one leg.

Mo'tasem joined UNDP prosthetic workshop in Damascus as a team assistant. He is helping with the manufacturing of prosthetic limbs and showing outstanding skills in adapting and learning its different phases. To save his second hand from any unfortunate accident, he was asked not to use certain machines such as sculpting and cutting machines. He hopes that he will be able to make his own prosthetic device in the future



*I moved with my family out of Deir-Ez-Zor to Rural Damascus looking for a safe haven". Mo'tasem said, "I found myself the sole breadwinner of my family and despite my disability I was determined to find a job and look after my little brothers, I am happy now that I earn an income from this job and proud to meet the needs of my family".*

please see Mo'tasem's story in the following link: <https://goo.gl/MS33gz>

## BAKING TO SUSTAIN A FAMILY

Rozkia, a 42 old woman, used to live a simple but happy life in a humble house in Deir-Ezzor with her seven children, one of whom was with special needs. Her husband used to sell vegetables for a living. Little did she know that her life was about to change drastically when Deir-Ezzor fell under siege during the crisis. "My husband's work had stopped completely and he was no longer able to meet our household needs. I was constantly looking for a job to no avail because I have no skills to meet the available job requirements", said



Rozika, "One of my neighbours who previously received a firewood oven from UNDP's project advised me to sign up and benefit from the distribution of the second batch of ovens. Indeed, I received the oven with all necessary baking materials, such as flour and yeast. The baking experience I inherited from my mother helped me to bake and sell around 100 loaves of bread daily. Within a month, my living conditions started to improve, and I was able to buy some food, medicine, and even nappies for my disabled child."

## RECOVERY OF OLD HOMS BUSINESS CENTER

UNDP contributed to revitalize basic business services, restoring the economic activities and enhancing the resilience of communities through the comprehensive approach of infrastructure and basic services. In the city of Homs where the historic old city commercial (old souk) district was destroyed due to the conflict, UNDP Syria removed solid waste, debris and rehabilitated the basic infrastructure of the area. As a result, 20 shops have returned to the old city to reopen their business.

Manhal, is one of the beneficiaries who benefited from the rehabilitation of the Old Souk. He was one of the shop owners who used to sell clothes in the ancient market area in Old Homs. During the crisis, most of Old Homs was under rubble, and was deserted by the majority of its inhabitants.



*Once I heard that UNDP is removing accumulated debris from the ancient market area, I was so excited to do some repairs to my shop and reopen it. I'm happy that I was finally able to restock my shop with merchandise and start working again.*

## WHEN THERE IS A WILL, THERE IS A WAY

Rinas is a 32 years old young person with disability who suffers from a left lower limb paralysis. He benefited from UNDP project of distributing disability aids in 2015. Nevertheless, he wanted to be a productive member and to be financially independent. Trying to find a way to generate his own income, Rinas joined a vocational training project for PWDs implemented by UNDP Syria in Qamishli, Al-Hassakeh Governorate, Rinas received training on mobile phone maintenance. After completing the training course, he received a start-up toolkit and he currently runs his own successful business.









## PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017-20	YEARLY	TITLE
<b>LEBANON</b>			
LPr 1	4,000,000	1,000,000	Enhancing community security and access to Justice in Lebanese Host Communities
LPr 2	400,000,000	130,000,000	Lebanon Host Communities Support Programme (LHSP)
LPr 3	12,000,000	4,000,000	Living conditions in Palestinian Gatherings hosting Palestinian and Syrian refugees improved
LPr 4	864,230	432,115	Support Office for Consensus Building, Civil Peace, and Constitutional Strengthening
<b>TOTAL</b>	<b>416,864,230</b>	<b>135,864,230</b>	

*UNDP Response in Lebanon*

UNDP has made supporting the national efforts of the Government of Lebanon to manage the refugee crisis a priority since the onset of the crisis in early 2011, which has seen a country of some 4.5 million people, receive over one million registered refugees from Syria. UNDP has provided both policy and operational support. At the policy level UNDP has supported the development of the previous Lebanon Crisis Response Plan, leading the Stabilization aspect of the response under the 3RP. Recognising the protracted nature of the Syria crisis, the Government of Lebanon, with support from UNHCR and UNDP as co-leads of the response, developed a 4-year response plan for 2017 – 2020.

The great majority of UNDP's support comes at the operational level by assisting municipalities to expand access to currently over stretched social services, and to increase livelihood opportunities for vulnerable communities through the Lebanon Host Communities Project. A secondary but also important aspect of UNDP's work in response to the crisis is that of enhancing relations between local and refugee populations in order to support social peace. UNDP is also working in 45 Palestinian gatherings to provide better access to clean water, waste management, roads and electricity networks.

Thus far the work of UNDP Lebanon in response to the Syria crisis has supported 140 municipalities and reached over 1.4 million people, approximately three-quarters being Lebanese and the remainder refugees from Syria. This support for stabilization is tightly integrated into UNDP's overall work in the country, which since 2010 has focused on institutional development and democratic governance, social development and addressing regional disparities, promoting environmental sustainability, and fostering conflict prevention and peacebuilding.

In close partnership with the Government UNDP is committed over the foreseeable future to assist Lebanon and its host communities to find more sustainable solutions that strengthen the resilience of institutions, host communities and refugees.

## PROGRAMME BRIEF

2017-20



TIMELINE

\$ 4,000,000



COST

**PROJECT TITLE:****Enhancing community security and access to Justice in Lebanese Host Communities**

**Resilience/Stabilization Results Achieved:** As a key development partner of the Government of Lebanon, UNDP has been supporting the national and local level crisis response activities with a focus on the host communities. This is based on the LCRP governing structure under which UNDP leads on the stabilization dimension of the response plan. UNDP focuses mainly on catalytic activities that support the stabilization of Lebanon, however, many of the activities that benefit, host communities, also benefit the refugee populations residing in these communities. In addition, some activities are specifically designed to enhance the relations of the Lebanese and refugee populations in order to maintain stability and support social peace.

**The Development Challenge:** Syrian refugees and Lebanese host communities are often unable to access basic security and justice services that respond to their concrete and perceived needs, in a context of growing tensions and increased human rights violations, putting the very social fabric of communities at risk.

Lebanon is hosting a large number of Syrian refugees (approximately 1.5 million individuals) within “host communities” that are among the poorest municipalities of the country. Yet, host communities and Syrian refugees are often unable to access basic justice and security services. As a result, host communities and Syrian refugees resort to informal justice and security institutions. The lack of justice and security services severely impacts the already most disadvantaged, namely the poor, women and girls, as well as the youth and the Syrian refugees. In many cases individuals are not even attempting to access justice and choose to avoid any security/justice mechanism, formal or informal, when they have grievances. Recent surveys indicate increased tensions between host communities and Syrian Refugees. Those tensions are aggravated by human rights violations that affect the most vulnerable and which have a negative impact on the local social fabric and national stability.

**THE DEVELOPMENT SOLUTION:**

By (i) developing and institutionalizing basic state security and justice services to host communities in municipalities; (ii) improving the coordination and linkages among state actors, as well as between formal and informal actors; and (iii) developing capacities of national state institutions to understand and respond to local security challenges and tensions and conflicts between host communities and Syrian refugees. UNDP is well placed to deliver upon the above given its’ knowledge and experience in the Rule of Law sphere coupled with its’ extensive experience of working with host communities.



### **OUR APPROACH:**

The project acknowledges the importance of perceptions of insecurity in addition to concrete security needs and will support national partners to address both challenges. It will work mainly at municipality level since this is where security issues arise and actors can address those issues; but will involve governorate and central institutions in order to reengage central institutions in the response to local conflicts and support to municipal capacity development. There will be a focus on a mix of both formal and informal institutions since the population access justice and security services through such a combination. Furthermore these institutions will be presented as the backbone of the state from the municipalities up to the district/governorate level and the relevant line Ministries. Finally there will be a mix of communication/awareness activities and service provision in order to address both perceptions of insecurity and concrete security issues.

### **THE IMPACT:**

While the project will support the rapid delivery of justice and security to host communities and Syrian refugees through municipalities; it will develop capacities of central institutions (Ministry of Interior & Municipalities (MoIM), Internal Security Forces (ISF) and the Ministry of Justice ( MoJ)) as well as governorate and district authorities to support municipalities to deliver those services in the long-run. In the area of security, this will be achieved by making the ISF a resources center for municipalities on training/coaching, human resources management and planning; supporting district/governorate authorities to respond to early warning; and developing capacities of the MoIM and MoJ to gather and analyze data that will inform national policies on Rule of Law in the future. In the area of justice, the sustainability of support to legal assistance will be achieved through a hybrid-system whereby the MoJ is involved in the design and quality assurance of legal assistance services to the most vulnerable that is provided by NGOs. This will include the development of a status and harmonized trainings for legal assistants.





2017-20



TIMELINE

\$ 400,000,000



COST

**PROJECT TITLE:****Lebanon Host Communities Support Programme (LHSP)**

Resilience/Stabilization Results Achieved: The LHSP is UNDP's flagship programme in Lebanon. Since its inception in 2013 the programme has completed 454 projects in 120 localities. As a result of its pioneering efforts to deliver basic services, livelihoods and stability to vulnerable populations through community-based programming, the Government of Lebanon has requested that the LHSP be one the main vehicles for delivering donor assistance to the country.<sup>1</sup>

The LHSP provides core support to Lebanon's most vulnerable communities. It focuses on municipalities with the highest ratio of refugees to host community members and presents donors with an opportunity to support these communities in a way that combines flexible modalities of implementation with strong coordination, oversight capacity and government support.

The key impact/outcome of this intervention has been the maintained stability at the local level with there being few if any occurrences of conflict between Host Community and Refugee populations despite the fact that tensions remain high.

**THE DEVELOPMENT CHALLENGE:**

Lebanon currently hosts the largest number of refugees per capita in the world. The presence of so many displaced people, combined with the economic downturn and insecurity created by the conflict, have placed further strain on Lebanon's fragile infrastructure, political institutions and social relations. While the country has done well to meet these challenges so far, there is evidence that the situation is deteriorating and that further support is needed in order to underwrite its long-term peace and stability. Host communities are severely affected by the crisis, with attitudes towards refugees hardening in the past year. In addition to pressure on services, economic hardship has pushed many Lebanese into poverty and caused a spike in youth unemployment.<sup>2</sup> Refugees are increasingly blamed for these effects with concern about livelihoods serving as a 'key driver of community division between host and refugee communities' and a 'leading cause of resentment'. This situation is particularly acute in heavily stressed regions, with 87 percent of displaced Syrians and 67 percent of poor Lebanese living in 251 cadastres.

**THE DEVELOPMENT SOLUTION:**

The solution to this problem requires that local actors are empowered to address the issue. Namely this means municipalities and other local stakeholders coupled with relevant line ministries leading in the response to the crisis in a manner that benefits both the Host Community and Refugee population. In short the huge labour pool available can be actively engaged via investments in essential local infrastructure. However such interventions should also be coupled with softer type initiatives that address community tensions at the local level. UNDP given its historical focus on local development plus strong links with key line Ministries is uniquely placed to deliver upon this challenge.



### **OUR APPROACH:**

To identify the specific challenges different host communities face and develop the right kind of operational response at the local level, the LHSP works in close partnership with the Ministry of Social Affairs (MoSA) and municipal governments to map threats, risks and concerns. Municipalities use the information collected through this process, known as the Mapping of Risks and Resources (MRR), which involves workshops conducted at the community level, to develop multi-sectorial Municipal Action Plans. Building upon information generated through the MRR process, the LHSP team facilitates further discussion with the municipality government and national counterparts about the projects which will have the greatest impact. Working with the municipalities, the LHSP technical team then help local officials design projects in four core areas: basic social services, livelihoods, social stability and energy and the environment. In cases where the most pressing concern is social stability, the LHSP team follows a unique protocol. Building on the MRR process, a specialist support team helps the municipality government conduct a more detailed conflict assessment, working with them to identify the cause of underlying tension and a mechanism that can be used to address conflict. These Mechanisms of Social Stability (MSS) involve the creation of community structures that allow different groups to voice their concerns and coordinate with local government so they are addressed

### **THE IMPACT:**

To date, the LHSP has delivered:

- 296 projects related to service delivery with combined budgets of \$27.6 million
- 86 livelihoods projects with a combined budget of \$11m
- 77 mechanisms of social stability, involving 195 local authorities, with a combined budget of \$4.6 million
- 70 electrical transformers, 3000 solar powered lights and 600 energy efficient stoves to the most vulnerable communities.
- Through the implementation of the projects created an estimated 166,169 workman days.

The support provided to basic services by the LHSP has assisted 814,100 poor Lebanese and over 323,400 Syrian refugees, while the mechanisms of social stability have engaged around 4,000 local actors and benefited over 40,000 people.

Furthermore, there is evidence that work to bridge the gap between government and local communities has successfully reduced social tensions. Where the LHSP has completed social stability projects, an independent evaluation found that 'municipalities are increasingly viewed as both trusted to take the right action and able to do so'. In the majority of cases, these projects have also led to renewed confidence in the capacity of local actors to deliver services, and in the capacity of the Lebanese government to respond to the crisis successfully.



2017-20



TIMELINE

\$ 12,000,000

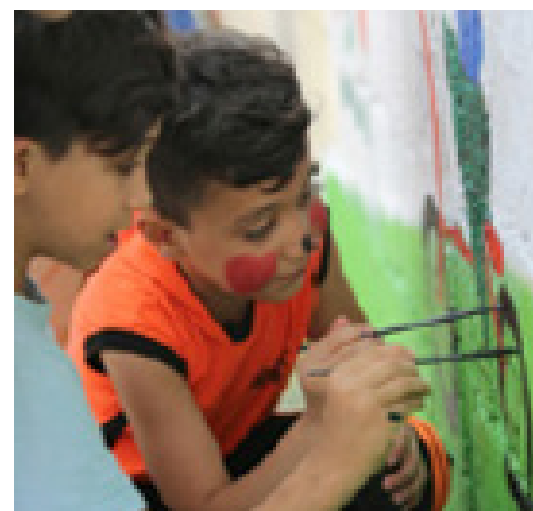


COST

**PROJECT TITLE:****Living conditions in Palestinian Gatherings hosting Palestinian and Syrian refugees improved****RESILIENCE/STABILIZATION RESULTS ACHIEVED:**

The uniquely vulnerable population living in Palestinian Gatherings represent a specific relief/development challenge. During the last three years UNDP has developed an approach that is participatory and conflict-sensitive, working with communities to develop neighborhood improvement plans. It also works closely with women and youth, providing them with vocational training and small grants to start their own businesses. Due to its strong reputation at the community level, the Gatherings Project has had particular success in reaching woman and girls both as beneficiaries and decision-makers. In short the intervention has ensured that key basic urban services are provided, improved awareness around WASH issues, facilitated the provision of Shelter and provided income generating opportunities.

Palestinian Gatherings represent one of the most vulnerable and marginalized host communities in Lebanon. 135,000 Palestinian as well as Syrian refugees live in 42 Palestinian Gatherings distributed throughout Lebanon. The populations living in these Gatherings suffer from dire conditions, marked by lack of service provision; run-down physical environments; poverty and limited access to jobs and income generation opportunities. In addition to poverty caused by insufficient household income, legal restrictions on work and property ownership imposed on Palestinian refugees in Lebanon contribute to the worsening of their socio-economic conditions. While all registered Palestinian refugees in Lebanon are entitled to UNRWA health, education and relief services, UNRWA's mandate defines its role in the provision of urban and infrastructure services to the borders of the twelve recognized refugee camps. At the same time, while municipalities in general do not provide these services in the Gatherings, there exists no mechanisms for coordination between municipalities and local actors in the Gatherings to address the needs of refugees. Being informal areas, instead, refugees rely on short-term alternative solutions to access services, resources and jobs, which are usually associated with informality, risk and lack of efficiency. The situation has worsened since the Syrian crisis that resulted in a 25% population increase in these already impoverished areas with the arrival of some 25,000 refugees. As a result, Palestinian Gatherings have been witnessing unmet demand on services and infrastructure networks, unprecedented pressure on available shelters and spaces, and additional competition over resources, jobs and relief. This situation has resulted in increased tensions and conflicts in the Gatherings, undermining stability and leading to violence and risky behavior.





### **THE DEVELOPMENT SOLUTION:**

An integrated approach that brings together various components and focuses on community empowerment and engagement of local actors should be adopted. This will provide sustainable solutions that take into consideration the current needs of the original and new refugees, while laying the foundations for longer-term development. In addition to the above where issues identified at the local level require a central level input the project will reach out to the relevant line ministries and engage. By default, this already takes place but on certain issues there is a far larger input required from the line ministry from the very beginning. This in particular relates to issues associated with water, electricity, and waste water management.



### **OUR APPROACH:**

Building on its efforts in Palestinian Gatherings since 2012, UNDP will improve living conditions for 40,000 refugees living in the Gatherings and surrounding communities. UNDP will improve WASH conditions in the Gatherings through providing sustainable solutions that take into consideration the current needs of original and new refugees, while laying the foundations for longer-term development. For this reason, WASH activities will focus on upgrading and rehabilitating existing water and sanitation networks and facilities and strengthening coordination mechanisms among various actors for improved service delivery. Another component of UNDP's intervention focuses on promoting inclusive, safer and more accessible environments in the Gatherings. This will be implemented through a participatory neighborhood upgrading approach to develop plans that address availability of community spaces, safe roads and upgraded urban assets. Most importantly, UNDP will empower youth living in Palestinian Gatherings to combat and avoid violent behaviors and prevent them having to resort to extreme means of survival. This will be achieved through support to livelihood and income generating opportunities both at community and individual levels that target youth and women. The following initiatives will be implemented:

- Enhancing refugees' access to adequate water and sanitation networks and services at community level.
- Promoting safe and inclusive neighborhoods through the development of Neighborhood Improvement Plans and undertaking upgrading projects.
- Rehabilitating shelter units to ensure shelter protection, proper WASH connections and the availability of toilets and WASH facilities.
- Combating poverty and youth risky behaviour through empowerment and socio-economic interventions that mainly target youth and women.

### **THE IMPACT:**

Since 2012, relations among local authorities, host communities and refugees improved in municipalities where grants were provided to implement basic urban service projects benefitting people residing in both Palestinian Gatherings and mixed neighborhoods. The most recent independent evaluation of the Palestinian Gatherings project found that 'it has been marked by outstanding achievements. Despite sporadic episodes of violence, the assessor concluded that the project's 'achievements included the timely, adequate, equitable and continuous delivery of services and improvement of existing ones, and the creation of new ones, in response to the needs that emerged due to the prevailing crisis.

The more specific outputs that the project has delivered are as follows:

- Better access to clean water, sewage disposal, solid waste collection, roads and electricity networks in 42 gatherings provided through infrastructure projects benefitting 75,000;
- 875 housing units for Palestinian refugees rehabilitated and equipped in 35 Palestinian Gatherings and surrounding localities;
- 36,730 household and baby hygiene kits distributed to 5,000 households of Palestinian refugees from Syria residing in 30 Palestinian Gatherings;
- 17,500 Lebanese, Palestinian and Syrian refugees benefitted from WASH awareness raising campaigns.



2017-19



\$ 864,230

**PROJECT TITLE:****Support Office for Consensus Building, Civil Peace, and Constitutional Strengthening****RESILIENCE/STABILIZATION RESULTS ACHIEVED:**

The uniquely vulnerable population living in Palestinian Gatherings represent a specific relief/development challenge. During the last three years UNDP has developed an approach that is participatory and conflict-sensitive, working with communities to develop neighborhood improvement plans. It also works closely with women and youth, providing them with vocational training and small grants to start their own businesses. Due to its strong reputation at the community level, the Gatherings Project has had particular success in reaching woman and girls both as beneficiaries and decision-makers. In short the intervention has ensured that key basic urban services are provided, improved awareness around WASH issues, facilitated the provision of Shelter and provided income generating opportunities.

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**THE DEVELOPMENT SOLUTION:**

The aim of the Common Space Initiative is to support consensus building, sustainable civil peace and constitutional strengthening, and stakeholder dialogues in Lebanon. The CSI has developed into a significant structural and Lebanese-owned mechanism to address deep-rooted conflict in Lebanon through a process of dialogue, joint reflection and consensus-building. It has also become a regional resource for joint reflection between key stakeholders and a technical support provider to National Dialogues, and political and constitutional reform process in the Middle East.

**OUR APPROACH:**

This support is provided through a range of services including technical assistance, technical information and shared knowledge resources, collective and action research, common meeting spaces for stakeholders and the facilitation of expertise. Support is available to all relevant national parties and stakeholders, including relevant government ministries, political parties and civil society organizations, as well as structures and institutions responsible for political and constitutional reforms.



**THE IMPACT:**

The principal outcomes of the project are the follows:

1. Support to national dialogues' structures, mechanisms and committees provided; and
2. Support to problem-solving and consensus building, on essential policy issues provided.

*The four Outputs are:*

- 1.1 Support to dialogues, dialogue structures, policy making bodies, and consensus building mechanisms provided;*
  - 2.1 Political and constitutional reforms and dialogues supported and strengthened; including on the impact of Syria Refugees on Lebanon.*
  - 2.2 Deadlock breaking mechanisms, safety nets, and civil peace support created;*
  - 2.3 Regional technical support and knowledge resources provided;*
  - 2.4 Common Space Initiative operations and management efficiency enhanced*
-

# STORY FROM LEBANON

Within the framework of the Lebanon Host Communities Support Project (LHSP), jointly implemented by the Ministry of Social Affairs (MoSA) and the United Nations Development Programme (UNDP), the rehabilitation of Qabb Elias irrigation canals project was implemented to support the farmers' livelihood in the area and its surroundings.

Residents in Qabb Elias rely mainly on agriculture; however, water was not sufficient and agricultural lands were underwatered. Farmers used to rely on water coming from the river through natural canals taking hours to reach their lands, which forced them to rely on water trucking and pumps to irrigate their crops.

The project was identified as a priority by the local community, stakeholders and the municipality of Qabb Elias, through the Maps of Risks and Resources (MRR); a conflict sensitive participatory approach applied by LHSP. This project would help farmers diversify their produce to include crops such as peach, apple, potato, lettuce, zucchini and peas.

"We used to suffer from water loss; the soil canals would absorb three times the amount that reached us. With the new cement canals, water reaches our lands in five minutes rather than two hours," said Bilal Hussein Ferro, water attendant in Qabb Elias. With the upgrade of the new canal system, 60% more water reaches the agricultural lands.



*We used to suffer from water loss; the soil canals would absorb three times the amount that reached us. With the new cement canals, water reaches our lands in five minutes rather than two hours*

UNDP and Makassed have come together to turn the Ward Al Makassed center into an all year round income-generating space empowering vulnerable women in Tariq ElJdide and its Palestinian Gatherings, through training, marketing and sales activities. Ward Al Makassed has helped 40 women from neighboring Lebanese and Palestinian communities overcome barriers to economic participation, by providing them with a four-month intensive training on food preparation, artisanal handicrafts and beauty care.

"27 years ago, I had to leave my work at a leading bank in Beirut to take care of my three children, sick father and blind brother. I found myself living isolated from everything; I was locked in sorrow. Halfway through my cooking course at Ward Al Makassed, I felt confident enough to present my vegetarian kitchen: 'Mom & Dad Daily'. I already have over 160 likes on my page on Facebook. I am not going to stop here; I will soon take a marketing course to further develop my brand." Ghada, 54



*I found myself living isolated from everything; I was locked in sorrow. Halfway through my cooking course at Ward Al Makassed, I felt confident enough to present my vegetarian kitchen: 'Mom & Dad Daily... I will soon take a marketing course to further develop my brand.'*



*The long-term advantages of this strategy are the decrease of diseases, and the reduced expenses on drinking water (by 60%)... every family is now saving 60 000 LL per month.*

Wadi Khaled, one of the poorest villages in Northern Lebanon, does not have a sufficient water supply for its populations. With the rise in the numbers of Syrian refugees (8000) in Wadi Khaled, the need indeed grew for water.

The UNDP Lebanon, collaborated with the Wadi Khaled municipalities in order to achieve an efficient system for water supply and distribution.. The UNDP supplied the municipality with a tractor that collects water to distribute to inhabitants. Presently, the municipalities pay 10 000 LL per tank whereas it used to cost them 25 000 LL before UNDP's involvement.

The Head of Municipalities, Nouredine el Ahmad stated that the benefiter extended from Wadi Khaled to the villages of Amayer, Rejb Issa, and El Hij. The process is at work 24 hours a day. Those benefitting of this water supply are 25000 including Syrian refugees. The long-term advantages of this

strategy are the decrease of diseases, and the reduced expenses on drinking water (by 60%).

With the assistance of the UNDP, every family is now saving 60 000 LL per month. The positive consequences include fewer diseases, thus less health expenses, and an eventual sanitary environment.









JORDAN

## PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017	TITLE
<b>JORDAN</b>		
JPr 1	990,000	Mitigation the adverse impact of Syrian crisis on ecosystem services and land degradation
JPr 2	1,480,000	Enhancing air quality control and management
JPr 3	1,055,000	Integrated Hazardous Waste Management
JPr 4	275,000	Managing environmental risks from the Jordan response plan to the Syria crisis
JPr 5	28,500,000	Increase the use of Renewable Energy and Energy Efficiency (RE&EE) solutions in host communities to satisfy increasing demands on electricity sustainably
JPr 6	1,166,700	Improving efficiency of the local agriculture products along commodity value chains in agriculture in Mafraq Governorate.
JPr 7	403,750	Create an enabling environment for local public sector service delivery in areas most affected by the influx of Syrian refugees, or future crisis
JPr 8	1,786,590	Improved service delivery in SWM based on rehabilitation of existing landfills by designing and constructing new Landfill Sanitary Cells
JPr 9	18,350,000	Assist in providing infrastructure support to improve non SW service delivery
JPr 10	1,975,000	Strengthen municipalities and governorates systems, processes and staff capacities in order to improve public services delivery, development planning and implementation and to foster state-society trust and resilience
JPr 11	14,000,000	Prevent and respond to the problem of drug abuse among adults and children
JPr 12	2,930,000	Increase the efficiency and effectiveness of the services provided by justice sector in Jordan
JPr 13	2,600,000	Increase the efficiency and effectiveness of the services provided by Shariaa courts
JPr 14	2,200,000	Establishing a well-functioning governmental and nongovernmental legal aid system
JPr 15	27,128,000	Building resilience through enhancing livelihoods and employment opportunities for the crisis-affected and vulnerable Jordanians and Syrian refugees.
<b>TOTAL</b>	<b>104,840,040</b>	

***UNDP Response in Jordan***

UNDP has made supporting the national efforts of the Government of Jordan to manage the refugee crisis a priority since the onset of the crisis in early 2011, which has seen over 650,000 refugees pour into the country, mostly living outside of camps and spread across all of Jordan including in poorer Governorates and communities.

UNDP has provided both policy and operational support. At the policy level UNDP has supported the Government in building its capacity in aid coordination resulting in the creation and monitoring of the Jordan National Response Plan (JRP) 2015-2016 and the 2016-2018 Response.



The great majority of UNDP's support comes at the operational level by assisting Governorates and municipalities to expand access to currently over-stretched social services, and to increase livelihood opportunities for vulnerable communities, in particular through the Mitigating the Impact of the Syrian Refugee Crisis on Vulnerable Host Communities project. UNDP also provides support for enhancing relations between local and refugee populations and boosting access to justice in order to foster social cohesion.

Thus far the work of UNDP Jordan in response to the Syria crisis has supported 11 of Jordan's 12 Governorates, and 45 municipalities, reaching approximately 2.4 million people directly, mostly local but also including some 300,000 refugees from Syria. This support for resilience is tightly integrated into UNDP's overall work in the country, which since 2013 has focused on institutional reform, social protection and services, youth empowerment and environmental sustainability. In close partnership with the Government, UNDP is committed over the foreseeable future to assist Jordan and its host communities to find more sustainable solutions that strengthen the resilience of institutions, host communities and refugees.



## PROJECT BRIEF

### ENVIRONMENT SECTOR I

Direct benefiting from  
capacity development  
activities: 1000



**BENEFICIARIES**

**1 YEAR**



**TIMELINE**

**\$ 990,000**



**COST**

#### PROJECT TITLE:

### **Mitigation the adverse impact of Syrian crisis on ecosystem services and land degradation**

#### THE DEVELOPMENT CHALLENGE:

A key environmental vulnerability in Jordan is associated with land degradation and the state of terrestrial semi-arid ecosystems and habitats. Land use in Jordan is a complex pattern and mixture of rural and urban activities that reflect both climate and socio-economic characteristics. Relevant studies have shown that agricultural land forms a small portion of the country total area. The natural biodiversity of Jordan is threatened by habitat destruction and fragmentation, unsustainable agricultural practices (i.e. extensive farming and agricultural waste), diversion of water from use of biodiversity resources towards human-influenced uses, uncontrolled urbanization, and industrial pollution.

It is complex to assess the direct impact of refugees with regard to interaction with ecosystems and their associated biodiversity. However, there is observed evidence that the influx of refugees has had a negative impact on natural resources. For example, many refugees with nomadic and/or rural backgrounds are involved in livestock husbandry and agricultural activities. Host communities employ nomadic and rural Syrian refugees as low-cost labor/workers to support their agriculture related activities, as well as the operation of nature-based tourism enterprises.

Refugees in rural areas create pressure on the ecosystem by 1) grazing within and in surrounding of the protected areas, 2) wood cutting for heating and charcoal production purposes, 3) excessive collection of medicinal plants from wilderness areas, and 4) excessive farming activities that eventually lead to extra pressure on agricultural land. Additionally, the environmental gains of reforestation are significant, including biodiversity conservation and prevention of natural hazards.

Additionally, the economic impacts of refugees' crisis force hosting communities to exercise more direct and indirect pressures on natural resources. One clear example is the increasing trend of illegal tree cutting to compensate for increased fuel prices, overgrazing of livestock in response to inability to secure high cost fodder, and illegal wildlife hunting. In summary, there are increasing pressures on the ecosystem as both refugees and host community citizens cope with increased population and differing consumption patterns.

#### THE DEVELOPMENT SOLUTION:

The overall aim of the project is to offset the impacts on the ecosystems services that already caused by the crisis. The project is also meant to avoid further degradation in ecosystems health and functions and create an enabling environment in place to monitor and mitigate potential impacts from the refugee influx. The project will develop a study on degraded ecosystems where crisis have utmost impacts completed, including economic valuation of ecosystem services and costing of loss and/or damage. It will also create rehabilitation plans, and management plans for severely degraded ecosystems. The project will focus also on building the capacities and enabling environment for Ministry of Environment and Ministry of Agriculture in addition to the relevant local NGO/CBOs for managing/mitigating land degradation and maintaining ecosystems services including implementation of rehabilitation and management plans as well as enforcement capacities.

The value of all UNDP-managed biodiversity and ecosystems projects currently in planning or under implementation is US\$ 1.5 billion, thus the project will benefit from UNDP experience in managing and rehabilitation of ecosystems services as well as UNDP's partnership with all relevant stakeholders.

### **OUR APPROACH:**

The project adopts community-based participatory approach to respond to and mitigate effects emerged from the refugees crisis on Jordanian host communities. It focuses on strengthening the resilience of affected individuals, households, host communities and national authorities through three key sets of actions; the first is directed towards mitigating the potential impacts of relief projects, this implies that best practices need to be promoted and applied at the different levels, particularly in project design, implementation, management and monitoring. The second is aiming at responding to the damage already caused directly through pressure from the refugees' influx on ecosystems services and land degradation while the third set of actions is aiming at diversifying livelihoods of host communities in order to prevent the further land degradation.

The project will also stimulate small-scale business development through a micro-financing (sub-grants) program which will be set-up to support selected groups (e.g. farmers, youth, Women heading households) who will start or convert their economic activities in line with the project's scope and objectives i.e. combating land degradation and promoting ecosystem services.

The project will target the priority sites at the most impacted Governorates e.g. Irbid, All Mafrq, Jerash, Zarqa and Ajlun. It will be implemented by the Ministry of Environment as a lead partner in full coordination with other key partners including; Ministry of Agriculture (relevant entities), Royal Society for the Conservation of Nature, Jordan Society for Combating Desertification and Jordan Science and Technology University in addition to IUCN/ROWA.

### **THE IMPACT:**

Expected impacts include:

- Enhanced understanding of the actual impacts of Syrian refugees on natural resources and ecosystem services; this includes quantification of the impacts, economic valuation of ecosystem services and degradation costs, and offsetting priorities
- Enhancement of economic condition for vulnerable communities and lessening the competition on ecosystem services
- Community awareness about sustainable use of natural resources raised.
- Capacities of concerned authorities enhanced in respect of environment law enforcement.

The project will strengthen the capacities to respond to the stresses and severe damages to the ecosystem and associated communities caused by the Syrian refugees fluxes more effectively when done in a sustainable manner. Furthermore, the project will contribute to reducing pressure and competition on natural resources, raising awareness and enhancing enforcement of environmental law. The project will generate economic and social development dividends including livelihoods creation besides nature conservation benefits.



## PROJECT BRIEF

### ENVIRONMENT SECTOR II

Population of the  
host communities  
and refugees  
in the Northern  
Governorates



**BENEFICIARIES**

**1 YEAR**



**TIMELINE**

**\$ 1,480,000**



**COST**

#### PROJECT TITLE:

### **Enhancing air quality control and management**

#### THE DEVELOPMENT CHALLENGE:

Increase in population, vehicle use and an expanding industrial and services sector is leading to an increase in air pollution. This degradation of the air quality is adversely impacting public health. The Ministry of Environment (MoEnv) monitors Sulfur dioxide (SO<sub>2</sub>), carbon monoxide and nitrogen oxides (NO, NO<sub>2</sub>) in five areas vulnerable to air pollution and notes an increase in pollutants emitted into the ambient air. Emissions are highly associated with human daily activities, and they increase in direct proportional trend with population size. For example, in the Irbid governorate, which hosts 25% of the refugees, there has been a dramatic increase in the concentrations over the past 5 years that parallels population growth. According to the Monitoring Study, this increase is due to unprecedented rise in population, especially with the presence of more than 150,000 refugees in Irbid (MoEnv, 2013). Air quality issues are challenged by

lack of capacities and technologies for maintaining the monitoring programme of air quality, which is a first step toward pollution mitigation. It is worth noting that there is no facility that measures air quality at the Zaatari camp site and other refugee camps. Also because of the increase in population and human activities, all emitting factors such as waste water treatment plants and factories have been maximizing their productive capacities, resulting in more emissions. Due to the increase of these emissions, respiratory allergies are likely to rise in Jordan especially among children. It is clear from the study that all monitored pollutants (except NO<sub>2</sub>) started showing an increasing trend in 2012/2013. However, such short period of measurements is not enough to judge the observance of a certain trend and more measurements should be collected in the future.

#### THE DEVELOPMENT SOLUTION:

The solution is envisaged through the installation of pollution monitoring systems stations in host communities and near the Syrian refugee camps, identify sources of pollution and develop a plan to mitigate pollution. The project will benefit from other UNDP projects and initiatives in relevant fields. The project, building on existing initiatives, will develop an air quality and emissions monitoring database and strengthen the monitoring and knowledge management capacities agencies to increase effectiveness of planning and field monitoring.

The project will identify and quantify sources of pollution and measure pollution levels at the proposed sites. Based on the findings on sources of pollution, the project will design and implement mechanisms to mitigate pollution. Mitigation measures may include the removal of barriers to use renewable energy, such as solar energy particularly at industrial facilities as they are thought to be largest sources of air pollution. It will also develop and implement a plan to install appropriate small-scale green technologies including solar water heaters, recycling, and bio-energy.

The project will benefit from the experience UNDP has in monitoring programs and in knowledge (information/database) management as well as from the network and partnership UNDP has with all relevant stakeholders.

### **OUR APPROACH:**

The project will be implemented in full partnership and coordination with Ministry of Environment, Ministry of Health and Ministry of Energy and Mineral Resources. The project will ensure the engagement of scientific community i.e. academia and research centers, private sector and NGOs. The early stage of the project will focus on conducting the necessary surveys and studies to select the proper sites for the installation of the monitoring stations.

### **THE IMPACT:**

The project will improve health and environmental conditions, helping Jordan achieve more sustainable development by:

- Decreasing air pollution levels in areas where refugees are concentrated
- Identifying quantities and sources of air pollutants to inform mitigation plans
- Mitigating pollution by decreasing pollutants emitted and increasing polluters' performance efficiency
- Enhancing monitoring and knowledge management capacities for measuring air quality
- Developing an air quality monitoring network and database on emissions and air quality

The proposed projects will contribute to developing the national capacities in air quality monitoring and monitoring systems maintenance which will help in sustaining the monitoring network beyond the project timeframe. Moreover, the database system that will be established will ensure continuous flow of the data and information to decision makers and help in controlling air pollution in the proposed sites.



## PROJECT BRIEF

### ENVIRONMENT SECTOR III

Entire Country



**BENEFICIARIES**

**1 YEAR**



**TIMELINE**

**\$ 1,055,000**



**COST**

#### **PROJECT TITLE:**

### ***Integrated Hazardous Waste Management***

#### **THE DEVELOPMENT CHALLENGE:**

The influx of Syrian refugees in Jordan has been putting extra pressure on the management of solid wastes, especially hazardous waste. There is only one dumping site assigned for hazardous waste and it needs considerable rehabilitation due to the increase in the amount of wastes generated particularly the past few years. SWAQA landfill has been serving as dumping site for a wide variety of hazardous waste including medical and pharmaceutical waste. Currently, the site is in need for a clean-up of wastes and rehabilitation due to the waste accumulation on this site particularly during the past few years.

However, the treatment of hazardous waste is challenged by a lack of human capacities, equipment, databases and proper monitoring programme. Also, waste management operators face the challenge of transporting waste and lack treatment technologies. In addition, the emerging situation of an increasing influx of Syrian refugees in Jordan has further exacerbated the limited capacity of national agencies to manage the larger amounts of hazardous waste generated before the refugees arrived.

With higher levels of waste across all waste types, it is essential to update the approach for hazardous solid waste management. This will minimize negative human health and environmental impacts and additional health care needs. It is urgent that action is taken immediately to address the issue of hazard waste treatment in order to avoid dangerous health consequences and costs.



#### **THE DEVELOPMENT SOLUTION:**

The project intends to facilitate the upgrading of SWAQA dumping site to a state of art facility in line with international standards and contribute to the protection of human health and environment through implementation of environmentally sound management (ESM) for hazardous waste.

The project will develop and implement a master plan for the existing SWAQA site including clear actions for upgrading and expansion. It will also develop effective and efficient mechanism for cleaning up of the site as well as establish of incineration plant to achieve environmentally sound hazardous waste management.

The project will benefit from the wide experience UNDP has in waste management as well as form the network



and partnership UNDP has with all relevant stakeholders.

### **OUR APPROACH:**

The objective of the project is to enhance national and local capacities to manage increased hazardous waste arising from Syrian refugees and to strengthen capacity in the medium term for resilient and sustainable responses to vulnerable ecosystems and communities affected by the Syrian crisis. The project will help achieve this goal through provision of equipment for collection, transfer and treatment of hazardous wastes, which will enhance the treatment capacities at source and landfills.

UNDP will jointly partner with UNEP, the MoEnv, and other key Government entities involved in hazardous waste issues. The MoEnv governs waste through laws such as the environment protection legislation 52/2006. Directive 24 of that law, passed in 2005, addresses management, transportation and handling of harmful and hazardous substances, solid waste bylaws, medical waste management instructions, hazardous wastes management instructions, liquid acid batteries requirement and used oil regulation. The project will support the MoEnv in its efforts to carry out its mandate and move Jordan on its development trajectory.

### **THE IMPACT:**

Expected impacts include:

- Enhanced infrastructure capacities for hazardous waste collection, transfer and treatment
- Mitigate serious environmental and health risks, caused by accumulation of large amounts of hazardous waste in Swaqa
- Enhance technical capacities of concerned authorities' staff in the area of hazardous waste management

The project will provide essential equipment needed to enhance hazardous waste treatment capacities in the country, and enhance the absorptive capacities for substantial amounts of hazardous waste at the Swaqa landfill. The project will also mitigate the existing health related hazards and risks in Swaqa by immediate transfer and disposal of hazardous waste in an environmentally sound manner. Moreover, the project will contribute to improving the capacities of relevant agencies to manage hazardous waste using safety and health best practices. This will significantly reduce staff vulnerability and exposure to any potential health and environmental risks.



## PROJECT BRIEF

### ENVIRONMENT SECTOR IV

Institutions and organizations involved in project implementation



**BENEFICIARIES**

**1 YEAR**



**TIMELINE**

**\$ 275,000**



**COST**

#### **PROJECT TITLE:**

### ***Managing environmental risks from the Jordan response plan to the Syria crisis***

**Resilience/Stabilization Results Achieved:** A first-stage rapid assessment of the impacts on the environment in Jordan caused by the influx of Syrian refugees has been conducted in 2015 with the support of UNDP and the United Nations Environment Programme (UNEP). The assessment study was prepared to inform a future comprehensive environmental assessment and definition of offset programmes to minimize the loss, and associated cost, of ecosystem services and environmental degradation brought about by the direct impact of increasing population numbers on Jordan's already stressed natural resource base.

Moreover, a new proposal for environmental screening has been developed. The UNEP and OCHA's "Environment Marker" instrument has been adopted as it has been used in other crises/response situations is a straightforward focused screening mechanism that could be adapted for use in the Jordanian context. Through simple coding A, B and C with a plus sign (+) for adequate enhancement or mitigation measures, the Environment

Marker tracks a project's expected impact on the environment, and whether recommended actions have been undertaken or not. The tool is to be seen as a possibility to ensure that any negative impact on the local environment of a JRP project is reduced as much as possible.

#### **THE DEVELOPMENT CHALLENGE:**

In an already resource-scarce and environmentally fragile country like Jordan, environmental sustainability is an important priority to ensure the response to the Syrian refugee crisis minimizes short-term environmental damage and facilitate long-term environmental stability. If due consideration is not given to environmental sustainability issues, JRP investments could exacerbate local environmental challenges and risks. Mitigation measures can be put in place during the initial design of JRP investment projects to address environmental risks and help prevent ecological change as well as risks to community well-being and grievances.

All projects with potential environmental impacts in Jordan, whether through the JRP process or otherwise, are obliged by law to conduct an EIA. EIAs highlight the foreseen environmental risks to put in place mitigation measures and to engage positive opportunities through use of clean technologies and resource conservation measures. A number of JRP projects are likely to require EIAs such as those in shelter, infrastructure development, transport, municipal development, land use, and water supply. Conducting effective environmental risk screening of significant JRP investments can help achieve the environmental safeguard requirements by international donors and Jordanian law.

#### **THE DEVELOPMENT SOLUTION:**

This project will ensure that environmental implications of important JRP investments are understood in order to inform decision-making and programmatic responses. It will include environmental risk management across JRP projects in infrastructure, transportation, municipal services, land use and other key areas to ensure that JRP projects include sustainable responses to vulnerable ecosystems and communities affected by the Syria crisis. The project is sought to implement mitigation and environmental enhancement measures and actions into all JRP projects. It will establish a fast-tracked environmental licensing of projects with major environmental impacts and assessing disaster risk resulting from JRP projects and integrate the appropriate measures to ensure resilience.

The intention is to integrate environmental awareness into all JRP projects in order to minimize negative impacts on the environment.

### **OUR APPROACH:**

UNDP will partner with the MoEnv and other key Government entities involved in implementing Jordan's EIA law as well as local community partners engaged in these JRP projects. UNDP's global network of experts in environmental screening systems are also important partners in the project because of their experience in the UNDP Social and Environmental Screening (SES) mechanism. These partners include UN agencies, top ranked universities and institutes with EIA expertise who have helped UNDP lead environmental assessment methodologies and develop best practice in environmental screening.

### **THE IMPACT:**

Expected impacts include:

- Ensure environmentally sustainable outcomes of investment projects across JRP sectors
- Avoidance of adverse impacts to people and the environment
- Minimize, mitigate and manage adverse impacts where avoidance is not possible
- Strengthen stakeholder engagement and capacity for managing social and environmental risks

With the expectation of a protracted crisis in Syria and its subsequent long-term impact on Jordan, effective and comprehensive environmental risk screening and impact assessment of significant projects across JRP sectors will ensure proper mitigation of adverse environmental impacts to decrease pressure on natural resources and support long-term resilience of JRP interventions. In undertaking EIAs, the project will also result in systems of indicators for effective monitoring of the environmental safeguards and performance of investments across all JRP sectors.





## PROJECT BRIEF

### ENERGY SECTOR I

1,500,000  
  
 BENEFICIARIES

1 YEAR

  
 TIMELINE

\$ 28,500.000

  
 COST

#### PROJECT TITLE:

***Increase the use of Renewable Energy and Energy Efficiency (RE&EE) solutions in host communities to satisfy increasing demands on electricity sustainably***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

UNDP launched a project with the support of PANAMA focusing on the implementation of replicable RE&EE solutions in Jordan. The project aims to contribute towards meeting the RE&EE goals set by the government's strategic guidelines for 2020 through demonstrating the economic feasibility, technical efficiency, and replicability of RE&EE solutions at Mafrqa and Zarka governorates.

#### THE DEVELOPMENT CHALLENGE:

Jordan is one of the world's most energy insecure countries, importing 97 % of its energy needs. Energy imports now account for 18 % of gross domestic product (GDP). In 2014, the governmental subsidies for petroleum and electricity products had reached US\$ 1.7 billion by the end of 2014. With over 80% of Syrian refugees settling outside the camps, total residential electricity consumption has risen significantly from 4,926 GWh in 2009 to 6,560 GWh in 2014. The consumption of liquefied petroleum gas (LPG) increased from 300,000 in 2009 to 366,000 tonnes in 2014. As per the latest statistics, the electricity consumption in the northern governorates (those mostly affected by the Syria crisis) showed an additional increase of 2.3 % in electricity consumption compared to other governorates in Jordan.

In urban areas, many of the refugees live in sub-standard accommodation with potential risks from unsafe electrical or gas connections. There is minimal insulation in the local infrastructure requiring in many cases which increases the need for heating in winter and cooling in summer.

Within Refugee camps, access to adequate energy is vital to stimulate faster economic growth and facilitate enhanced social development. The successful evolution of the camps depends on the availability of a safe, economically viable and environmentally sound source of energy. A reliable source of energy would promote the creation of business outlets that could also benefit host communities, improve health and wellbeing, in addition to enhancing education and communication across all sectors.

#### THE DEVELOPMENT SOLUTION:

The project helps effected communities in Jordan to cope with increased energy demand from the influx of Syrian refugees by scaling-up the use of energy efficient lighting and Renewable energy solutions in host communities, thereby reducing the additional burden on the Jordanian electricity network resulting from Syria crisis, lessening governmental financial support for this sector, and lowering utility bills for refugees and host communities It will include the installation of 60000 LED lights, 3200PV panel systems and 7500 solar water heaters. This will contribute to large energy subsidy savings.

Moreover, the project will support engagement with and training of energy service companies in local communities to service residences and public buildings. It will also develop communication materials to build awareness around the benefits of integrating energy efficiency into crisis response, including acknowledgment of donor contributions. Information will be shared with communities, end-users, local officials, national partners and the international community. Dedicated communication products will be produced including short films, knowledge products capturing results and success stories, and convening of stakeholder dialogues in order to help shift public purchasing patterns and move Jordan toward increased RE&EE solutions.

In this regard, UNDP will bring its global expertise and networks in sustainable energy to the project. This is the UN's largest provider of country assistance in the areas of climate change and sustainable energy and it has a global portfolio of \$1.2 billion in these areas.

### **OUR APPROACH:**

The project will help scale up sustainable options to address Jordan's energy crisis in a way that offsets the incremental energy demand pressures triggered by the influx of Syrian refugees and forced migrants into Jordanian host communities.

The project will bring together the Ministry of Energy and Mineral Resources (MEMR), inter-Ministry Energy Task Force, local host community partners, the National Energy Research Centre (NERC) and distribution companies (JEPCO, EDCO, IDECO). UNDP will also engage partner UN agencies, such as the United Nations Office for Project Services (UNOPS) for project implementation support services.

### **THE IMPACT:**

With the expectation of a protracted crisis in Syria and its subsequent long-term impact on Jordan, effective deployment of renewable energy and energy efficiency solutions within crisis response can help decrease the fiscal impact of rising energy demands on Jordan's public budgets.

Expected impacts include:

- Decreasing adverse social and economic impacts from rising energy insecurity in local communities and the nation.
- Building energy demand management capacities that offset increased energy pressures caused by the influx of refugees in host communities.
- Increasing usage rates of energy efficient lighting and reduced energy bills in host community beneficiaries.
- Strengthening partner capacities to integrate energy efficiency and renewable energy solutions into crisis response.

By supporting cost-effective and sustainable solutions, the project supports Jordan in its development trajectory.

## PROJECT BRIEF

### FOOD SECURITY SECTOR

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$ 1,166,700



COST

#### PROJECT TITLE:

***Improving efficiency of the local agriculture products along commodity value chains in agriculture in Mafraq Governorate.***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

Food and nutrition security of vulnerable Syrian refugees living in host communities and Jordanians has also been addressed through improved food production and access to safe and nutritious foods. UNDP-Jordan has conducted “Value Chain Analysis on Dairy Products”, which revealed a growing demand at the national and local levels. This potential growth is due to the growth in local consumption, especially of locally produced products, and the presence of a market gap of around 23 percent. It has identified the main operators at the micro level, the supporting institutions at the meso level, and the institutions responsible for regulating the various functions of the dairy value chain sector at the macro level.

#### THE DEVELOPMENT CHALLENGE:

Jordan is largely a food secure country. Nationwide, 0.5 percent of all households in Jordan are food insecure, and an additional 13 percent of households are vulnerable to food insecurity. WFP’s 2016 CFSME reveals that the majority (72 percent) of Syrian refugee households living within host communities continue to be either food insecure or vulnerable to food insecurity. While this is an improvement from 2015, when these levels peaked at 85 percent, food security has not returned to 2014 levels, when 48 percent of households were found to be either vulnerable to food insecurity or food insecure. This slight improvement in food security amongst the Syrian refugee population could be explained by the fact that, in 2016, food assistance levels have remained stable compared to the previous year.

Food insecurity for refugees in host communities continues to be driven by the depletion of assets to meet their food needs. On average, refugee households have a total of JOD 8 in savings. Limited savings amongst Syrian refugees can further explain why almost one-third (31 percent) of households have missed a rent payment on at least one occasion in the past six months. Furthermore, households that are food insecure or vulnerable to food insecurity have increasingly reduced their essential non-food expenditures to meet their food needs. This finding underscores how food security impacts other sectors such as education and health.

Jordan is a net-food importing country, with 81 percent of its food requirements procured externally. Nevertheless, annual growth in production in the agriculture sector has reached 18 percent in 2014, contributing to 1.6 percent of total jobs created in the same year, thereby increasing access to food.<sup>32</sup>

#### THE DEVELOPMENT SOLUTION:

The project will improve the value chain for dairy products and bi-products of livestock in Jordan and identify entry points for creating employment opportunities for around 300 Jordanians and Syrian refugees in the host communities. The potential contribution will fund the implementation of interventions that aim to improve the value chain and create sustainable income-generation opportunities. It will also help the beneficiaries and their households’ members to meet their basic needs and avoid negative coping mechanisms, specifically among the Syrian refugees.



UNDP-Jordan has positioned itself in the crisis-affected communities through implementing different development and crisis-response projects over the last four years, including livelihoods, employment interventions, municipal services, and local governance improvement. Consequently, UNDP enjoys a well-rounded understanding of local community dynamics and challenges and strengthens its credibility among the local community members and machineries, including the municipalities and CBOs.

#### **OUR APPROACH:**

The project will be implemented through the following activities:

- Conduct value chain analysis for further potential commodities of livestock bi-products and agriculture products.
- Provide training to producers (livestock herders and small holders) on production and access to market and finance.
- Link the producers to other technical support including animal husbandry and agricultural extension services.
- Provide support to strengthen value chain linkages through development of associations/cooperatives and networking.

#### **THE IMPACT:**

The project has actualized the following main impacts:

- Sustainability of income for the livestock farmer, pastoralists, and herders.
- Food security situation of host communities and Syrian refugees in Jordan is enhanced.
- Food security, maintain sustainability and efficient productive use of agricultural resources by host communities (Households both rural and urban) and Syrian refugees are maintained.



## PROJECT BRIEF

### LOCAL GOVERNANCE I

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$ 403,750



COST

#### PROJECT TITLE:

**Create an enabling environment for local public sector service delivery in areas most affected by the influx of Syrian refugees, or future crisis**

Resilience/Stabilization Results Achieved: UNDP has started its programme on

“Mitigating the impact of Syrian Refugees Crisis on Jordanian Vulnerable host communities” since 2012, a main pillar of this programme is supporting the affected municipalities to increase its resilience and enhance their coping mechanisms to respond to the needs of local communities in times of crisis. 36 municipalities most affected by the Syrian crisis have been trained on community outreach programmes and the first municipal manual on community outreach in the Arab region has been developed and endorsed by the government of Jordan. 16 municipalities have been engaged in the Municipal Risks and Resources exercise to develop local development frameworks in a community participatory approach.

#### THE DEVELOPMENT CHALLENGE:

The local administrative system in Jordan is in dire need for computerized solutions to help municipalities with property tax collection, effective monitoring and evaluation of projects and to track the human resources development schemes at the institutional level. It will also provide municipalities with effective planning tools to foster state-society trust and cooperation with communities and the private sector.

#### THE DEVELOPMENT SOLUTION:

- Establishing mechanisms and tools aimed at strengthening resilience of municipalities and communities such as financial management systems, urban information management systems and outreach plans;

#### OUR APPROACH:

- Reviewing the current SOPs for a sample of municipalities with the involvement of municipalities' staff and officials from MoMA;
- Drafting and finalize SOPs manual for the core function (administrative, financial, procurement.... etc.) of the municipalities;
- Issuing SOPs manual and disseminating to the municipalities;
- Conducting trainings for municipalities' staff on the new municipal SOPs, and communicating with their local stakeholder groups.

#### THE IMPACT:

- Improving the responsiveness of the Jordanian local governance system to the needs of host communities and refugees, including the most marginalized individuals;
- Strengthening the resilience of local governance systems and communities.

## PROJECT BRIEF

### LOCAL GOVERNANCE II

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



\$ 1,786,590



#### PROJECT TITLE:

***Improved service delivery in SWM based on rehabilitation of existing landfills by designing and constructing new Landfill Sanitary Cells***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

The project will complement the efforts undertaken by UNDP under its ongoing project to ensure efficient and effective delivery of basic services, namely by supporting the Municipal Joint Services Council in Irbid in strengthening the capacity and performance of the Al Ekaider Landfill to respond to the urgent needs of solid waste management and treatment in Irbid Governorate resulting from the large influx of Syrian refugees which has placed a considerable burden on local host communities that had already been poor and suffering from inadequate access to basic social and economic services. UNDP with support from Canada has implemented several activities in this area starting with the Environmental Impact Assessment Study for Rehabilitation of Al Ekaider Disposal Facility & Extension of Physical Waste Disposal Capacity of the Landfill and is currently constructing a new Sanitary Landfill Cell, the landfill also has been equipped with needed Heavy Machineries and Equipment, in addition to rehabilitation of the Landfill supporting facilities ,capacity of landfill staff has been built and interventions to support livelihood of waste pickers is ongoing.

#### THE DEVELOPMENT CHALLENGE:

According to the latest study for the Jordanian MSWM National Strategy 2015, the current rate of solid waste generation in Irbid and Mafrq is a combined 649,000t with more than 75% of this waste being generated in Irbid. Approximately 85% of this waste is currently being disposed of at landfills or by uncontrolled dumping, with the remaining 15% being recycled and recovered. There is thus significant scope to increase the level of recycling and recovery for the solid waste in both Governorates.

Within the two Governorates of Irbid and Mafrq, there are more than 3000 people involved in and employed in the informal sector which deals with solid waste. This informal sector is mainly based on the collection and sorting phases of the solid waste cycle including street collectors and waste pickers at the landfills. Several waste brokers are also operating in the informal sector. Moreover, there are increased amounts of solid waste at municipalities due to the Syria crisis which caused overloaded waste at the existing landfills and inability of municipalities and Joint Services Councils to cope with waste collection, transportation and treatment.

#### THE DEVELOPMENT SOLUTION:

Immediately address the increasing problem of solid waste disposal and treatment at the Al Ekaider landfill while integrating labour-intensive schemes using innovative solutions that will engage more people in recycling, composting and other waste treatment-related activities.



Our Approach: UNDP will Construct and Design New Landfill Sanitary Cell at the landfill to immediately address increasing problem of SW disposal & treatment at Al Ekaider (involving intensive labor schemes & innovative solutions) this will be implemented in parallel with strengthening the capabilities of the Municipal Affairs Ministry and Municipal Joint Council in Irbid for service delivery, emergency response and local economic development, the project will also be exploring employment creation opportunities

### **THE IMPACT:**

Strengthen the capabilities of MoMA and the Joint Services Council in Irbid in the solid waste management sector for enhanced capacity of service delivery, emergency response, and local economic development and increase the satisfaction in the Host Communities



## PROJECT BRIEF

### LOCAL GOVERNANCE III

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$ 18,350,000



COST

#### PROJECT TITLE:

### ***Assist in providing infrastructure support to improve non SW service delivery***

Resilience/Stabilization Results Achieved: UNDP will build on its programme on "Mitigating the impact of Syrian Refugees Crisis on Jordanian Vulnerable host communities" since 2012, a main pillar of this programme is supporting the affected municipalities to increase its resilience and enhance their coping mechanisms to respond to the needs of local communities in times of crisis. A municipal needs assessment has been conducted, 36 municipalities most affected by the Syrian crisis have been trained on community outreach programmes, 16 municipalities have been engaged in the Municipal Risks and Resources exercise to develop local development frameworks in a community participatory approach. Several community initiatives and projects have been established based on community needs including public parks, football yards, rehabilitation of roads and public spaces, solar systems for schools and main streets.

The Development Challenge: Municipal services have been over-stretched by the large influx and population increase in the host communities; this is leading to an increase on the electricity bill and increase in the financial burdens on municipalities which require active interventions by the municipalities to establish a new solar farm to help municipalities by switching to renewable energy.

#### THE DEVELOPMENT SOLUTION:

- Establishing a new solar farm to help reduce financial burdens on municipalities by switching to renewable energy;
- Constructing new and maintaining existing main and secondary Municipal roads and pathways.

#### OUR APPROACH:

- Selecting geographic locations in coordination with beneficiaries (based on existing needs assessment and LDU plans);
- Surveying works, and preparing a full-fledged procurement process;
- Implementation works (i.e. excavation, backfilling, asphaltic layer, curbstones, cement or interlock tiles, speed humps, traffic signs, etc.);
- Selecting sites including playgrounds, football courts, adult and children areas at parks, youth centers, women centers, health centers and schools;
- Implementing Civil, Electrical, Mechanical, and Architecture Works and developing operations & maintenance manuals;
- Facilitating the employment of local youth and women by the contractors through providing training and enforcing the employment;

#### THE IMPACT:

To improve the responsiveness of the Jordanian local governance system to the needs of host communities and refugees, including the most marginalized individuals; and to improve municipal service delivery performance in host communities.

## PROJECT BRIEF

### LOCAL GOVERNANCE SECTOR IV

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$1,975,000



COST

#### PROJECT TITLE:

***Strengthen municipalities and governorates systems, processes and staff capacities in order to improve public services delivery, development planning and implementation and to foster state-society trust and resilience***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

UNDP will continue through its programme on “Mitigating the impact of Syrian Refugees Crisis on Jordanian Vulnerable host communities” which has been launched since 2012, a main pillar of this programme is supporting the affected municipalities to increase its resilience and enhance their coping mechanisms to respond to the needs of local communities in times of crisis. A capacity assessment and capacity building plan for the ministry of Municipal affairs and municipalities and Municipal needs analysis have been developed, 36 municipalities most affected by the Syrian crisis have been trained on community outreach programmes and the first municipal manual on community outreach in the Arab region has been developed and endorsed by the government of Jordan. 16 municipalities have been engaged in the Municipal Risks and Resources exercise to develop local development frameworks in a community participatory approach. The capacity of over 200 municipal staff was built in the area of planning and community participation. A national Conflict-Related Development Analysis was conducted to assess the urgent needs of local communities and partnerships with community based organizations (CBOs) has been initiated to implement required interventions to support social cohesion and foster state-society trust and resilience also

#### THE DEVELOPMENT CHALLENGE:

The Development Solution: Adopting a resilience-based approach by helping municipalities to cope with the crisis, recover from its impact and sustain the gains made. It links mitigating the effects of the Syria crisis with contributing to Jordan’s national development priorities.

Strengthening capacities of local governance systems and communities to respond to crisis with particular focus on social cohesion and building resilience of local municipalities through interventions that will support the creation of an enabling environment for local public sector performance improvement, and Public-Private Partnerships. Technical assistance will be provided to municipalities in affected areas, targeting organizational development, financial management and fiscal autonomy. Interventions will also strengthen social cohesion through increased interaction between public entities, civil society, communities and religious institutions. Community-led consultations will be conducted to assist in identifying developmental challenges and rapid response interventions that foster social cohesion.

Municipalities will be pursued by increasing revenue through assessing and improving the performance of existing revenue collection and eventually by introducing alternative approaches.

Capacity building interventions will be implemented to help municipalities and the wider local administration structure in Jordan to plan for and address the needs of citizens and refugees, with a special focus on gender, youth and persons with disabilities. Participatory approaches to planning and budgeting, as well as better information management and coordination will be pursued to foster responsive and efficient local government responses.



### **OUR APPROACH:**

UNDP's strategy in addressing the problem is by:

1) Supporting Municipal Service Delivery through:

- Providing municipalities with the machinery and equipment needed;
- Implementing urgently required infrastructure projects, including road construction, street lighting and other public works;
- Constructing public areas including parks, libraries, community and women centers as well as sports and recreation facilities;
- Improving private sector investment and public-private partnerships.

2) Strengthening Social Cohesion through:

- Supporting municipalities in the strengthening of state-society relations and the participation of women and youth in host communities;
- Developing projects and activities that address the areas where tension can be anticipated between host communities and refugees;
- Strengthening the trust, communication, coordination, outreach and engagement capacity at municipal level to ensure the responsiveness to the needs of men and women, with a special focus on marginalized groups;

3) Institutional Capacity Building at Municipal and Governorate Levels Through:

- Strengthening the administration, planning, budgeting and information management in the local development units of governorates and municipalities with focus on citizen engagement and participatory approaches;
- Improving the capacities of local governments to implement better revenue collection with integrated land value sharing systems and registry systems;
- Strengthening financial independence of municipalities.

### **THE IMPACT:**

The project intends to achieve the following:

- Provide support to the national partner and the most affected municipalities in service delivery
- Alleviate tensions in communities hosting Syrian refugees and support social cohesion
- Foster tolerance, co-existence and cooperation.

## PROJECT BRIEF

### SOCIAL PROTECTION I

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

**\$ 14,000,000**



COST

#### PROJECT TITLE:

***Prevent and respond to the problem of drug abuse among adults and children.***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

In response to the Syrian refugee crisis, UNDP-Jordan has brought in its resilience-based development solutions to address youth's issues and socio-economic challenges, which were aggravated in the wake of the Syria crisis. Under its pioneering programme "Mitigating the Impact of Syrian Refugee Crisis on the Jordanian Vulnerable Host Communities", UNDP-Jordan has conducted community needs assessments and challenges analysis, such as the Conflict Development Analysis (CDA), to highlight the growing impact of Syria crisis and social tension triggers in the host communities in Jordan. They revealed that drug abuse is turning into a major concern for local communities, specifically among youth and children.

Livelihoods and employment projects were the flagship for UNDP's interventions to keep youth away from drugs abuse. In addition, UNDP-Jordan has provided support for Local Community-Based Organizations (CBOs) to implement initiatives that tackle the drug abuse problem though targeting youth and their families. Nevertheless, a dedicated intervention to prevent and respond to this problem is needed especially that there is no rehabilitation center and dedicated specialized staff in the areas most affected by the Syrian refugee crisis.

#### THE DEVELOPMENT CHALLENGE:

Number of drugs abuse cases in Jordan has increased over the last five years. The figures showed that the increase rate has stood at 200% during the period 2011-2015. Number of cases jumped from (3302) cases by the end of the year 2011 to (11062) cases as at the end of 2015. Although the number of cases compared to the population of Jordan is considered too low, but the jump in number of cases is alarming and showing that drug abuse has been on the rise. As a result, extra community activities related to fighting drugs abuse must be launched. Acknowledging its existence especially in the host communities, concrete actions should be implemented, specifically establishing specialized rehabilitation centers.

YEAR	NUMBER OF CASES	TRADING	ADDICTION
2011	3302	545	2748
2012	4708	471	3959
2013	7713	606	5294
2014	10592	787	9805
2015	11062	982	10080

### **THE DEVELOPMENT SOLUTION:**

Through providing vulnerable groups to improved social protection services in governorates affected by the Syrian crisis, the aim of the project is to put interventions in place to prevent and respond to the problem of drug abuse by adults, children and young people. This will allow the communities to pursue its development gains and allowing youth to be active and positive citizens to avoid their engagement in violent and radical activities.

UNDP-Jordan has positioned itself in the crisis-affected communities through implementing different development and crisis-response projects over the last four years, including livelihoods, employment interventions, social cohesion, municipal services, and local governance improvement. Consequently, UNDP has improved its a well-rounded understanding of local community dynamics and challenges and strengthens its credibility among the local community members and machineries, including the municipalities and CBOs.

### **OUR APPROACH:**

The project will be implemented through the following activities:

1. Conduct a national awareness campaign on the dangers of substance abuse and narcotics among adults and children.
2. Establish one Sub-National Center for Addiction Rehabilitation (SNLAR) in Irbid (North) and equip it with adequate facilities, develop training programmes, provide outpatient and inpatient treatment and re-integration programmes.
3. Conduct capacity building for the staff working in this area.
4. Improve services provided in the rehabilitation centers and community based programmes and expand their services to include children.
5. Develop a Management Information System (MIS) to implement effective and efficient monitoring of both the quality and quantity of the services provided.

### **THE IMPACT:**

The project aims to actualize the followings impacts on the targeted population:

1. Drugs abuse cases decreased among youth and children. Rehabilitation of 500 youth and children<sup>3</sup> addicts from Irbid governorate, which is the most affected governorate of the Syrian refugees' crisis, will be implemented.
2. Awareness on risks and negative impacts of drugs increased among the members of the targeted communities, including schools and families.
3. Capacity of a 100 specialized and qualified staff is built to diagnose and treat addicted youth.

Ministry of Social Development is supported for the implementation of effective and efficient social protection mechanisms to vulnerable communities.



## PROJECT BRIEF

### JUSTICE SECTOR I

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$ 2,930,000



COST

#### PROJECT TITLE:

***Increase the efficiency and effectiveness of the services provided by justice sector in Jordan***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

UNDP will build on its achievements in justice sector through its project 'Enhancing Community Security and Access to Justice in Host Communities and other Fragile Areas in Jordan' which aims at enhancing community security and cohesion in communities hosting Syrian refugees and strengthening national capacities to prevent crime and reduce violence, and improving access to justice, legal aid and counselling in host communities and other critical areas in Jordan. UNDP worked with the Ministry of Justice, the Bar Association and a number of civil society organizations at the local level to draft a legislation aims to regulate the legal aid system in Jordan. The legislation included three main components that regulate the provision of legal aid services and its sustainability factors, including the creation of a trust fund, the elaboration of the eligibility criteria, and the creation of a coordination mechanism among stakeholders in Jordan. UNDP has established two community centers at Irbid and Jerash to provide communities hosting Syrian refugees including women in rural areas, with professional and timely legal counselling and advisory services, coupled with alternative dispute resolution mechanisms. UNDP also supported the Ministry of Justice to draft the arbitration and mediation laws in consensus with all relevant stakeholders

Also with support of different development partners, Ministry of Justice (MOJ) has established a Legal Aid Department within the Ministry to facilitate the provision of legal aid services in Jordan. Training has been conducted for legal practitioners and members of the judiciary on refugee law and protection of refugees, including 40 civil and Shari'a judges, and 19 lawyers. also significant investment has been made in strengthening administrative institutions and legal practice in refugee camps, with the establishment of an office of the Shari'a Court in Za'atari and Azraq. Also, nine reconciliation offices were established in urban sharia courts and two more have been set up in Zaatari and Azraq camps.

At the level of legal information, in 2015, legal information has been provided, counselling and/or representation to Syrian refugees and Jordanians in affected communities (both camps and non-camp settings) to 70,648 individuals (27,647 women; 5,725 girls; 5,929 boys; 31,347 men).

#### THE DEVELOPMENT CHALLENGE:

The justice sector in Jordan has faced numerous challenges since the beginning of the Syria crisis. Data provided by the Public Security Directorate (PSD) shows that the northern region has witnessed an increase in criminal acts, assaults, and proliferation of small arms. As of August 2016, the Ministry of Justice (MOJ) has registered 7,123 cases involving Syrian refugees. The increased caseload involving Syrian refugees has pushed the courts beyond their technical and operational capacities, negatively impacting their performance and reducing their ability to ensure a fair trial. Many Syrian refugees in Jordan lack important civil documentation such as birth, marriage, and death certificates. The lack of birth certificates affects the ability of many Syrian refugee children to obtain health and educational services. While the ongoing recovery of Syrian personal identity documents and the regular presence of a civil registrar in refugee camps has improved access to birth registration, it is estimated that 30 percent of Syrian refugee children still do not have birth certificates. Furthermore, Shari'a courts have faced caseload increases since the beginning of the crisis.

### **THE DEVELOPMENT SOLUTION:**

Strengthening and expanding national and sub-national legal systems to meet the international legal standards to be able to provide all vulnerable groups affected by the crisis with access to improved justice services and legal protection frameworks in all governorates affected by the Syrian crisis, and ensuring quality and prompt access to the justice system for all women, girls, boys, and men (WGBM) in Jordan in governorates affected by the Syria crisis.

### **OUR APPROACH:**

The project will be implemented through the following activities:

1. To conduct a national awareness campaign on the legal awareness.
2. Increase number of court houses, expanding, rehabilitation, and equipping them with needed facilities
3. Increase the number of female staff at the ministry of justice and general court staff (excluding judges) trained.
4. Introduce manuals and guidelines based on regulations and procedures on improved courts services.
5. Enhance and increase training programs and knowledge transition.
6. Establish new specialized courts.
7. Increase number of trained female judges.
8. Improve services in the Ministry of Justice and courts based programmes and expand their services to reach vulnerable groups in host communities and Syrian refugees.
9. Establishing a Management Information System (MIS) which will allow effective monitoring of both the quality and quantity of the services provided.

### **THE IMPACT:**

1. Improve the national capacity to implement justice reform strategies at national and sub-national levels and enhance the legislative processes so that more vulnerable groups have access to legal aid.
  2. Strengthen the institutional, human resource and technical capacity of the Ministry of Justice and courts.
  3. Reinforce the institutional and human capacity of the Shari'a courts including ensuring that they are gender and child-sensitive.
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## PROJECT BRIEF

### JUSTICE SECTOR II

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$ 2,600,000



COST

#### PROJECT TITLE:

***Increase the efficiency and effectiveness of the services provided by Shariaa courts.***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

UNDP will build on its achievements in justice sector through its project 'Enhancing Community Security and Access to Justice in Host Communities and other Fragile Areas in Jordan' which aims at enhancing community security and cohesion in communities hosting Syrian refugees and strengthening national capacities to prevent crime and reduce violence, and improving access to justice, legal aid and counselling in host communities and other critical areas in Jordan. UNDP worked with the Ministry of Justice, the Bar Association and a number of civil society organizations at the local level to draft a legislation aims to regulate the legal aid system in Jordan. The legislation included three main components that regulate the provision of legal aid services and its sustainability factors, including the creation of a trust fund, the elaboration of the eligibility criteria, and the creation of a coordination mechanism among stakeholders in Jordan. UNDP has established two community centers at Irbid and Jerash to provide communities hosting Syrian refugees including women in rural areas, with professional and timely legal counselling and advisory services, coupled with alternative dispute resolution mechanisms. UNDP also supported the Ministry of Justice to draft the arbitration and mediation laws in consensus with all relevant stakeholders.

Also with support of different development partners, Ministry of Justice (MOJ) has established a Legal Aid Department within the Ministry to facilitate the provision of legal aid services in Jordan. Training has been conducted for legal practitioners and members of the judiciary on refugee law and protection of refugees, including 40 civil and Shari'a judges, and 19 lawyers. Also significant investment has been made in strengthening administrative institutions and legal practice in refugee camps, with the establishment of an office of the Shari'a Court in Za'atari and Azraq. Also, nine reconciliation offices were established in urban sharia courts and two more have been set up in Zaatari and Azraq camps.

At the level of legal information, in 2015, legal information has been provided, counselling and/or representation to Syrian refugees and Jordanians in affected communities (both camps and non-camp settings) to 70,648 individuals (27,647 women; 5,725 girls; 5,929 boys; 31,347 men).

#### THE DEVELOPMENT CHALLENGE:

The needs are not yet met, and the capacities of courts, including Shari'a and juvenile courts, have been severely challenged in their efforts to accommodate the increasing number of cases in Jordan. The increased strain on the demand side of justice services means that facilities are dealing with double or triple the number of cases they are equipped to accommodate. At the same time, legal services for Jordanian nationals and Syrian refugees need to be enhanced, while improving access to free or affordable legal aid services for vulnerable groups. In addition many courthouses – particularly in Amman and Irbid – are in urgent need of new equipment, maintenance, and renovation. Additional judges and support staff also need to be hired to meet the growing demand for judicial services. Moreover, and at the gender level, access to justice for women presents particular challenges. Due to the sensitivity of the subject, women are less likely to report disputes and, when they do, they are more likely to go to court unrepresented.

#### THE DEVELOPMENT SOLUTION:

Providing institutional support and capacity development of the Shari'a Court on refugee protection, This will be conducted through providing all vulnerable groups affected by the crisis with access to improved justice



services and legal protection frameworks in all governorates affected by the Syrian crisis. Further to continue investing in the capacities of the Shari'a Court and its Family Reconciliation Offices so that Syrian refugees can access quality family law legal services.

In addition to strengthening and expanding national and sub-national legal systems to meet the international legal standards needs of vulnerable groups in the governorates most affected by the Syrian crisis. This will be conducted through ensuring quality and prompt access to the justice system for all women, girls, boys, and men (WGBM) in Jordan in governorates affected by the Syria crisis.

UNDP-Jordan has positioned itself in the crisis-affected communities through implementing different projects over the last four years, the project was able to put UNDP Jordan in the forefront of access to justice and community security thematic areas, including alignment and contribution to the impact sought in the Jordan Response Plan 2016-2018.

### **OUR APPROACH:**

The project will be implemented through the following activities:

1. To conduct a national awareness campaign on the legal awareness regarding services of Shariaa Courts.
2. Increase number of Shariaa court houses.
3. Introduce manuals and guidelines based on regulations and procedures on improved Shariaa courts services.
4. Enhance and increase training programs and knowledge transition.
5. Improve services in the MoJ and courts based programmes and expand their services to reach vulnerable groups in host communities and Syrian refugees.

### **THE IMPACT:**

The project aims to achieve the followings impacts on the targeted population:

1. Improve the national capacity to implement justice reform strategies at national and sub-national levels and enhance the legislative processes so that more vulnerable groups have access to legal aid.
2. Strengthen the institutional, human resource and technical capacity of the MoJ and the courts.
3. Reinforce the institutional and human capacity of the Shari'a courts including ensuring that they are gender and child-sensitive.
4. Provide support to Sharia' and Religious Court extension offices in host communities to enhance their mechanisms of cooperation, communication and linkages with Family Protection Units and legal aid service providers. Technical advisory services and trainings will be provided to the judges of the Sharia courts operating in host communities to familiarize them with issues facing women, youth and children in host communities and other critical areas in Jordan. Additionally, the project will roll out relevant legal awareness campaigns.

## PROJECT BRIEF

### JUSTICE SECTOR III

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

**\$ 2,200,000**



COST

#### PROJECT TITLE:

***Establishing a well-functioning governmental and nongovernmental legal aid system.***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

UNDP will build on its achievements in justice sector through its project 'Enhancing Community Security and Access to Justice in Host Communities and other Fragile Areas in Jordan' which aims at has enhancing community security and cohesion in communities hosting Syrian refugees and strengthening national capacities to prevent crime and reduce violence, and improving access to justice, legal aid and counselling in host communities and other critical areas in Jordan. UNDP worked with the Ministry of Justice, the Bar Association and a number of civil society organizations at the local level to draft a legislation aims to regulate the legal aid system in Jordan. The legislation included three main components that regulate the provision of legal aid services and its sustainability factors, including the creation of a trust fund, the elaboration of the eligibility criteria, and the creation of a coordination mechanism among stakeholders in Jordan. UNDP has established two community centers at Irbid and Jerash to provide communities hosting Syrian refugees including women in rural areas, with professional and timely legal counselling and advisory services, coupled with alternative dispute resolution mechanisms. UNDP also supported the Ministry of Justice to draft the arbitration and mediation laws in consensus with all relevant stakeholders

UNDP has also conducted a legal aid needs assessment in 2015.

#### THE DEVELOPMENT CHALLENGE:

Obtaining free legal aid and counsel services for those who cannot afford legal support and representation in Jordan is difficult. There is no comprehensive legal aid framework and statistics on demand for legal services, where they exist, reveal that legal aid services are poorly targeted without coordination or consideration of cost.

Courts are only mandated to grant legal representation for adults in criminal cases entailing death penalty and/or life imprisonment. Legal aid is granted by virtue of the Bar Association's law of 1972 but in practice access to free legal aid remains a challenge especially for vulnerable groups, women and children. The Bar Association currently lacks any mechanism for allocating indigent cases to practicing attorneys for pro bono legal representation. Moreover, there is no enforcement mechanism available.

There is also a lack of awareness of rights and duties amongst the Jordanian public as well as Syrian refugees, which on the one hand prevents individuals from claiming their rights and on the other hand places individuals face to face with unintentional law breaking situations.

With the absence of a comprehensive legal aid representation law and lack of a coordinating body, access to legal counsel and aid are currently being provided by a number of CSOs, providing services to indigent and vulnerable groups—especially women and SGBV survivors—across Jordan and within host communities including Refugee Camps.

The lack of a legal aid framework results in sporadic and unsustainable provision of legal aid across Jordan. This situation hinders poor and vulnerable people's access to justice and especially affects girls, women and refugees disproportionately.

### **THE DEVELOPMENT SOLUTION:**

Strengthening and expanding national and sub-national legal systems to meet the international legal standards needs of vulnerable groups in the governorates most affected by the Syrian crisis. This will be conducted through ensuring quality and prompt access to the justice system for all women, girls, boys, and men (WGBM) in Jordan in governorates affected by the Syria crisis. Specific focus will be put on including Syrian refugees in the national legal protection systems, including increasingly expanding legal aid services to them, in particular to refugees who are survivors of SGBV and children in conflict with the law. Also, continuing to invest in free legal information, counselling and advice for vulnerable Jordanians and Syrian refugee, particularly with regard to Personal Status/family law, labour law, and landlord and tenancy law.

### **OUR APPROACH:**

UNDP will enhance prompt access to justice and quality of legal services for the most vulnerable women, girls, men and boys in Jordan in areas with an increased caseload due to the influx of Syrian refugees. UNDP will work at the national and local levels to increase access to justice in host communities. Support will be designed to provide immediate access to justice and redress in host communities by strengthening mechanisms at the local level including piloting legal aid clinics, operationalizing fast-track/dockets in pilot courts, in order to ensure sustainability of access to legal aid, support will be provided to national actors at the strategic level to institutionalize legal aid and put in place a regulating framework.

UNDP-Jordan has positioned itself in the crisis-affected communities through implementing different projects over the last four years, the project was able to put UNDP Jordan in the forefront of access to justice and community security thematic areas.

### **THE IMPACT:**

- Improve the national capacity to provide legal aid for vulnerable groups including refugees at national and sub-national levels and enhance the legislative framework.
- Facilitate government and non-governmental providers of legal aid and counselling as they support vulnerable individuals, including survivors of Gender Based Violence (GBV), women & girls and juveniles.
- Strengthen the institutional, human resource and technical capacity of the national systems.
- Raise awareness among local communities on their legal rights and legal aid systems.
- Organize the legal aid system through establishment of a Management Information System (MIS).



## PROJECT BRIEF

### LIVELIHOODS SECTOR

IMPLEMENTED  
OVER A PERIOD  
OF 12 MONTHS



TIMELINE

\$ 27,128,000



COST

#### PROJECT TITLE:

***Building resilience through enhancing livelihoods and employment opportunities for the crisis-affected and vulnerable Jordanians and Syrian refugees.***

#### RESILIENCE/STABILIZATION RESULTS ACHIEVED:

Over period from 2013 to 2016, the total number of Jordanians and Syrian refugees who have benefited from UNDP's livelihoods and employment interventions reach 3,871 direct beneficiaries, totaling around 20,130 indirect beneficiaries (direct beneficiary households' members). Women's empowerment is well mainstreamed. Efforts were made from the community outreach to ensure a minimum 50 percent of women's participation in all project activities was ensured, resulting that throughout all UNDP's livelihoods and employment interventions, women have represented around 70 percent of the total direct beneficiaries.

The project has also resulted in increasing the income at the household level by around 54 percent per each Jordanian and Syrian beneficiary. It has also supported local economic development through rehabilitating basic socio-economic infrastructure (e.g. archeological sites, grey water reuse, public spaces etc) and increasing the overall economic absorption capacities and resilience of host communities to support Syrian refugees (e.g. establishment of microbusinesses for Jordanian beneficiaries with mentorship support from the Syrian beneficiaries, leading to employment of the Syrian beneficiaries). This a link for one of UNDP's Livelihoods & Employment Interventions: <http://bit.ly/2hOYxwB>

#### THE DEVELOPMENT CHALLENGE:

One of the biggest challenges due to the Syrian crisis is the competition over access to livelihoods and employment opportunities. Estimations indicate that there around 385,000 Syrian refugees at working age, and the most commonly quoted figure is 160,000 Syrian workers in total, and after the Jordan Compact allowing Syrian refugees to access to work permit, more than 29000 Syrian refugees have not obtained work permits.

The Jordanian labour market had already challenges prior to the crisis. One of the main challenges of the Jordanian economy is its persisting high unemployment level, and the specific patterns of its labor market that incurs an enduring mismatch between demand and supply. The labour participation rate is 67 percent among men, and 15 percent among women, which is one of the lowest in the world and lower in the region (2014). Unemployment rates reached, during the third quarter of 2016, 15.8 percent and 25.2 percent among women. Unemployment rates are even higher among youth, with 42.6 percent and 33.0 percent for the age groups of 15-19 years and 20-24 years, respectively.

Jordan's economy lacks the ability to create highly skilled work, sufficient or adequate technical education, on-the-job training by Jordanian employers, and appropriate content and delivery of education. On another hand, higher education does not secure employment in Jordan, as it is shown that the unemployment rate is high amongst university degree holders at the rate of 22.2 percent, and 76.7 percent for women (2016).

#### THE DEVELOPMENT SOLUTION:

UNDP brings in its resilience based development solutions for Syria crisis response through strengthening the ability of people to deal with shock and stress based on the levels of sensitivity and adaptive capacities. It tries to prevent and bounce back better positively.

Practically, the approach holds three levels: 1) coping (bolstering livelihoods, infrastructure and basic services to respond to increased demand, while early local economic recovery is kick-started); 2) recovering (empowering vulnerable households to recover from the socio-economic impacts of crisis and displacement through support to social cohesion, decent jobs and livelihoods amongst other local governance support); and 3) sustaining (strengthening policy and institutional frameworks and capacities to ensure the sustainability of all interventions and to address root causes of mal function of economy ).

At these three levels which are at the same time inter-linked, UNDP Jordan proposes the initiatives that enhance livelihoods and employment opportunities for both Jordanians and Syrian refugees, while enhancing social cohesion and peacebuilding. While the project will help the beneficiaries and their households' members to meet their basic needs and avoid negative coping mechanisms, specifically among the Syrian refugees, it will also ensure these three tracks are implemented as one plan as the contiguum so that UNDP's efforts will enhance resilience. UNDP-Jordan has implemented these different levels' livelihoods and employment initiatives last four years, and cumulated lessons learned and by now best optimized the approaches to the context of Jordan. It also established great rapport with the crisis-affected communities through implementing different development and crisis-response projects over the last four years, including livelihoods, employment interventions, municipal services, and local governance improvement. Consequently, UNDP enjoys a well-rounded understanding of local community dynamics and challenges and strengthens its credibility among the local community members and machineries, including the municipalities and CBOs.



#### **OUR APPROACH:**

This project proposes resilience-based development solutions at three levels as one-plan, enhancing access to sustainable livelihoods and employment opportunities for Jordanians and Syria refugees in the host communities.

- Coping: Short-term employment opportunities for Syrian refugees and Jordanians in host communities:
- Community initiatives to address social cohesion and enhance basic service delivery will be implemented through cash for work, including savings.
- Local economic recovery through community initiatives- e.g. market development, cash injection to communities etc.
- Skills exchange initiatives between Syrian refugees and Jordanians to enhance social cohesion, turning Syrian refugees as potential trainers and business partners
- Soft and hands-on skills training as part of both initiatives to enhance employability
- Recovering: Mid-to long- term employment opportunities for Syrian refugees and Jordanians in host communities
- Entrepreneurship development for self-employment creation
- Demand-driven vocational training and job placement for employment creation
- Sustaining: Long-term employment creation and inclusive economic growth and policy support

- Value chain development and cooperative support
- Entrepreneurship eco-system support
- Supporting the Ministry of Labour to implement the Jordan Compact timely

The project is inter-linked as one-plan, for instance, UNDP's short-term employment initiative is designed through three phased-approach called 3X6, by introducing savings under cash for work which is linked to microbusiness development and further to value chain development. This approach with its innovative character has been expanded to 12 municipalities within two years, and captured by the innovation compendium. Such one-plan approach also brings in multiple partnerships including MFIs, other UN agencies (WFP), etc.

### **THE IMPACT:**

UNDP Jordan has developed a rigorous monitoring and evaluation framework to assess the impacts of its livelihoods and employment initiatives, using qualitative and quantitative analysis. The proposed project will intend to use this monitoring system to capture the following intended impacts, based on the achievement of ongoing initiatives:

- The project as one-plan enhanced access to sustainable livelihoods and employment opportunities for around 8,000 Jordanians and Syria refugees in the host communities. 50 % of them are women.
- The targeted Syrian refugees and Jordanians in host communities improve their households' level income by more than 50 % with short-term employment opportunities.
- About 50 % of the targeted beneficiaries will transit to more sustainable livelihoods.
- Women participation in community participation and economic are enhanced.
- Positive behavioral and perceptual changes, and social cohesion, have been recorded among some beneficiaries (see this link (<http://bit.ly/2i714zU>)).
- The culture of savings, entrepreneurship and household financial management skills have been developed to further enhance livelihoods assets.
- Entrepreneurship eco-system development is supported with introduction of on-line mentoring platform and entrepreneurship conferences.
- Value chain is developed on key commodities.
- The Ministry of Labour is supported for the implementation of the Jordan Compact through the data-base development and monitoring of its implementation.





# STORY FROM JORDAN

Eman, a single woman and Dhayeh, a widow with a school-age daughter came together by means of UNDP's Emergency Employment Project (3x6 approach) to start their own catering business which happens to be one of its kind here in Sama Al-Sarhan in Mafraq governorate. According to Dhayeh, "this new income has been very helpful in supporting my daughter, I used to worry about money if she gets sick or needs anything urgently before".

As for Eman, "you know how despite of being supportive, I still felt embarrassed to ask my family for money when I need it. Now I make money out of my own business and it feels great to be able to pay for myself". "The incentive we received through the project has helped us start this business, and put us on the first step to success" says Dhayeh while Eman adds that they had this kitchen built out of the money they made several months ago and less than a year from starting their business.

On their list of loyal customers are the municipality of Sama Al-Sarhan, a number of public schools, health centers and governmental and military institutions in their area.

In the future, they hope to introduce more dishes. They also want to change the packaging of their meals "the containers sold here are not of high quality and so they sometimes melt or spill food" says Dhayeh. Buying better containers mean going to Amman, the capital which is not convenient without a car which is one of the reasons they are both taking driving lessons.



*you know how despite of being supportive, I still felt embarrassed to ask my family for money when I need it. Now I make money out of my own business and it feels great to be able to pay for myself*

## Exchanging More than Knowledge

Al-Zeina, Maha, Islam and Hanadi are four ladies who have met through UNDP's Skills Exchange project in Al-Mafraq governorate and soon became close friends. Their friendship; fueled by knowledge-sharing and personal interactions has paved the way for a promising business partnership between them.

They have many things in common as the four ladies suffered from isolation and idleness. Maha (Um Ghassan) and Hanadi (Um Zaid) who are Syrians and overcame their depression. "I used to cry everyday, and when I joined the project I was still feeling lonely and depressed. But that has changed after a few days thanks to the personal development sessions I attended and the kindness of the participants" says Maha. Maha is from Homs-Syria. She is 51 years old with 35 years of experience in making all kinds of clothes. She has lost one of her sons in the war and is now the sole provider for her family of 8. "The project has helped me gain the neighbor's trust. No one came to me for tailoring jobs before but after they heard about my participation in UNDP's Skills Exchange project as a mentor they started to approach me for complicated tailoring jobs".



*"The project has helped me gain the neighbor's trust. No one came to me for tailoring jobs before but after they heard about my participation in UNDP's Skills Exchange project as a mentor they started to approach me for complicated tailoring jobs".*

Hanadi Ahmed is a Syrian married to a Jordanian for 16 years and have 3 kids. She has moved to Jordan after the Syria crisis. Though married to Jordanian she felt like an outsider: "I limited myself to the house and would go out only for necessary things as I felt like a stranger all the time". Says Hanadi. Participating in the project has changed her outlook on life and motivated her to do something beyond her domestic duties. "It feels great to be able to provide for my kids. I'm proud to have an income of my own to spend. I sopped worry whenever my kids ask me for anything or when I need to take one of them to the doctor". She also added that it helped her to overcome her shyness and she is confident in her abilities. Her husband is now considering buying her a nearby shop to start her own business.

Maha is Al-Zeina Salem's mentor. Zeina is Jordanian, she is in her early twenties. She is passionate about fashion and used to make clothes as hobby at home. "This is my dream; to open a clothes workshop and to expand our one-door shop into two". The tailor shop was made possible by the monetary incentives Zeina and her partner received for their participation in the project.

Al-Zeina, Islam, Maha and Hanadi, they all started unsure of themselves and lonely but their resilience meant they would never lose the will nor the hope for a better future.







TURKEY



## PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017-18	TITLE
<b>TURKEY</b>		
TPr 1	81,900,000	Livelihoods, Employment and Local Economic Development
TPr 2	182,000,000	Basic Needs and Essential Services
TPr 3	16,200,000	Social Cohesion, Empowerment and Protection
<b>TOTAL</b>	<b>280,100,000</b>	

*UNDP Response in Turkey*

Turkey's unique geographic position with a 911 Km border with Syria, and its standing as a land migration route to Europe has resulted in the country receiving a large influx of Syrian refugees. Since the crisis began, Turkey registered the largest number of registered Syrian refugees in the world, over 2 million with numbers predicted to increase to 2.75 million refugees by end of 2016.

Turkey therefore shoulders a large proportion of the overall burden of providing the global public good of addressing the plight of Syrian refugees boosting, security and stability while meeting international refugee and protection obligations.

Currently, 300,000 Syrian refugees, live in 23 designated refugee camps, and nearly two million, 90% of the Syrian refugee, live amongst Turkish host communities in highly impacted provinces of: Gaziantep, Kilis, Sanliurfa, and Hatay. The Government of Turkey provided Temporary Protection to registered refugees with provision of protection, basic needs, health, and education services for refugees who benefit from the same services as Turkish citizens. It is estimated the Government of Turkey has spent \$US 8 billion addressing the refugee crises, but there has not been matching international support to share the significant challenges.

Therefore Turkey faces the daily challenges of protracted displacement and increasing strains on: refugees, impacted host communities, and local public service providers such as education, health, and municipal authorities. When refugees cannot be sufficiently supported within Turkey, many undertake the risks of onward migration to Europe with dangerous often tragic consequences as highlighted in the news over many months.

Within this context, UNDP's response to the impacts of the Syria crisis in Turkey, is through the Turkey Chapter of the Regional Refugee and Resilience Plan (3RP) contributing towards Turkey's overall crises response in close partnership with Government and contributions of participating UN Agencies.

The main focus of UNDP's activities are resilience based approaches supporting highly impacted Turkish Municipalities to enable them to deliver local public services to both refugee and impacted Turkish host communities. In addition, UNDP applies a livelihoods approach, facilitating training that includes: vocational, employability, life-skills and entrepreneurship to maximize employment opportunities for adolescents, youth and adults of both Turkish and refugee communities. This preserves hope, and through livelihoods support and employment will ensure stability and peaceful coexistence between refugee and host communities.

## PROJECT BRIEF

2017-18



TIMELINE

US\$ 122.9 - 2017

US\$157.2 - 2018



COST

**PROJECT TITLE:****Syrian Crisis and Resilience Response Programme of UNDP in Turkey****RESILIENCE/STABILIZATION RESULTS ACHIEVED:**

As a result of UNDP's integrated and inter-sectoral support so far in Turkey:

- 1,463 Syrians attended vocational training courses in 21 different occupations
- To support their access to the job market, 3,335 Syrians took part in life skills trainings and Turkish language courses
- A multi-purpose vocational training center was established jointly with Gaziantep Chamber of Industry through supplying workshop equipment regarding the most demanded industrial occupations
- Approximately 4,500 Syrian women and women in host communities were reached through empowerment and social cohesion activities through 13 different multi-purpose community centers (CATOM)
- The total amount of recyclable solid waste diverted from landfills is estimated at 7,200 tons per year
- 112,569 Syrians living in six different camps have benefitted from UNDP's support to enhance solid waste management capacity in Sanliurfa, Kilis and Gaziantep.
- Immediate solid waste transfer needs of Sanliurfa and Gaziantep solved through waste transfer stations constructed in selected locations. This led to better waste management capacities within those municipalities.

**THE DEVELOPMENT CHALLENGE:**

Turkey currently hosts the highest number of refugees in the world, including over 2.8 million registered Syrians. Around 90 per cent of the Syrian refugees live outside formal camps, within Turkish host communities. This has significantly affected the national and local labour markets, created additional demands on municipal service providers and increased risk of tensions within communities.

Syrian refugees are mainly located in the Southeast Anatolia region bordering Syria, but as the crisis has continued, the population has expanded to other regions as well. Turkey has provided exemplary support to Syrian refugees, amongst others, by providing them with "temporary protection" status, which, with the adoption of relevant legislation, affords them access to basic services and the right to work.

**THE DEVELOPMENT SOLUTION:**

The main objective of the programme is to help increase self-reliance of Syrian population and to strengthen the resilience and capacities of host communities and public service providers to cope with and to recover from the impact of forced displacement.

The Programme builds on UNDP's vast experience in the areas of inclusive and sustainable growth, inclusive democratic governance, rule of law and social cohesion in Turkey, as well as its longstanding partnerships with GAP Regional Development Administration and its local stakeholders in Southeast Anatolia Region.

As UNDP acknowledges the need for a comprehensive response to strengthen the resilience of Syrians and host communities, the Programme strongly promotes cross-sectoral linkages with UNDP's relevant portfolios and clusters.

### **OUR APPROACH:**

In order to support Syrians, host communities and municipalities to better cope with and recover from the impact of displacement, UNDP promotes a resilience based development approach, complementing the humanitarian response by developing the "Syrian Crisis Response and Resilience Programme".

The key aspect of UNDP's resilience response strategy is to invest in existing national and local systems to ensure they can adequately serve both host and refugee communities. Specifically, the programme focusses on three major areas:

1. **Livelihoods, Employment and Local Economic Development:** a) Improving livelihoods opportunities through addressing issues on labour market supply and demand side as well as systems support for design and implementation of active labour market policies; and b) strengthening the capacities of local service providers and relevant stakeholders in the areas of employment and economic development;
2. **Basic Needs and Essential Services:** Support municipalities for efficient and quality urban waste management for affected communities as well as in other municipal service areas;
3. **Social Cohesion, Empowerment and Protection:** a) Support to enhance social cohesion amongst refugees and members of host communities; b) social and economic empowerment of women and other vulnerable groups; c) protection of Syrian refugees through access to legal aid and justice, including refugees affected by sexual and gender based violence (SGBV);

### **THE IMPACT:**

The expected impact of the overall programme for communities and local municipalities/stakeholders is to have increased capacities to generate the required livelihoods and employment opportunities, basic services and social cohesion. The programme is expected to reduce competition between refugees and host community members and enhance social cohesion. Community and municipal service projects will target both refugees and host community members at the same time, to enhance collaboration and understanding between the two groups. Municipal response interventions will address short term infrastructure needs, and increasingly strengthen capabilities of municipalities to better design and implement services within their mandate. As such, UNDP will promote portfolio optimization and provide technical assistance to hosting municipalities for better designing their portfolio of projects and do strategic prioritization for more efficient and effective service delivery. This approach will build on the strategic needs assessment conducted with four municipalities.

UNDP plans to expand the scope of its interventions to other provinces hosting large Syrian populations. Key progress achieved so far and anticipated impact are as follows:

#### **Livelihoods, Employment and Local Economic Development:**

- 1,463 Syrians attended vocational training courses in 21 different occupations
- To support their access to the job market, 3,335 Syrians took part in life skills trainings and Turkish language courses
- A multi-purpose vocational training center was established jointly with Gaziantep Chamber of Industry through supplying workshop equipment regarding the most demanded industrial occupations
- A study looking into the absorption capacity and the potential of the local labour markets, commissioned by UNDP in 2016, identified economic sectors that have high potential to create jobs for the Syrian workforce in the Southeast Anatolia region. This study informs the labour demand and labour supply components of UNDP interventions.
- Approximately, more than 58% of beneficiaries are women.



In light of the above, UNDP will continue to support provision of vocational training and active labour market policies targeting the impacted communities. In addition to job creation through value chain support, UNDP will also focus on larger scale transformation and productivity enhancing interventions that will boost local growth and employment opportunities. These interventions will build on UNDP's ongoing programs on industrial transformation, integrating Syrian context with a resilience lens.

#### **Basic Needs and Essential Services:**

- The total amount of recyclable solid waste diverted from landfills is estimated at 7,200 tons per year
- 112,569 Syrians living in six different camps have benefitted from UNDP's support to enhance solid waste management capacity in Sanliurfa, Kilis and Gaziantep.
- UNDP's support to Kilis Municipality helped extend the life cycle of Kilis sanitary landfill by approximately two years
- "Municipal Services Needs Assessment and Investment Plans" were completed for Gaziantep, Hatay, Kilis and Şanlıurfa. This is the only comprehensive needs assessment and infrastructure plan conducted for these municipalities, taking into account the Syrian population influx. "Investment prioritization" tool has been developed for each municipality to ensure cost-effective and high quality municipal investments.

In light of above, UNDP will continue to work with the municipalities to address their infrastructure needs and manage infrastructure in a strategic way, while strengthening their capacities to plan and implement in a more effective and efficient way. This will increase the services provided to impacted communities (Syrian and host communities) with the same level of resources, contributing to social cohesion.

#### **Social Cohesion, Empowerment and Protection:**

- 13 Multi-Purpose Community Centers (ÇATOMs) and 1 women's cooperative delivering services for Syrian women were supported in 4 provinces
- A multi-purpose vocational training center was established jointly with Gaziantep Chamber of Industry through supplying workshop equipment regarding the most demanded industrial occupations
- 350 Syrian women were engaged in income generation activities through manufacturing work in cooperation with a garment company based in Turke
- 350 Syrian women were engaged in income generation activities consisting of pickling, desiccating vegetables and various workshops
- Approximately 4,500 Syrian women and women in host communities were reached through empowerment and social cohesion activities through multi-purpose community centers (CATOM)

UNDP will continue to support joint interventions that bring together Syrian and host community women for social and economic empowerment and social cohesion. UNDP will build on its experience relating to market-based interventions supporting women's production and income generation. On the other hand, access to legal aid will also be strengthened as a contribution to protection interventions.

	Basic Needs and Essential Services	Livelihoods, Employment and Local Economic Development	Social Cohesion, Empowerment and Protection	Total
2017	USD 77M	USD 38.3M	USD 7.6M	USD 122.9M
2018	USD 105M	USD 43.6M	USD 8.6M	USD 157.2M

# STORY FROM TURKEY

The “Employability and Livelihoods” component aims at increasing the employability of Syrian refugees and host communities through provision of vocational training and competency development programmes in the local agricultural sector, manufacturing sector and the services sector as well as improving local value chains and local production ecosystems and infrastructures for diversified and enhanced livelihood opportunities. In total, 1,375 Syrians and 375 Turkish will be provided by the vocational trainings.

The content of the vocational trainings was chosen by the multi-stakeholder workshop, participated by HARÜSEM, TÖMER, ŞESOB and GAPTAEM. Then, outcomes of the workshop were assessed based on desk-review of regional development plans, labour market information, skills mapping and labour absorption reports. These vocational and competency improvement trainings were developed in agriculture, industry and services sectors as well as in Turkish courses. “Strengthening Social Stability in Southeast Anatolia Project”, is implemented by UNDP and Southeastern Anatolia Project (GAP) Regional Development Administration, in Gaziantep, Şanlıurfa, Kilis and Hatay provinces. The other component of the project aims social infrastructure support to local authorities/municipalities, as well as to fill the gap, which is identified/communicated, in terms of strengthening the municipal capacities for public services and creating public areas/social zones.





EGYPT



## PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017-18	TITLE
<b>EGYPT</b>		
EPr1	9,000,000	Strengthening capacities of local partners to provide livelihoods services to vulnerable Syrian refugees and host populations in Egypt to enhance resilience of communities
<b>TOTAL</b>	<b>9,000,000</b>	

***UNDP Response in Egypt***

Since the onset of the Syrian crisis, Egypt has been generously hosting Syrian refugees. As of September 2016, there are approximately 117,350 Syrian refugees registered with UNHCR in Egypt, out of an estimated total of nearly half a million of Syrians currently living in Egypt. Syrians in Egypt live among Egyptians in an integrated manner; they are mostly concentrated in urban areas particularly in Giza, Greater Cairo, Alexandria, Damietta and Qalyubia, with access to public services, resources and many of the local citizen privileges such as public health and education. This, however, represents a burden on the Government especially in light of economic challenges over the recent years.

More recently, the structural reform launched in 2016 and the resulting high inflation rate have had an impact on vulnerable refugees and host communities, with the devaluation of the Egyptian Pound leading to a significant increase in the cost of living. The unemployment rate is currently 12.6% and the poverty rate is estimated at 27.8%. According to a recent UNHCR survey, 94% of registered Syrian refugees are identified as severely or highly vulnerable and 48% need to borrow money or purchase on credit to meet their basic needs. All of these factors highlight the need to further support efforts to strengthen the capacities of national and sub-national service delivery systems to respond to the increased demand, and the need to enhance access to livelihoods opportunities for refugees and host communities, with the overall aim of enhancing their self-reliance and resilience, and promoting sustainable community development.

Since 2015, the UN in Egypt, in cooperation with national partners, has been exerting efforts to respond to these needs through the Regional Refugee and Resilience Plan (3RP). Such efforts will continue through the 3RP chapter for Egypt (2017-2018) which was also developed under the leadership of the Government of Egypt with the support of the United Nations in Egypt and all 3RP partners, and which was launched in April 2017 under the auspices of the Egyptian Ministry of Foreign Affairs.

The Plan aims to respond to the needs of Syrian refugees and host communities through two interconnected components "Refugee" and "Resilience" with a focus on 5 Sectors namely: Protection; Food Security; Health; Education; Basic needs and Livelihoods. The "Resilience" Component complements the humanitarian assistance by addressing the stabilization and resilience needs of the impacted and vulnerable communities in all sectors, builds the capacities of national and subnational service delivery systems and strengthens the ability of the government to lead the crises response. 3RP partners have appealed for \$131,164,398 in 2017 and \$127,822,052 in 2018. The Government of Egypt requirements amount to \$216,977,000 in 2017 and \$225,000,000 in 2018.

Within this framework, UNDP is providing support for this response as part of its broader development partnership across the country. As the lead agency on resilience within the 3RP, UNDP's focus is on mainstreaming resilience into the response so that host communities are better positioned to withstand the new challenges and continue to pursue their development pathways. Furthermore, building on its expertise in fighting poverty and its strong partnerships with government and development partners, UNDP is well positioned to continue to support national efforts to enhance the resilience of host communities of Syrian refugees, through strengthened access to livelihood opportunities and services, to help respond to the increasing demand in these areas.

## PROJECT BRIEF

2017-18



TIMELINE

**Total \$9 million**  
(requested \$4.5m  
per year)



COST

PROJECT TITLE:

**Strengthening capacities of local partners to provide livelihoods services to vulnerable Syrian refugees and host populations in Egypt to enhance resilience of communities**

RESILIENCE/STABILIZATION RESULTS ACHIEVED:

UNDP and the Social Fund for Development (SFD) launched in October 2016 a public works (cash-for-works) programme in three impacted host communities of Syrian refugees (high concentration of Syrian refugees and high poverty rates) in Alexandria. Recently, the coverage was expanded to include two host communities in Menoufia and Sharkia. The project aims to create short to mid-term emergency jobs in the field of social services (particularly health, waste management), with a focus on young men and women, while improving services in these communities.

Under the health component, young women are hired to conduct health awareness programs through home visits and medical convoys with the aim of improving and enhancing access to basic maternal and child health care services in targeted communities. With regards to waste management, the project employs young men and women to implement a garbage collection campaign while also putting in place a system for waste collection from households to prevent garbage accumulation in the future; this component also involves the training of young people to conduct environmental awareness campaigns.

**THE DEVELOPMENT CHALLENGE:**

The Government of Egypt is playing a key role in supporting Syrian refugees and is currently hosting approximately 500,000 Syrians who are living alongside Egyptian citizens in an integrated manner, with access to public services such as health and education. However, Egypt is currently facing economic challenges; the structural reform and high inflation rate are impacting vulnerable refugees and host communities, with the devaluation of the Egyptian Pound leading to a significant increase in the cost of living. The unemployment rate is currently 12.6% and the poverty rate is estimated at 27.8%. According to a recent UNHCR survey, 94% of registered Syrian refugees are identified as severely or highly vulnerable and 48% need to borrow money or purchase on credit to meet their basic needs. This highlights the need to further support livelihoods opportunities for refugees and host communities with the aim of enhancing resilience and promoting sustainable community development.

**THE DEVELOPMENT SOLUTION:**

The project applies a resilience approach (area-based) to support the most impacted host communities to cope with and recover from the increased pressure, through the provision of additional income. It also has a secondary social impact by enhancing access to community services for both host communities and Syrian refugees, which will help enhance their quality of life and social interactions.

The project therefore responds to the urgent need to create employment opportunities and to build the capacities and skills of unemployed youth (18-29 years of age) and will also help enhance their prospects for future employment.

It also builds on UNDP and SFD's extensive experience in the implementation of public works programmes, during the period 2012-2015, in the poorest Egyptian villages. Given the gender dimension of unemployment in Egypt, and the fact that labor-intensive public works projects in infrastructure traditionally generate jobs for men, a social services component was introduced during this period particularly targeting women. Within this framework, a total of 913,228 workdays were created (between 2012-2015), in labor-intensive infrastructure

and social services projects in 11 governorates in Egypt providing emergency relief to poor and vulnerable populations in need of jobs and additional income. Such programmes have proven a dual benefit: at once effective social protection mechanisms that provide emergency jobs for unskilled and semi-skilled workers, and means of improving community infrastructures such as roads and water networks, and social services such as public health and waste management.

#### **OUR APPROACH:**

The project builds on UNDP's long-standing partnership with the Social Fund for Development which was established by the Government in 1991 to support job creation through micro and small enterprise development and enhance the livelihoods of low-income groups. The SFD also has outreach at the local level in all governorates through its 31 regional offices which facilitates the implementation of project activities.

UNDP Egypt aims at continuing its support to improve the resilience of host communities of Syrian refugees, through a two-track approach:

- Strengthening local capacity to design and deliver resilience-building interventions: includes building capacities of local governments to identify the challenges of the local population, and tailor livelihoods support interventions in jobs creation, entrepreneurship support, and business development services
- Increasing self-reliance of vulnerable host and refugee populations while improving access to services and social and economic infrastructure: this component will focus on upscaling the public works model in other high-poverty districts with large populations of Syrian refugees, with the aim of creating emergency jobs for with a focus on women and youth. This will include projects to upgrade infrastructure (public marketplaces, health clinics, schools and road networks) and to enhance community services such as waste management, public health promotion and environmental protection services. This labor-intensive scheme will provide community members with income while also benefiting the local economy. The public works model is easily scalable and replicable with sufficient funding and there is strong national and local capacity to support its implementation.

The focus will be on areas with high levels of poverty that have been most affected by the influx of Syrian refugees – including Giza, Greater Cairo, Alexandria as well as Menoufia, Sharkia and Damietta as these Governorates also host numerous registered Syrian refugees.

#### **THE IMPACT:**

The project is expected to create around 140,000 workdays by end of 2017 for approximately 500 poor men and women in Alexandria, Menoufia and Qalyoubia, thereby creating employment opportunities; strengthening the skills of beneficiaries and consequently improving their future employment prospects; boosting local economic development in target areas; while improving health and environmental services. These activities will also contribute to the strengthening social cohesion among members of impacted communities.





IRAQ

## PROGRAMME PORTFOLIO

COUNTRY	BUDGET 2017-18	TITLE
<b>IRAQ</b>		
IPr1	8,000,000	Iraq Crisis Response and Resilience Programme (ICRRP)
<b>TOTAL</b>	<b>8,000,000</b>	

*UNDP Response in Iraq*

The humanitarian, security and development crisis in Iraq is amongst the most volatile and severe in the region.

Since the onset of the Syrian crisis in 2011, over 240,000 Syrians have fled into Iraq, and since the rise of the Islamic State of Iraq and the Levant (ISIL) in January 2014 over 3.2 million Iraqis have been forced to flee their homes. At least ten million Iraqis currently require some form of humanitarian assistance, and by the end of 2016, twelve to thirteen million Iraqis are likely to be in trouble.

As dramatic as the situation is for displaced families, the condition of host communities is also deteriorating rapidly. Families which have generously opened their homes and shared resources with displaced relatives and neighbors are plunging into poverty.

Unable to sustain their families, worried if they can return safely to their homes, and faced with limited employment options, people throughout the country are making.

The life-changing decision to embark on dangerous journeys to leave Iraq. The number of Iraqis who see emigration as their best option is increasing in direct proportion to the number who see little hope in their future. In this context, as part of its overall work across Iraq, UNDP has two major programmes that are helping to promote emergency livelihoods and community dialogue in areas impacted by the humanitarian crisis, and stabilize newly liberated areas through restoration of services and rebooting of local economies and livelihoods. Both programmes will continue as part of UNDP's new country programme for the period 2016-2019, which also includes public institutional reform and effective devolution of administrative and fiscal powers.

## PROJECT BRIEF

2017-18



TIMELINE

\$8 million



COST

**PROJECT TITLE:****Iraq Crisis Response and Resilience Programme (ICRRP)****RESILIENCE/STABILIZATION RESULTS ACHIEVED:**

At the onset of large influx of Syrian refugees into the Kurdistan Region of Iraq in 2013, UNDP developed the Iraq Crisis Response and Resilience Programme (ICRRP), undertaking a multi-sectoral, integrated strategy to build resilience of the refugees and the host communities. The programme later expanded to provide resilience-building support for the internally displaced people (IDPs) fleeing from the violence caused by ISIL and complements the primarily life-saving and short-term humanitarian activities carried out by the other partners.

UNDP has been playing the leading role in advancing the resilience agenda for refugees and the affected host communities as well as IDPs and returnees. With UNDP's technical and financial support through ICRRP, government capacity to provide sustainable and robust basic services to the Syrian refugee population was strengthened. Sustainable livelihood was enhanced, expanding the access to income-opportunities for Syrian refugees and host communities. Social cohesion was nurtured between local and refugee populations in the host communities and areas.

ICRRP supported the Government of Iraq (GoI) and the Kurdistan Regional Government (KRG) in strengthening the newly established Joint Crisis Coordination and Monitoring Centre (JCMC) in Baghdad and the Joint Crisis Center (JCC) in Erbil. These institutions operate as coordination hubs of two crisis response networks and jointly constitute the national crisis management system addressing the needs of Syrian refugees and IDPs. ICRRP's institutional and capacity building efforts targeted the two institutions to consolidate policies and legislation, harmonize the approach to planning, prioritization and resource mobilization to manage the large-scale crisis, and enhance the operational capacity with improved effectiveness and efficiency in the actual response across governorates.

Many studies suggest that livelihood support is one of the key drivers to enhance resilience of Syrian refugees. ICRRP has been focusing on the enhancement of livelihood and employment opportunities in the Kurdistan Region of Iraq (KRI), where over 97% of Syrian refugees have been staying for the last 5 years. Micro-business start-up support was provided to Syrian refugees and local entrepreneurs who were already skilled and had business ideas to fill the market niche or meet unmet service demands. The project also targeted vulnerable groups, women and youth (both refugees and host communities) strengthening their access to financial services, including through micro/small grants for innovative local-level livelihoods and economic development initiatives. In total, 90 Micro, Small and Medium Enterprises (MSMEs) received business promotion support, out of which 20% were headed by female and/or youth. Furthermore, a Job Seeker Support Centre was established by ICRRP in Kasnazan, which is one of the impoverished communities with the highest concentration of Syrian refugees and non-camp IDPs in Erbil. A total of 100 people were placed in jobs following a successful completion of a vocational training programme, over 400 people increased their employability skills thorough basic language skills trainings and 800 individuals benefitted from the services of the Job Centre on a monthly basis.

To enhance self-reliance of Syrian refugees in the camps, ICRRP in collaboration with UNHCR has been implementing greenhouse agro-business project in Gawilan, Darashakran, and Arbat camps as a flagship project for "Humanitarian-Development Nexus" in KRI. In Gawilan camp, installation of 10 greenhouses was completed in addition to 15 existing greenhouses in Arbat camp with upgraded water system. The field research with the KRG Ministry of Agriculture and Water Resources identified the suitable varieties of plants and cucumber that would grow in harsh climate in the areas. To date, a total of 32,760 seedlings of cucumber were distributed in these camps for greenhouse cultivation.

To foster social cohesion between the local and refugee populations the project identified pilot communities in the governorates of Duhok, Erbil and Sulaymaniyah and mobilized over 70 community volunteers and women representatives from both host communities and Syrian refugee groups to mitigate the risk of escalation of tensions between local and displaced populations in these communities. The volunteers received extensive training in dispute management, communication, facilitation, mediation, peace promotion and community programming, monitoring and evaluation.

Furthermore, inclusive dialogue among IDPs, host community and Syrian refugees was conducted in 11 communities and community activities were conducted with the volunteers. In one of these communities, Kurani Ainkawa in Erbil, 22 awareness sessions were held at the Multipurpose Centre established by UNDP. Awareness sessions were focused on peaceful coexistence and sexual and gender-based violence with approximately 400 participants. A total of 75 women attended a sewing course, out of which 13 started their businesses at home, considerably increasing their income.

### **THE DEVELOPMENT CHALLENGE:**

At the time of project initiation, the number of refugees from Syria residing in KRI exceeded 210,000. By November 2016 the number of Syrian refugees registered in the KRI had reached 228,894<sup>4</sup>. Most of the refugees hosted in the KRI are Kurds and a small minority are of Arab origin. Approximately one third of the population affected by Syria crisis are young people between the ages of 10 and 24 with limited access to quality education, protection and basic services, restricted livelihood and income generating opportunities<sup>5</sup>. Although the absolute number of the Syrian refugees in the KRI is smaller compared to other neighbouring countries such as Jordan and Lebanon, the influx increased the population density in the KRI by 28 percent has been causing a huge strain on the already fragile socio-economic fabrics. In the KRI, a high proportion of Syrian refugees reside outside formally established refugee camps. Furthermore, the Iraqi government and the international community are overwhelmed by yet another humanitarian crisis derived from the military operation against the Islamic State of Iraq and the Levant (ISIL) in Mosul, which overshadows the greater needs of Syrian refugees and the host communities in the declining local economy. Urgent attention is therefore required to enhance host communities' resilience and develop their capacities to respond to the refugee crisis.

Despite the protracted Syrian refugee crisis and the need for sustainable responses for both on- and off-camp refugees, no clear longer-term strategy existed on the government side to respond to the refugee situation. Furthermore, the coordination mechanism for refugee response in different sectors at different levels (i.e. regional, governorate, and municipal) was relatively weak. As a result, there was an urgent need for capacity building for crisis coordination, information management and strategic planning.

Competition over job opportunities and basic services between Syrian refugees and IDPs increased in some of the host communities, and there was an immediate danger that tensions and disputes between host communities and refugee populations would escalate. Furthermore, there is a risk that the security situation in some areas close to the areas occupied by ISIL can be deteriorated significantly as the fighting between the Iraqi forces and ISIL is intensified.

### **THE DEVELOPMENT SOLUTION:**

UNDP developed the ICRRP in response to the KRG's concerns about the increasing pressure on its basic services and host communities and the need for developing a longer-term response strategy in coordination with local and international partners. The programme is implemented in the KRI with a specific geographic focus on the Governorates of Dohuk, Erbil and Sulaymaniyah as these communities face a specifically high concentration of Syrian refugees.

As UNDP is a key government counterpart for longer-term planning, the ICRRP aims to enhance resilience and strengthen capacities of local and refugee populations for a sustainable and robust response to the Syrian refugee crisis in KRI focusing on three interlinked areas: (1) institutional strengthening for improved basic service delivery; (2) economic empowerment and livelihoods enhancement; and (3) social inclusion and cohesion. ICRRP's interventions in these focused areas are strategically combined to effectively address the



multi-sectoral social and economic needs of the most affected communities by the protracted stay of Syrian refugees.

#### **OUR APPROACH:**

ICRRP's support is designed to equally benefit the host communities and refugee populations. It seeks to provide opportunities for Syrian refugees to contribute to the host communities' social and economic needs while utilizing assets, capacities and resources that the refugees have (e.g. labour, technical skills, knowledge/networks, services). ICRRP's approach builds on the assumption that contributing to the realization of the KRI's economic development plan through skilled labour and professional skills is key not only to expanding refugees' access to job opportunities, but also to achieving greater economic progress in the KRI. From the viewpoint that refugees can bring an opportunity instead of a burden for the KRI's development and prosperity of local community, ICRRP strategically crafts its interventions for resilience building aiming to unleash the potential to overcome the challenges.

#### **THE IMPACT:**

With technical and financial support from ICRRP, the JCMC of the GoI and the JCC of the KRG have significantly improved their institutional and technical capacities to serve as government focal institution for crisis response in coordination with other UN agencies and international partners. Communication and coordination between JCMC and JCC have strengthened. As a result, a joint government humanitarian contingency plan for Mosul military operation has been developed. Furthermore, the JCC is providing up-to-date situational reports on the crisis that serve as a basis for sectoral decision-making or higher-level policy development.

ICRRP has also been closely working with the governorates in the KRI to improve basic infrastructures, such as roads and sewage networks connecting host communities and the refugee camps, which benefit over 55,000 refugee and local population. Moreover, the governorates of Dohuk and Sulaymaniyah have organized the resilience planning workshops supported by UNDP, which were the first ever meeting of this kind organized in Iraq, strengthening their capacity to prioritize the projects for refugees and IDPs.

ICRRP's interventions enhanced sustainable income opportunities for the most vulnerable people through expanded partnership with the private sector, directly impacting close to 800 refugees. Impact assessments showed that 70 per cent of beneficiaries were still employed with the private sector companies six months after initial placement.

Community-based dialogue was promoted among refugees, IDPs, and host communities in the KRI, preventing escalation of tensions between refugees and host communities and promoting peaceful coexistence.

# STORY FROM IRAQ

Kasnazan is one of the communities with the highest concentration of Syrian refugees and non-camp displaced people (one every six residents) in Erbil Governorate in Iraq.

UNDP's Iraq Crisis Response and Resilience Programme (ICCRP) brought together volunteers from the host community, displaced people and Syrian refugees to plant 180 trees in the main park in Kasnazan which has been abandoned over the past three years.

Planting trees in Kasnazan park is not only good for the environment; it helped members of the Syrian community and residents of Kasnazan understand that they are part of the same family. Engaging in volunteer work to rehabilitate the park is a way to build a sense of community and strengthen social cohesion.

"Now that the park has been given a new life, I can spend my spare time with my children here. This is not only a playground for my children, it is a space where we feel welcomed." Yasmen, 29, Syrian refugee

"I am happy that refugees and displaced people, who have gone through unspeakable trauma, can now benefit from a green space where they can interact with the host community in Kasnazan. We are part of the same family." Shad, 22, member of host community



*Now that the park has been given a new life, I can spend my spare time with my children here. This is not only a playground for my children, it is a space where we feel welcomed*



## FOOTNOTES

1. UNHCR-UNDP, "3RP Regional Refugee and Resilience Plan 2017-2018: in Response to the Syria Crisis" 2016 <http://www.3rpsyriacrisis.org/wp-content/uploads/2017/02/3RP-Regional-Strategic-Overview-2017-2018.pdf>  
UNDP, "Jobs Make the Difference: Expanding Economic Opportunities for Syrian Refugees and Host Communities" 2017.
2. The programme was one of only two partner-led initiatives mentioned explicitly by the government in its 2016 London Conference Statement of Intent and it represents their preferred modality of support to the municipalities (The Republic of Lebanon, 'London Conference – Lebanon Statement of Intent' (February 2016), p. 3).
3. LCRP 2017-20; ESIA 2013; Lebanon: Promoting Poverty Reduction and Shared Prosperity - A Systematic Country Diagnostic, 15 June 2015, World Bank.
4. Number of addicts accessing the services provided in Irbid governorate, as this governorate among most vulnerable governorates to the Syrian crisis. The expected number of addicts to benefit from the center at the opening is (500)







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