



EXPANDING MARKETS, GENERATING JOBS, FOSTERING HOPE

UNDP PORTFOLIO FOR ECONOMIC OPPORTUNITIES AND
SUSTAINABLE LIVELIHOODS IN THE SYRIA CRISIS RESPONSE





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A SHIFT IN THE RESPONSE – OPPORTUNITIES IN BUILDING RESILIENCE AND SUSTAINABLE LIVELIHOODS



The Context

With the Syria crisis in its fifth year, two-thirds of Syria's GDP has been lost, and more than 80% of Syrians are living in poverty. Many refugees in neighboring countries, with limited access to sustainable livelihood options, have now entered a cycle of asset depletion, with savings gradually exhausted and increasing levels of debt. More than six million internally displaced inside Syria and more than four million Syrian refugees, plus more than 110,000 Palestinian refugees from Syria, are putting pressure on basic services in their host communities, inadvertently exacerbating social tensions across the region. As the absorption capacity of the host communities in neighboring countries have both become

overstretched, thousands are choosing the dangerous path of migration to Europe, while some are even choosing to return insecure areas of Syria.

The response to the Syrian crisis must confront the triple challenge of sustaining levels of humanitarian funding needed to cover the basic needs of most vulnerable while broadening options for sustainable livelihoods¹ and self-reliance for Syrians to preserve human capital for recovery, and scaling up efforts to strengthen resilience and promote stability in host communities of neighboring countries.

A Shift in the Response

Host governments and international donors have generously borne many of the costs of this crisis, but needs continue to significantly outpace assistance as the crisis becomes protracted. As social tensions continue to increase stakeholders across the region recognize that a new approach is needed. Building on the discussions of the Resilience Development Forum² and the resulting **Dead Sea**

Resilience Agenda (see Box 1), the Supporting Syria and the Region Conference in London constitutes another step forward in the strive for a cost-effective and sustainable response by building resilience and creating economic opportunities and jobs. This includes Syrians who are within Syria and those who have fled to neighboring countries as well as the communities hosting them.

New Opportunities and How to Harness Them

Host Governments affected by the Syrian crisis are now considering innovative policy options to turn the Syrian refugee presence into a 'win-win situation', boosting national and local economies through jobs and sustainable livelihood opportunities for all and preserving human capital for future reconstruction of Syria. With support from donors, the UN and International Financing Institutions, these countries are

exploring options such as granting work permits to refugees in selected sectors (e.g. agriculture, construction), simplify regulations for SMEs, support business with a mixed workforce, and allow for the employment of Syrians in special economic zones. This shift represents an unprecedented window of opportunities for a scaled-up, more inclusive and more impactful livelihoods response to the Syrian crisis.

BOX 1

Excerpt of the *Dead Sea Resilience Agenda*³ - A Moment of Opportunity, A Moment for Strengthened Commitment

With Dead Sea Resilience Agenda, outcome document of the Resilience Development Forum in November 2015, the international community recognized the need for a renewed focus on a resilience approach to the crisis in Syria and the region, based on **five core principles**:

1. Increase synergies between humanitarian and development investments and approaches.
2. Prioritize the dignity and self-sufficiency of affected populations.
3. Reinforce, don't replace, local capacities.
4. Generate new and inclusive partnerships to build resilience, foster innovation, and promote relevance, effectiveness, and efficiency.
5. Safeguard social cohesion to jointly foster resilience and peaceful cooperation.

¹Livelihoods are defined to include the capabilities, assets (both material and social), and activities required for a means of living. In addition to income and employment, the concept of livelihoods encompasses any reliable ways that people access food, shelter, health care, education, safe water and sanitation, security, and protection.

²The Resilience Development Forum, organized by UNDP and hosted by the Government of Jordan in November 2015 under sponsorship of Germany, Switzerland, the EU, Canada and Kuwait, brought together governments of the region and over 500 participants to jointly address key bottlenecks (in aid architecture, private sector engagement, social cohesion and resilience inside Syria) for deepening the resilience agenda. The Dead Sea Resilience Agenda is the outcome document of the RDF.

³Resilience refers to "the ability of households, communities, and societies to withstand shocks and stresses, recover from such stresses, and work with national and local government institutions to achieve transformational change for sustainability". This Agenda, while focused on resilience, is likewise rooted in values such as equity, participation, human rights, and environmental sustainability and recognizes relevant norms and standards, including international humanitarian law and international human rights law.

UNDP'S ADDED VALUE



Globally, as set forth in UNDP's Strategic Plan for 2008-2011, capacity development is UNDP's overarching contribution, and crisis prevention and recovery constitute one of the four focus areas in which UNDP seeks to strengthen national capacities.

- **Vast knowledge network supporting countries in global development and crisis situations in the region** – When crisis strikes, UNDP taps its global knowledge network to ensure that the immediate crisis response also contributes to longer-term objectives and more resilient communities. As lead on early recovery, UNDP is at the forefront of every crisis response, integrating with humanitarian agencies while channeling its own extensive expertise in development work around the globe.
- **Extensive field presence in Syria and the five neighboring countries through UNDP Country Teams, Regional Hub in Amman, and the UN Regional Coordinator Offices** – For decades, UNDP provides critical support to national and local partners in the region. It's Country Office Teams in every country affected by the Syria crisis – including 30 staff members inside Syria – and the Arab States Regional Hub in Amman jointly implemented programmes of 750 million USD in 2015. UNDP also funds and manages the Resident Coordinator System.
- **Relevant results achieved in the field of livelihoods and job creation** – UNDP created 20,000 jobs in Syria alone, and other emergency and medium to long-term jobs and training programmes have benefitted tens of thousands of host community members and refugees in neighboring countries.
- **UNDP is the lead agency in Resilience-building** - In the Syria Crisis response, UNDP implements more than 60 percent of the livelihoods programming in both the Regional Refugee and Resilience Plan (3RP) and the Humanitarian Response Plan for Syria (HRP) and has a depth of technical expertise in enabling sustainable livelihoods and economic opportunities.
- **UNDP co-leads the 3RP** – As coordinator of the resilience component within the Regional Refugee and Resilience Plan (3RP), UNDP develops tools for measuring resilience results and tracking resilience support, and coordinates joint reporting with other implementing partners.

- **UNDP's partnerships with key actors and governments in the response delivery and implementation** – UNDP has longstanding partnerships with governments and municipalities through the joint planning and implementation of livelihoods programs, which position UNDP to lead the international community's efforts for a scaled up livelihoods-based response to the Syria crisis in light of this window of opportunity.

This portfolio paper summarizes how UNDP is achieving durable solutions in the area of livelihoods and economic opportunity through its holistic approach bridging short- and long-term initiatives and by applying core principles fundamental for resilience building: Working with national capacities for sustainability, safeguarding social cohesion, engaging the private sector, promoting environmental sustainability and achieving more through enhanced coordination.

BOX 2

UNDP Lead in Coordination and Cross-Fertilization of Practices and Knowledge

UNDP is the 'custodian of the resilience component' of the 3RP, a universe of over 200 partners across 5 countries. The Regional Refugee and Resilience Plan (3RP) has paved new ground in the humanitarian and development response to the Syria crisis, and the impact on neighboring countries (Jordan, Lebanon, Egypt, Iraq, and Turkey). The 3RP is a global first for the UN in the terms of its response to crises. It is an inclusive model for delivering an effective and coordinated response which addresses, through national plans, immediate vulnerabilities, strengthens social cohesion, and builds the resilience of people, communities and national systems.

UNDP closely supports governments participating in the 3RP in the development of the country response plans and the coordination and monitoring of their implementation (i.e. Lebanon Crisis Response Programme, Jordan Host Communities Programme, Iraq Crisis Response and Recovery Programme and Stabilization Programme, Egypt Public Works Programme).

In Syria, UNDP has been leading the early recovery and livelihoods efforts and promoting for resilience building of affected Syrian people and communities since 2012 allowing UNDP to lead the resilience inside Syria efforts by example and successes.

Together with other Syria crisis response partners, including other agencies, NGO and humanitarian organizations, UNDP advocates for a better integration of livelihoods interventions which currently remain small-scale, scattered and overlapping, resulting in limited impact. Integrating and scaling-up income-generation initiatives which are longer in duration will be key for higher impact and sustainable benefits for both host and refugee communities



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UNDP'S JOBS AND LIVELIHOODS RESPONSE TO THE SYRIAN CRISIS

The response will tackle the deteriorating economic conditions in the countries affected by the Syrian crisis and the increasing unemployment rates, poverty levels, burden on service delivery, and resulting social instability. UNDP adopts a holistic approach with the final aim to enhance the human, financial, social, natural, and physical capital and capacities for sustainable livelihoods of vulnerable men and women in host communities.

1. Rapid Income Generation Programmes

UNDP support is a range of interventions that accelerate rapid income generation, integrating innovative initiatives to build capital and marketable skills of vulnerable men and women to increase prospects for sustainable employment. The short-term support is embedded within an inclusive local economic recovery and development approach for accelerated creation of sustainable jobs and employment opportunities for the most vulnerable.

In Egypt, UNDP has successfully implemented cash-for-work projects in impoverished villages since 2012, which has created a total of 913,228 workdays in public works prioritizing youth and women. Public works have proven to be an effective mechanism to provide short- to mid-term emergency jobs and, hence, additional source of income for unskilled and semi-skilled people, while at the same time improving the community infrastructures such as roads, water networks and marketplaces and social services such as public health and waste management services. Going forward, UNDP is planning to upscale the public works project focused on municipal infrastructures and services, particularly targeting youth and women in communities hosting Syrian refugees. The infrastructure and services projects will be based on rapid needs assessments and consultations with local public and civil society stakeholders in close partnership with the municipal governments. It will also work together with local partners such as the Social Fund for Development (SFD) to enhance the capacities and resilience of the local government to respond to the increased demand arising from the influx of Syrian refugees.

In Lebanon, UNDP promotes economic stabilization focusing on interventions that address community needs as well as national goals through its stabilization schemes, linking post-crisis stabilization activities with sustainable development initiatives. The types of interventions include activities that support local communities through improved infrastructure and reduced disaster risk through targeting vulnerable groups in Lebanese host communities. The approach provides the dual benefit of strengthening national

and local strategies that have a significant economic impact and provide stabilization benefits to the beneficiaries in vulnerable communities, who are engaged in these activities. This includes interventions in the areas of agricultural and community infrastructure development, environment and disaster risk reduction.

In Jordan, UNDP has been supporting the two most affected host communities in the north through, "Mitigating the impact of the Syrian refugee crisis through support to host communities" Programme. The approach builds on short-term employment through cash for work for rapid improvement of community infrastructure and basic service deliveries – while introducing innovative dimensions: promoting savings and supporting emerging entrepreneurs based on compulsory savings and creating ownership at both individual and community levels through sharing risk investments. As a result, the Household income of 950 unemployed men and women (50% women) was increased by an average of 20% through the short-term employment opportunities through cash for work; and a total of more than 57,000 working days was created for rehabilitation of key socio-economic infrastructure, including 3 archeological sites; 61 schools, 56 mosques, 15 public parks; 7 recycling and grey water reuse and 7 clinics amongst others as well as for other community-based activities such as children's summer camps and clothes banks.

2. Targeted Self-employment Support

Livelihood start-up grants and packages are designed to reestablish or scale up micro or small enterprises. A particular



emphasis is placed on enhancing the competitiveness and growth of local MSMEs that are engines for jobs and employment and inclusive value-chain and market development in key productive sectors to enhance the resilience of the local economy and mobilize its growth potential.

In Jordan, the host communities programme uses the micro-equity investment approach, a multi-layered approach to supporting individuals to develop their business ideas into viable, profitable enterprises. The initial phase of the programme is to provide training on business planning and other entrepreneurial skills to enable individuals to develop their ideas into a concrete business plan. The plans produced during this short training scheme are then presented to a panel of private sector actors and businessmen who assess which of the plans could be translated into a viable business based on local market conditions.

In Lebanon, UNDP supports vulnerable Lebanese youth by improving their market oriented technical, entrepreneurial and managerial skills, in addition to building their confidence and giving them the required skills necessary for them to improve their access to productive resources and potential

sustainable earnings. Participants are supported through vocational training programmes, followed by a 3 month internship placement, creating direct connections with possible employers. Moreover, the trainees that want to start their own enterprises participated in business competitions to obtain start-up support. In 2014-2015, UNDP implemented the Youth Economic Empowerment Project (YEEP) in Akkar, North Lebanon. The project targeted 100 vulnerable youths that participated in market-based accelerated vocational training programs followed by a 3 months paid internship carried out within local enterprises with follow ups and incubation services.

In Syria, UNDP promoted for local production and local procurement model where goods and materials to be distributed in the humanitarian assistance packages could be produced and manufactured inside Syria instead of being imported. UNDP Syria succeeded to support small and medium enterprises to be engaged in the actual development and delivery of humanitarian assistance packages, particularly in the field of clothes production, food processing, hardware manufacturing and others. UNDP has extensively worked with partner UN agencies and INGOs under the early recovery and livelihoods sector to promote the investment in the Syrian private sector, especially at the local level with MSMEs being actively engaged in the process.



3. Upgrading Municipal Basic Services for Sustainable Jobs

UNDP works directly with municipalities and local and regional authorities in areas affected by the Syrian crisis in identifying project ideas to promote economic growth at the local/regional level and create employment opportunities for the people in the communities (host and refugees). All of UNDP's interventions on employability, inclusive and green MSME development and livelihoods support linked with service delivery are done based on an assessment of the economic resources and local market opportunities within the target areas/locality to maximize sustainability. To rehabilitate municipal services and provide livelihoods in a win-win approach, UNDP engages in labour-intensive Waste to Livelihoods initiatives, community infrastructure rehabilitation, debris management, and key socio-economic infrastructure (agriculture, community infrastructure, environment and disaster risk reduction).

In Jordan, the Al-Akedir Landfill Project responds to the urgent need for solid waste management and treatment in the Irbid Governorate by supporting improvement of the solid waste management cycle and by strengthening efficient and effective basic service delivery. This is done through rehabilitation of the main landfill, as well as efficiency gains in solid waste management. UNDP also supports the development of the improved solid waste management cycle at municipal levels (collection, transfer, landfills, recycle and re-use) and support funding and implementation of labour intensive recycling activities. Livelihoods and

small and medium-sized businesses in waste management are strengthened by establishing a cooperative society for recycling and marketable products to increase community income.

UNDP Jordan is also implementing support to local governance activities through community outreach and civic engagement participatory community planning, increased capacity for provision of solid waste management - 45 municipalities with improved delivery of municipal and social services, with 36 communities outreach plans elaborated and 16 municipalities with complete local development plans for prioritized projects and resource mobilization.

4. Providing Demand-Driven Skill and Vocational Training

UNDP employs demand-driven skills training in sectors with high growth and job potentials for host economies and strengthening of meso-level infrastructure and networks for job-matching. This model has been tested and adapted to the various country contexts including Jordan, Iraq, and Lebanon. It is now being scaled-up as part of the implementation of national strategies and action plans in host communities, and in the case of Lebanon, for the implementation of the National SME Development Strategy, elaborated with UNDP support.

In Jordan UNDP implements the vocational training and employment initiative, in order to address the challenge of skills-mismatch in the labour market. UNDP secures employment of youth by providing vocational training and on-the-job training in partnership with private sector organizations based on needs assessment surveys. It also includes training on soft skills, such as leadership, communication, teamwork, creativity, computer literacy, and technical skills. The beneficiaries go through an intensive on-the-job training to acquire practical experience and ensure employment.

In Turkey, UNDP has also been partnering with the Regional Development Administration responsible for the Southeast Anatolia Region (GAP RDA) and the Disaster & Emergency Management Authority of Turkey (AFAD) in the scope of "Mitigating the Impacts of the Syrian Crises on Host Communities in Southeast Anatolia Project" launched in July 2015. With a budget of 5.3 M Euro funded by the European Union, the Project establishes two Vocational Training Centers in Gaziantep targeting industry and service sectors. The basic infrastructure component of the Project aims to support the most impacted communities through pilot municipal infrastructural investments and equipment/vehicle support on waste management.

5. Fostering Sustainability through Finance

Recent data show that there is a correlation between increased business borrowing and a lower unemployment

rate. Financial inclusion is an important conduit for inclusive economic growth, by creating more economic opportunities and enhancing self-reliance. Access to finance for MSMEs (especially youth entrepreneurs) in the Arab region remains low compared to other regions. UNDP has been working in many countries globally with formal and informal Islamic financial institutions (formal Microfinance Institutions and saving and lending groups, Cooperatives etc.) to improve access to financial services for the most marginalized social groups such as the poor, youth, women and farmers. In Jordan, where access to finance for inexperienced entrepreneurs and vulnerable youth is limited, UNDP is supporting an innovative financing for sustainable MSME development, by combining micro-lending and equity investment through the Microequity Model.

UNDP Jordan has also piloted an electronic payment mechanism in partnership with Zain for wage payments to the beneficiaries of the emergency employment interventions. UNDP's experiences in setting up mobile payment systems for the salary payment of health works and wages/grants for income-generation in support to the Ebola-affected countries could be adapted to fit the country context in Syria, Iraq, Egypt and Lebanon as well as scale-up the efforts in Jordan.

In Lebanon, UNDP has recently started a discussion with the Central Bank to promote access to finance for MSMEs through the establishment of a basket fund for microfinance which can subsidize the interest rate of credits, facilitating financial access to youth entrepreneurs, especially to ensure the sustainability of the social businesses supported by UNDP together with other partners. UNDP will aim at providing rapid employment opportunities to 12,000 people through these interventions in 2016.

BOX 3 **The 3x6 Approach : Innovation For Economic Empowerment**

The 3x6 approach is an innovative emergency employment scheme that includes a saving and training component, enabling participants to start joint ventures co-financed by UNDP and their own savings.

UNDP Jordan is supporting an innovative approach supporting short-term income generation with longer-term resilience for sustainable human, financial and natural capital for self-resilience and self-sufficiency of vulnerable men and women in the host communities. The 3x6 approach aims at the three following activities: 1) income generation through short-term temporary employment and building of capital through savings by youth, 2) youth are encouraged to initiate a business plan and start their own business using capital generated in previous step; 3) capital is tripled by UNDP and youth will be supported by market access and mentorship programmes. The approach has proved to have strong means to complement short-term infrastructure rehabilitation programmes with sustainable ends. The goal of the project in Jordan is to promote local development and social cohesion in the host communities.

CORE PRINCIPLES OF UNDP'S LIVELIHOODS PROGRAMMING

UNDP's Jobs and Livelihoods response to the Syrian Crisis embraces the core Resilience Principles set forth in the Dead Sea Resilience Agenda

1. Working with National Capacities for Sustainability

UNDP traditionally implements programs jointly with governmental and municipal institutions, and approximately half of UNDP's projects are implemented in close collaboration with local partners including Community-Based Organizations (CBOs), Faith-Based Organizations (FBOs) and Non-Governmental Organizations (NGOs).

In Lebanon, UNDP works closely with Ministries (Social Affairs, Interior and Municipalities, Environment, Water and Energy, Economy and Trade), the Office of the Prime Minister, the National Employment Office (NEO) and the Council for Development and Reconstruction (CDR) to implement joint livelihoods programs. With its innovative mapping tool of risks and resources at the local level (MRR), UNDP trains local authorities in all parts of Lebanon aims to address community needs in a conflict sensitive manner. UNDP has among others supported the establishment of four Local Economic Development Agencies (LEDAs) .

In Jordan, UNDP works with the Government Ministries (International Cooperation, Economy and Trade, Labor, Social Affairs), with interventions implemented with NGOs and CBOs, and coordinates closely with local and sub-national authorities on local economic recovery and MSWM, especially its Waste to Livelihoods initiative. An important part of UNDP Jordan's support to the government is the establishment of the Syrian Crisis Response Platform that gathers UN agencies and donors, with leadership from the Government, and the development of the Jordan Response Plan to Syrian Crisis (JRP) based on Vulnerability Needs Assessment Review.

In Iraq, UNDP supports the Government of Iraq (GoI) and Kurdistan Regional Government (KRG) in strengthening the newly established Government of Iraq's Joint Coordination and Monitoring Center (JCMC) and the Kurdistan Regional Government's Joint Crisis Coordination Centre (JCC) as primary government institutions for crisis response coordination. UNDP Iraq is also supporting the Chambers of Commerce in Kurdistan in capacity-building as well as in facilitating the engagement of the Kurdistan private sector companies in the livelihoods support to the beneficiaries.

In Egypt, UNDP works through the Social Fund for Development (SFD), initially established with UNDP support, which leads the Government's Social Protection support for vulnerable men and women in Egypt.

In Turkey, UNDP works with relevant line ministries, municipalities, and the business community in partnerships to strengthen livelihoods opportunities, improve municipal service delivery capacities, and support social cohesion and peaceful co-existence between refugee and host communities in areas with high influxes of Syrian refugees. In Gaziantep UNDP is establishing two vocational training centers to increase employment in the service sector and industrial sectors for Syrian and host communities, in addition to providing life skills training for refugees to improve prospects for them to live in Turkey.

In Syria, UNDP promotes and adopts an area-based approach for the development and implementation of its resilience building programme relying on a bottom-up approach where all local constituencies and stakeholders are actively mobilized and engaged in achieving the programme results for their affected population. As such, UNDP's main partners are local NGOs, CBOs, faith-based organizations, local institutions, youth groups, private sector and many others. Liaison and coordination is also maintained with technical directorates.

2. Investing in Social Cohesion

UNDP's programmes in jobs and livelihoods integrate elements to enhance levels of tolerance and inclusion in communities. Facilitating access to and the ability to create jobs and livelihoods is an important factor in the framework of the prevention of violent extremism. Concrete tools have also been developed to map out the potential (lack of) of resources (i.e. gaps in service delivery and socio-economic infrastructures) in communities affected by the crisis that pose a risk to social cohesion⁴, to better inform and tailor the interventions.

In Turkey, UNDP runs a community based local socio-economic empowerment project targeting e Syrian women as direct beneficiaries as well as the host communities/systems that provide services to Syrian women as indirect beneficiaries. The project the supports integration of the refugee Syrian women in the social and economic life in communities they reside. Economic gains will be generated for the women through joint economic activities, sales and marketing.

⁴For example the "Maps of Risks and Resources" (MRR) implemented in Jordan and Lebanon, and Social Cohesion and Livelihoods Vulnerability Assessments in Iraq.

In Syria, UNDP promotes an inclusive ratio of 60:40 inclusion respectively of 2.2 million IDPs and host communities for all of its local activities to foster a culture of tolerance and acceptance. Using livelihoods restoration and infrastructure rehabilitation as main entry points for social cohesion promotion, UNDP Syria also initiated targeted social cohesion activities through inter/intra communal activities relying on sports, music, sports, arts, recreational activities, community-based initiatives to bring more than 100,000 IDPs and host Syrian communities together in seven governorates.

3. Engaging the Private Sector

As fully acknowledged by the Resilience Development Forum and ensuing Dead Sea Resilience Agenda, engaging the private sector in the Syria crisis response is indispensable to a more holistic, resilience-based approach. The local and international private sector is the cornerstone of UNDP Sustainable Livelihoods scaling-up support strategy, both as a beneficiary and as a potential and powerful contributor to the scaling up efforts. However, harnessing this potential in the response to the crisis in Syria and neighboring countries faces numerous challenges, including, unsafe environments, lack of confidence, political obstacles, constrained demand, complex or unfavorable regulatory and legal environment for business, lack of targeted strategies for private sector, information gaps and constrained capacity to implement and scale projects.

and public or private funds with existing inclusive businesses and startups.

4. Promoting environmental sustainability

An emerging priority in UNDP's livelihoods response to the Syrian crisis is to ensure that interventions also contribute to strengthening environmental resilience and sustainable management of natural resources in affected communities.

In Jordan, this includes infrastructure rehabilitation and development (i.e landfills), and value-chain assessments to determine green job creation/livelihoods enhancement potential around solid waste. UNDP also focuses on mitigating competition over natural resources and ecosystem services in affected areas, through the development of sustainable income generation programs focusing on green jobs and businesses, along with interventions to support community environmental awareness and enhance the enforcement of ecosystems management law. As a result, the project has created 7,700 green jobs in solid waste and debris management.

In Iraq and Syria, UNDP works with local authorities and partners to support rehabilitation of key socio-economic infrastructure, solid waste removal and management, and debris management in communities affected by crisis.



UNDP is well positioned to support such a process, including through its Istanbul Center for Private Sector in Development (IICPSD). The IICPSD and the Islamic Development Bank (IsDB) notably launched the Global Islamic Impact Investing Platform (GIIP) to facilitate the use of Islamic financing towards the implementation of the SDGs. Engaging the private sector, governments, and other key stakeholders operating in the Islamic finance market, the platform aims to advance peer-to-peer learning, advocacy, knowledge exchange, to connect Islamic impact investors

In Lebanon, entrepreneurship and MSME development support prioritize business ideas where the social and environmental impact on vulnerable communities are tackled. Moreover, UNDP carries out a number of interventions that support community infrastructure (i.e. waste water management, water management systems) and environmental protection and disaster risk reduction (i.e. reforestation).



**ANNEX:
COUNTRY CHAPTERS**



Context

The conflict in Syria, which entered its fifth year, has caused the largest displacement crisis of our time. The large influx of population is placing a considerable burden on the already poor local Jordanian host communities and their basic social and economic services. Employment and livelihood conditions are one of the affected areas where Jordanians are increasingly suffering from the impact. Competition over the scarce employment opportunities are widely reported in the Northern governorates. Resentment and a growing feeling of unfairness and exclusion are witnessed among the host communities. After a prolonged stay in Jordan, refugees increasingly adopt coping strategies to meet their basic needs, and thus become more vulnerable to food insecurity. In addition, the challenge of implementing humanitarian programmes has been increasing as resource mobilization is becoming more difficult given the protracted nature of the Syria crisis.

Approach

Together with key partners, UNDP Jordan is implementing the following projects with the aim to alleviate the impact of the Syrian refugee's crisis and to respond to urgent needs of Syrian refugees and crisis-affected populations in host communities through increasing livelihoods capacity and enhancing social cohesion:

1. Skills Exchange of Vulnerable Hosting Communities and Syrian Refugees for Enhancing Livelihoods and Social Cohesion

This project will invest in interventions to provide income support for Syrian refugees and provide them with skills required in preparation for return, and to support vulnerable Jordanians in host communities with improved employability skills and microbusiness development, while strengthening their social cohesion through linking them with skills exchange and mentoring. The initiative will be implemented within the programme framework already in place by UNDP, building on its existing successful initiatives in host communities.

2. Waste Value Chain Development for Improved Livelihoods and Basic Service Delivery

In response to the dismal socio-economic conditions facing host communities, and drawing on the results and findings of the Value Chain Analysis on solid waste in Irbid and Mafraq, the current project proposes feasible interventions framed as seven key outputs:

- Output 1: Installation of biogas promoted and sustainable usage supported
- Output 2: Adoption of composting promoted and commercialization of composting supported

- Output 3: PET Recycling Factory established to expand local transformation capacity;
- Output 4: Waste Banks established to support informal recycling activities;
- Output 5: Insulation panels introduced for creation of new value chain for waste paper and textile;
- Output 6: Waste Pickers' decent working environment supported for improved welfare; and
- Output 7: Public awareness on the benefits of waste collection, recycling and environmental protection improved at domestic and community levels.

3. Demand-Driven Vocational Training and Employment Creation

Based on the results of the Local Labor Market Needs Assessment Survey, UNDP launched this project that implements the vocational training activities based on the identified labour market needs in terms of vocational professions and the skills that employers demand in addition to a focus promoting youth employment.

4. Microbusiness development through the venture-capital model

The investment approach focuses on the base of the pyramid in terms of target market, in common with micro-lending institutions; yet adopts an equity investment approach, in common with venture capital funds; whereby it offers a fully comprehensive suite of business support services, such as mentorship, training, accountancy and legal services.

Financial Requirements

INITIATIVE	NUMBER OF BENEFICIARIES
Initiative 1: Skills Exchange of Vulnerable Hosting Communities and Syrian Refugees for Enhancing Livelihoods and Social Cohesion	100 Syrian men and women 200 Jordanian host community members 100 Syrian refugees
Initiative 2: Waste Value Chain Development for Improved Livelihoods and Basic Service Delivery	n/a Types of beneficiaries: (i) women-headed households; (ii) head of households; and (iii) unemployed youth for Outputs 1, 2, 3, and 5; (iv) informal recycling workers for Outputs 4 and 6)
Initiative 3: Demand-driven vocational training and employment creation	261(500) young men and women (50% women)
Initiative 4: Microbusiness development through the venture-capital model	A total of 328 (500) beneficiaries (199 males and 129 females) were selected to attend intensive one week training courses. A total of 80 (150) trainees were (will be) funded based on a Venture Capital Model, to establish their own microbusiness.

PILLAR OF SUPPORT	BUDGET REQUIRED (MILLION US\$)	AVAILABLE BUDGET (MILLION US\$)	PIPELINE BUDGET (MILLION US\$)	BUDGET GAP (MILLION US\$)
Employment opportunities created and economic recovery initiatives developed	35	8.615	19.2	7.185

Partnerships

For the implementation of the above mentioned projects, UNDP Jordan has partnered with local government authorities, local academia, civil society organizations, other UN agencies, and key partners with technical expertise. Main partners include the Ministry of Planning and International Cooperation, the Jordan University of Science and Technology, ILO, and multiple NGOs and private sector partners.

Objectives

- Skills Exchange of Vulnerable Hosting Communities and Syrian Refugees for Enhancing Livelihoods and Social Cohesion
- Waste Value Chain Development for Improved Livelihoods and Basic Service Delivery
- Demand-driven vocational training and employment project
- Microbusiness development through the venture-capital model

LEBANON



Context

Lebanon's economy has been severely impacted by the demographic and economic shocks caused by the Syrian Crisis. The already weakened economy has been aggravated by the influx of more than 1.07 million displaced Syrians registered with UNHCR. This resulted in an increase of more than 25% of the overall population of Lebanon. The effects of the crisis in neighboring Syria stretched to various key sectors such as trade, tourism and hospitality, real estate, energy and construction resulting in high unemployment rates especially among the youth, growth in the informal sector and plummeting investors' and consumers' confidence.

Approach

The proposed programme focuses on the revitalization of the Lebanese economy through implementing a comprehensive approach for economic development targeting vulnerable groups affected by the crisis, while linking in and supporting more long term initiatives of the government, mitigating risks and creating more sustainable benefits. The initiatives proposed by this programme focus on activities implemented at the micro, meso and macro levels.

Initiative 1: Stabilizing livelihoods through improved infrastructure and reduced disaster risk targeting vulnerable groups in host communities

1. Support for Agriculture Infrastructure
2. Support for Community Infrastructure Projects
3. Support for Environmental Protection and Disaster Risk Reduction

Initiative 2: Workforce employability

1. Strengthening national and local level coordination between public and private labour force entities and promotion of innovative training approaches
2. Identification of market based skills development needs in priority sectors
3. Capacity building of implementing institutions and vocational training facilities
4. Support to existing Dual System (DS) at the Ministry of Education and Higher Education

Initiative 3: Support to MSMEs, Cooperatives and Start-ups

1. Capacity building and/or establishment of institutions supporting the MSME ecosystem

2. Direct capacity building of existing MSMEs and Cooperatives in identified sectors
3. Support to start-ups, includes developing an entrepreneurship spirit, dissemination of in-kind and cash support and provision of incubation support services
4. Subsidizing interest rates in micro-finance

Initiative 4: Support to integrated value chains

1. Carrying out assessments to identify value chains in need of support at the territorial level, focusing on strategic pro-poor value chains / sectors
2. Assessing the sectors and value chains to identify gaps or constraints in the value chains
3. Addressing main gaps in value chains, focusing on solutions and interventions that make the value chains more competitive and work better, especially for poor and small producers
4. Development of programs that support exportation of Lebanese goods

Partnerships

Initiative 1 will be implemented within the framework of the Ministry of Social Affairs- UNDP Lebanon Support Host Communities Projects (LHSP), which is a programmatic response to the impact of the Syrian crisis in the most vulnerable communities hosting Syrian refugees. Based on the type of intervention, UNDP will coordinate with the corresponding ministries and national and local authorities; these include Ministry of Social Affairs, Ministry of

Agriculture, Ministry of Energy and Water, Ministry of Interior, Ministry of Public Works, Council of Development and Reconstruction, Water Authority and others. Regarding the remaining three initiatives, UNDP will also coordinate with the relevant ministries, national bodies and local entities; these include Ministry of Economy and Trade, Ministry of Education and Higher Education, Ministry of Industry, Ministry of Agriculture, Ministry of Labour, Central Bank, Investment Development Authority of Lebanon, National Employment Office, Association of Lebanese Industrialist, Union of the Chambers of Commerce, chambers of commerce, business incubator centres, LEDAs, social development centres and NGOs.

Objectives

UNDP Lebanon has three inter-related strategic objectives through the resilience-based development approach on livelihoods:

1. Coping mechanisms for individuals, communities, authorities, institutions and systems are strengthened and transformed in their ability to accelerate development and to prevent crises
2. Recovery mechanisms for individuals, communities, authorities, institutions and systems are able to recover from setbacks and return to prior levels of development and prosperity, or build back better
3. Transformational mechanisms for individuals, communities, authorities, institutions and systems are strengthened

Financial Requirements

INITIATIVE	NUMBER OF BENEFICIARIES	FINANCIAL REQUIREMENTS
Initiative 1: Stabilizing livelihoods through improved infrastructure and reduced disaster risk targeting vulnerable groups in Host Communities	500,000 (700,000 Lebanese and 200,000 Syrians)	US\$ 70,000,000
Initiative 2: Workforce employability	10,000 individuals and 40 institutions	US\$ 15,000,000
Initiative 3: Support to MSMEs, Cooperatives and Start-ups	750 MSMEs, 150 start-ups, 12 institutions	US\$ 60,000,000
Initiative 4: Support to integrated value chains	500 entities	US\$ 15,000,000
TOTAL		US\$ 160,000,000



Context

The political and humanitarian context in Iraq is currently subject to unpredictable deterioration of security driven by continuous conflicts in Syria and inside Iraq, thus deteriorating the humanitarian context and impacting on unprecedented levels of displacement. As a result, there are currently 233,600 Syrian refugees being hosted in Kurdistan Region of Iraq (KRI), in addition to 2,1 million internally displaced people (IDPs) since the beginning of 2014 alone, of Iraqi nationality (Arab Muslims, Yazidis, Christians), residing in KRI and in other parts of Iraq.

The communities that are affected by the on-going conflict are very diverse in terms of socio-economic conditions as well as their needs/priorities in terms of livelihood interventions. Syrian refugees, Iraqi IDPs and stayees, host communities and special vulnerable groups differ widely in terms of living conditions, skills, qualifications and legal status that effect their possibility of having access to employment opportunities.

The geographical target of 3RP Iraq is focused on the Kurdistan Region of Iraq, where over 97% of approximately 250,000 Syrian Refugees are staying. UNDP Iraq is serving co-chair of Inter-Sector Group of 3RP as a lead Agency for Resilience and Co-lead for Livelihood Sector.

Approach

In response to the on-going crisis, UNDP has developed the "Iraq Crisis Response and Resilience Program (ICRRP)" to develop new mechanisms and projects to better address the context and needs of the conflict affected populations. The program, in terms of livelihoods, focuses on stabilization and recovery in order to build resilience of the conflict affected communities.

The livelihoods strategy in 2015-2016 is based on the general goals in the ICRRP program thus aims at securing immediate and sustainable income sources for conflict affected communities. When implementing livelihood activities, the strategy takes into account Social Cohesion and Gender aspects aiming to include all the community groups in accessing opportunities to ease tensions and/or increase mutual understanding among them. This is typically realized through Community Platforms that are embedded within each livelihood activity.

Track 1: Emergency Livelihoods Stabilization (short-term, immediate, income generation measures).

Short-term livelihoods programs – such as cash assistance/cash for work – are still critical in the emergency phase as well as at the early stages of livelihoods restoration, especially in case of new influx of displacement, and/or in supporting

returnees to liberated areas in the early stages of their re-settlements in re-establishing their previous life conditions.

Track 2: Local Economic Recovery (mid-term employment creation and capacity building)

As large numbers of displacement of civilian populations continues to have a strong impact on living conditions of all conflict affected communities, the need to transit from short-term emergency measures to a more sustainable early recovery approach to support affected populations has become increasingly evident. Local economic recovery targets all target beneficiaries whose livelihood means are damaged by the on-going conflict. It focuses on recovering and restoring livelihood opportunities in terms of employment creation and capacity building in the mid-term. In this track, focus of livelihoods interventions shifts to more mid-term sustainable support with a market-oriented approach. The interventions cover mainly areas such as:

- Developing a resilience based approach for refugee camps
- Vocational and business skills training, mentorship, BDS (business development services) support and job placement facilitation

- Inclusive private sector development.
- Market assessments

Partnerships

For assessments, UNDP is partnering with DRC, FRC, and INTERSOS, and programming for increasing opportunities and social cohesion is partnered with INTERSOS, IOM, UN-Women, and People in Need.

Under the framework of 3RP and the Regional MoU between UNDP and UNHCR for Resilience Building, UNDP also continues to implement green-house projects in three Syrian refugee camps in collaboration with and financial contribution from UNHCR.

Objectives

- Emergency employment creation (Cash-for-Work)
- Developing a resilience base approach for refugee camps
- Vocational and business skills training, mentorship, BDS (business development services) support and job placement

Financial Requirements

INITIATIVE	NUMBER OF BENEFICIARIES	FINANCIAL REQUIREMENTS
Initiative 1: Conduct assessments on local market and value chain to identify potential markets with new employment opportunities	4 assessments, indirectly benefit the either population in the Kurdistan Region	US\$ 250,000
Initiative 2: Create income generation opportunities through Cash for Work or SME business start-up grants	1,200 beneficiaries	US\$ 6,500,000
Initiative 3: Provide vocational trainings for marketable skills which will be linked with job-placement support to increase possibility for the trainees to obtain sustainable employment.	for 1,000 beneficiaries, 500 beneficiaries for job-placement	US\$ 2,500,000
Initiative 4: support social cohesion and community solidarities among Syrian refugees and host communities by mobilizing communities with a participatory and inclusive approach to identify and implement community based activities with small grants, particularly targeting the Youth.	2,000 beneficiaries	US\$4,450,000
TOTAL		US\$ 13,700,000



Context

Despite the absence of a land border with Syria, Egypt has generously accepted Syrian refugees. While the country is hosting far smaller numbers of Syrian refugees in comparison to Jordan, Lebanon, Turkey and Iraq, as of December 2015, 117,658 Syrian refugees were registered with UNHCR in Egypt. According to Government estimates, an equal number or more Syrians are unregistered and living in Egypt.

Refugees in Egypt often suffer from loss of hope, deteriorating psychological and medical conditions, and limited livelihood opportunities. They are particularly vulnerable to poverty, insecure food supply, access to poor quality services, as well as sexual and gender-based violence (SGBV), including abuse and exploitation. Syrian refugees in Egypt do not live in camps, but are living among Egyptian communities mostly in the northern regions, with the most impacted governorates being Alexandria, Cairo, Giza, and Qalyubia.

Approach

In the basic needs and livelihood sector in Egypt, UNDP and its partners will be involved in building resilience through area-based approaches targeting the most impacted districts. Labour intensive cash-for-work programmes will

be developed to build or rehabilitate community infrastructures and to provide basic social services in host communities, providing income generating opportunities at the one hand, and supporting the improvement of infrastructure and services on the other. Support will also be provided to enhance employment and employability, primarily for women, who for cultural reasons, would not be employed in infrastructure works as well as for youth and other persons with specific needs.

Further wage employment opportunities will be explored by connecting potential workers with formal or informal employment services as well as job placements organizations. Where possible, vocational or on-the-job training will be offered, and basic training and support packages, including micro-grants or loans, will be offered to facilitate integration into the job market encouraging self-employment and entrepreneurship, and attracting private sector investment in targeted areas.

UNDP's proposal entails the expansion of the cash-for-work scheme implemented through the Social Fund for Development. It aims to create short- to mid-term employment (work/days, up to 6-12 months) to refugees and host communities in areas of Syrian refugee concentration.

This activity also entails a training component, which can be divided into the following output areas within the Livelihoods sector:

- **Initiative 1: Access to decent wages (Public Works)**
The Public Works programme aims to provide emergency work opportunities for vulnerable populations and as such acts as social protection mechanism, while at the same time, provides community services and infrastructure to the affected communities.
- **Initiative 2: Entrepreneurship training/education**

Partnerships

UNDP is partnering with UNHCR, Caritas Egypt, CRS, IOM, ILO, UNIDO, and UN WOMEN to implement access to services and safe livelihoods.

Objectives

1. The basic needs of the most vulnerable men, women, children and youth are met while their access to services is improved and sustained
2. Self-reliance and safe livelihoods are improved

Financial Requirements

INITIATIVE	NUMBER OF BENEFICIARIES	FINANCIAL REQUIREMENTS
Initiative 1: Access to decent wages (Public Works)	11,420 beneficiaries	US\$ 9,500,000
Initiative 2: Entrepreneurship training/education	11,050 beneficiaries	US\$ 6,500,000
TOTAL		US\$ 16,000,000



Context

UNDP is leading the early recovery and livelihoods cluster under the humanitarian coordination structure for the planning, development and monitoring the implementation of the HRP. Similar to UNDP's ultimate objective in Syria, the cluster aims to contribute to the resilience building of affected people and communities to overcome the crisis' negative consequences and maintain a decent standard of living. It ensures a response that provides affected people, including IDPs, host communities and Palestine refugees, with: (1) sustained and enhanced service delivery and basic community infrastructure; (2) creation and stabilization of basic livelihoods and social protection for socio-economic recovery; (3) promotion of social cohesion and communities' engagement to strengthen the resilience of affected people and mitigate the effects of the protracted crisis.

In 2015, UNDP Syria succeeded through its Resilience Building and Early Recovery Programme to strengthen the resilience of 2,193,451 affected people including their dependent family members and reduce their reliance on humanitarian assistance. This was achieved through implementing more than 100 recovery and livelihoods interventions in partnership with local Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs) in 12 highly affected Syrian

governorates: Aleppo, Al-Hassakeh, As-Sweida, Damascus, Dar'a, Deir-Ez-Zor, Hama, Homs, Lattakia, Quneitra, Rural Damascus and Tartous.

Approach

Adapting to the highly diverse situations in affected communities, UNDP has since the onset of the crisis resorted to an area-based response approach with different implementation modalities and with different types of local and international partners. UNDP is now actively operating in 12 governorates, either through field presence, outsourced personnel, private service providers and/or partner NGOs. The extended network of partners and various implementation modalities are essential to overcome operational and access challenges, and ensure higher flexibility in response and resilience to security and other shocks in the target areas. Work is guided by regularly updated conflict development analysis relying on governorate profiles, including a situation analysis of different socio-economic and vital sectors in the target governorate to update needs, priorities, local partnerships, risks and opportunities for interventions. An area-based response plan is then developed and updated in close consultation with local stakeholders under the framework of UNDP's mandate in livelihoods, early recovery and resilience. UNDP promotes the engagement of local host communities

in activities targeting IDPs by factoring a minimum of 30% of services and opportunities targeting the members of host communities.

Programmes will emphasize the restoration of livelihoods, maintaining public and social services (such as health, education, local service delivery, solid waste management, and debris management), economic recovery, fostering social cohesion and protection. Rehabilitating services and infrastructure, especially in locations under pressure from IDP flows, will ensure access to recovery opportunities for households and communities with particular focus on female heading households, youth, and persons with disability. Other measures to promote resilience and reduce vulnerability will include strengthening the capacity of civil society and national services delivery institutions, promoting grass-root economic activity- also through the local procurement of emergency supplies-, and enhancing the sustainability of service systems. Capitalizing on Syrian resources, reviving local economies, engaging with the private sector, and relying on Syrian knowledge will be integral to the successful implementation of these programmes.

Partnerships

Partners mapping and analysis is continuously conducted both at the national and local level. Projects are implemented in close cooperation with a range of local partners including technical directorates, NGOs, CBOs and faith-based organizations in target governorates; this is particularly for community mobilization, engagement, participatory and bottom-up planning, monitoring, implementation, evaluation

Financial Requirements

INITIATIVE	NUMBER OF BENEFICIARIES	FINANCIAL REQUIREMENTS
Initiative 1: Strengthen the Resilience of the Syrian People through Support to Socio Economic Recovery	14,000 direct beneficiaries 100,000 indirect beneficiaries	US\$ 14,688,000
Initiative 2: Livelihoods Support to Female Heading households	9,400 50,000 indirect beneficiaries	US\$ 9,936,000
Initiative 3: Comprehensive Rehabilitation Programme for Persons with Disability	for 1,000 beneficiaries, 500 beneficiaries for job-placement	US\$ 6,912,000
Initiative 4: Rehabilitation of basic and social infrastructure by implementing emergency employment to improve access to basic services and enhance resilience of affected communities.	17,000	US\$ 13,284,000
Initiative 5: Debris Management in the damaged areas to enhance resilience and improve living conditions and accelerate return of IDPs.	5,500 employed 1.7 million	US\$ 8,009,280
Initiative 6: Solid Waste Management in affected areas to enhance resilience and improve living conditions.	4,200 employed 1.2 million	US\$ 7,128,000
Initiative 7: Capacity development of NGOs, CBOs and local actors in the field of ER&L and resilience building	3,600 employed 1.7 million	US\$ 1,000,000
Initiative 8: Enhance social cohesion through youth led community based activities	400 NGOs/CBOs/FBOs	US\$ 1,300,000
TOTAL		US\$ 62,257,280

and knowledge transfer. Universities, think tanks, youth groups, private sector and other stakeholders are also extensively engaged with UNDP in the development and implementation of its resilience building programme in Syria. Partnerships with other UN agencies and INGOs are always sought to ensure complementarity in actions and achieve the ultimate objective of the programme. Close collaboration is maintained with UNICEF, UNHCR, WFP, FAO, UNFPA, UNRWA and others to realize the utmost benefits for the affected population.

Impact

UNDP's activities in Syria address one of the three overall strategic objectives of the Syria Humanitarian Response Plan: "Support the resilience of affected local communities, households and individuals within the humanitarian response by protecting and restoring livelihoods and enabling access to essential services and rehabilitation of socio-economic infrastructure".

UNDP's work on resilience building within Syria is guided by the Early recovery and Livelihoods cluster objectives for livelihoods and early recovery:

1. Improve access to essential services and restore socioeconomic infrastructure using labour-intensive schemes for the affected people and institutions.
2. Strengthen the coping mechanisms of affected people and vulnerable groups through the rehabilitation and restoration of disrupted livelihoods complemented by social protection schemes.
3. Promote social cohesion and local participation for more resilient communities.



Context

By end of 2016, it is estimated Turkey will host 2.75 million refugees. 90 % of Syrian refugees live outside camps within urban Turkish host communities, and 300,000 live in designated refugee camps. The Government of Turkey, estimates it has spent 8.5 billion USD through providing Temporary Protection to registered refugees. In the absence of opportunities for formal work, it is increasingly reported that refugees in Turkey take up informal jobs of unskilled Turkish workers, with very low wages (AFAD Report suggests that over 50 per cent of refugees living in communities earn less than US\$ 250 per annum). This situation leads to discontent among vulnerable people, especially in poorer parts of Turkey who already face reductions in salaries dropping to one fifth of previous levels, since the crisis. Therefore, there is an urgent need for developing policies, services and opportunities for employment/livelihoods taking into account the needs of the labor market to ensure self-reliance of the Syrian refugees and their peaceful coexistence in Turkey between refugee communities and Turkish host communities.

Approach

UNDP plans interventions in provinces impacted with the highest numbers of refugee populations in the locations of Gaziantep, Sanliurfa, Hatay, Kilis, Kahramanmaras, Adana, and Osmaniye. The main focus of UNDP's interventions are resilience-based approaches to strengthen livelihoods opportunities, improving municipal services, contributing towards Social cohesion and peaceful co-existence between local Turkish host communities and refugee communities in Syrian crises impacted urban populations.

UNDP is programming support to employability & vocational skills trainings. Activities will include interventions that provide entrepreneurship skills, business support, income generation and vocational skills training with a specific focus on the youth for Refugee and Turkish host communities. In addition, workforce analysis and joint assessments to identify interventions to maximize employment and business opportunities are planned and support to Vocational Educational Training Centre's will include provision of vocational training equipment.

UNDP has several on-going projects already mobilized relating to municipal waste management support, and livelihoods support to industrial and service sectors on which to build upon. UNDP's approach will include investing

in national and local systems to ensure both refugee and host community needs are addressed without creating parallel systems by supporting Turkish Government partner authorities at local and central levels and will work with NGOs, Private Sector and UN partners.

Partnerships

UNDP Turkey partners with ILO, IOM, UNHCR, FAO and UNIDO, South East Anatolia Regional Development Administration, and Local municipalities and Chambers.

Financial Requirements

INITIATIVE	NUMBER OF BENEFICIARIES	FINANCIAL REQUIREMENTS
Initiative 1: programming support to Livelihoods, employability & vocational skills, life-skills training, entrepreneurship skills, business support, income generation, with a focus on youth.	144,550 beneficiaries	US\$ 32,250,000
Initiative 2: municipal waste management support,	907,500 beneficiaries	US\$ 40,000,000
Initiative 3: To support local partner institutions to deliver community engagement and protection activities to strengthen social cohesion and peaceful coexistence between refugee and host communities	24 partner institutions	US\$ 13,000,000
TOTAL		US\$ 85,250,000

Impacts

Labour market assessments will be employed to build occupational and employability profiles of Syrian refugees and impacts on the labour market.

Initiatives to improve job opportunities which are related to labour demand (e.g. new investments to boost local economic development, trade, and labour supply-related interventions to improve the quality of Syrian and vulnerable host community) will be implemented.