



Climate Resilience Project



TOGETHER! Towards a Climate Change Resilient Future in Syria

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions

Project Inception Report

November 2021

Implementing Entity:	<i>UN-Habitat</i>
Executing Entities:	<i>UN-Habitat, UNDP, FAO</i>
NDA	<i>MoLAE</i>
Project Execution Cost:	<i>USD 719,519</i>
Total Project Cost:	<i>USD 9,213,969</i>
Implementing Fee:	<i>USD 783,187</i>
Financing Requested:	<i>USD 9,997,156</i>

AF project [Online](#)



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Executive Summary

The project 'Increasing the climate change resilience of communities in Eastern Ghouta in rural Damascus to water scarcity challenges through Integrated Natural Resource Management and immediate adaptation interventions' was approved by the Adaptation Fund Board at its 36th AF board meeting, [Board Decision Decision B.36/8](#) – 2 June 2021. UN-Habitat signed an agreement with the Adaptation Fund to implement the project on 14 July 2021. The official start date of the project was marked with the project inception workshop, which was held on the 24th of October 2021.

The project inception workshop was held in Meliha, one of the project target municipalities. The workshop was attended by a total of 145 persons (without UN staff, media and security) and 19 percent women (see attendance list in annex 9), including three ministers: from the Ministry of Local Administration and Environment (MoLAE), the Ministry of Water Resources (MoWR) and the Ministry of Agriculture and Agrarian Reform (MoAA), as well as the chair of the Planning and International Cooperation Commission (PICC), the Governor from rural Damascus, the Mayors from al-Meliha, Zabadine, Dir Asafir and Marj al-Sultan towns in Eastern Ghouta, the Heads of UN-Habitat, UNDP and FAO (Chief Technical Advisor), and project target area community representatives, including farmers.

This inception report provides information on the project background and context, changes in the project document since AF approval (which are all minor), inception phase discussions and agreements with key partners, and additional project implementation guidance along overall project management arrangements, the 1st year work plan, project performance reporting, risks management, environmental and social risks management and knowledge management. A two-pager project flyer is included as annex 1, as well as an attendance list of the inception workshop in annex 9.

A Project Steering Committee (PSC) and Project Advisory Committee (PAC) have been established, chaired by the Ministry of Local Administration and Environment (MoLAE), and composed of key government and UN representatives. A first PSC meeting is planned to be held in at the end of 2021, or early 2022.

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1. Project background and context

1.1. Project introduction

In the Syrian Arab Republic, climate change is manifested in various climatic phenomena, but alarming are the increasing temperatures and droughts, already in the short term, and projected reduction of precipitation, mainly in the long term. This is already leading to water availability challenges, which impact both urban and rural areas and represent a threat to livelihoods, agricultural productivity / food security and community health.

Figure 1 Summary situation analysis in Syria: water and climate change



The Arab region is the most water scarce region in the world



In Syria, water demand from municipalities is increasing with 6 % each year and water demand from agriculture with 3,5 % each year



Damaged water infrastructure is often leading to pollution of water and soil



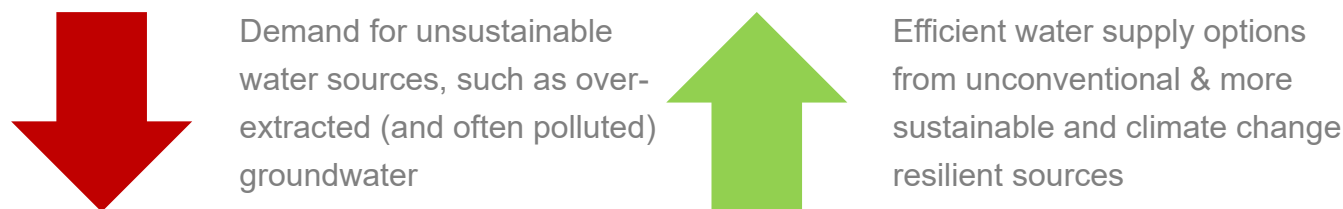
Climate change projections and impacts: increasing temperatures, reducing rain and increasing droughts, leading to less water for municipalities and agriculture

As identified in the [Syrian National Determined Contributions \(NDC\)](#) under the Paris agreement on climate, key concrete adaptation needs / priorities concerning water in Syria include:

- Protection of water resources (and prevent contamination of surface and groundwater resources)
- Reduction of water losses
- Raising of water use efficiency, supporting water harvesting projects and using high efficiency irrigation methods
- Enhance the use of non-conventional water resources, inc. treated wastewater
- Improved agricultural production practices, incl. drought tolerant crops and trees.

This aim of the project is to respond to the needs identified in the NDC and to reduce climate change vulnerabilities to water availability challenges in one of the most vulnerable areas in Syria: Eastern Ghouta.

Approach: to use water as efficient as possible, looking at a larger water supply and demand system in Eastern Ghouta, including urban and agriculture use, also considering the larger Barada river watershed / basin system.



This will be done through 1) the longer-term, efficient, sustainable and climate change resilient assessment, planning and management of natural resources, especially water and land, in Eastern Ghouta and the Barada watershed / basin and concrete no-regret adaptation measures. These including 2) the establishment of climate change resilient water supply system with improved wastewater treatment as untreated wastewater is currently polluting water resources and irrigation channels in the area, and 3) the establishment of climate resilient irrigation system with climate smart agriculture practices and promotion of sustainable and diversified livelihood opportunity.

Addressing climate change-related water and post-crises challenges requires a combination of immediate response to people’s basic needs combined with a longer-term approach aimed at building resilience to climate change, shocks and protracted crises, as per a three-tier approach below.

Table 1 Project Three tier approach

<i>Three-tier approach</i>	<i>Relevant for project target area</i>
a) Immediate / no regret: local rehabilitation measures. The focus will be on urgent issues of functionality to assist people to have access to clean water and regain their livelihoods. Design should be durable / sustainable and climate change resilient.	Urgent restoration of functionality of assets and systems in target communities, aiming to provide clean water, reduce wastewater pollution and regain agricultural livelihoods
b) 3-5 year-perspective: Identify and initiate projects to develop and rehabilitate water infrastructure and related services, integrating local and basin-wide concepts by linking the existing situation in communities to a long-term vision of climate change resilient water management.	Participatory assessment of water supply and demand needs in target areas, directing integrated and participatory water and land resource planning and management linked to watershed- and river-basin-wide considerations, taking into account climate change induced factors and crisis impact factors
c) 10-year perspective: Re-defining and implementing Syria’s National Water Strategy, spatial strategies, and a National Adaptation Plan. The objective is to create enabling conditions, including laws and regulations, for	Support capacities, including for replication of assessment, planning- and management approaches and techniques used in the 3- to 5-year process (through recommendations)

implementation of an Integrated Natural Resource (Water and Land) Management, considering climate change effects and fragility challenges

On 14 July 2021 UN-Habitat signed an agreement with the Adaptation Fund to implement the project 'Increasing the climate change resilience of communities in Eastern Ghouta in rural Damascus to water scarcity challenges through Integrated Natural Resource Management (INRM) and immediate adaptation interventions' The official start date of the project was marked with the project inception workshop, which was held on the 24thth of October 2021. The total project budget is USD 9,997,156 and the implementation duration will be 3,5 years.

1.2. Project Objectives

The main objective of the project is to: 'Increase the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions, by:

1. Strengthening the capacities of national and sub-national government institutions, communities and vulnerable groups to assess, plan and manage climate change-induced and post-crises water and land challenges in an efficient, sustainable and climate resilient way, including sharing lessons for replication of the approach (In line with AF outcomes 2, 3, 8 and with the 3-5 year and 10-year planning approach)
2. Increase the access to municipal and community-level efficient, sustainable and climate change resilient water supply systems for urban and agriculture purposes, using innovative and replicable techniques (in line with AF outcome 2, 3, 4 and 8)
3. Increase the resilience of water-dependent livelihoods and secure related income (through reduced water demand), especially for vulnerable groups (in line with AF outcome 2, 3, 6 and 8).

1.3. Project Components



COMPONENT 1
Integrated Natural Resources Management (INRM) to cope with climate change and crisis-related water challenges






COMPONENT 2:
 Establishment of efficient, sustainable and **climate change resilient water supply systems** for urban and agriculture purposes



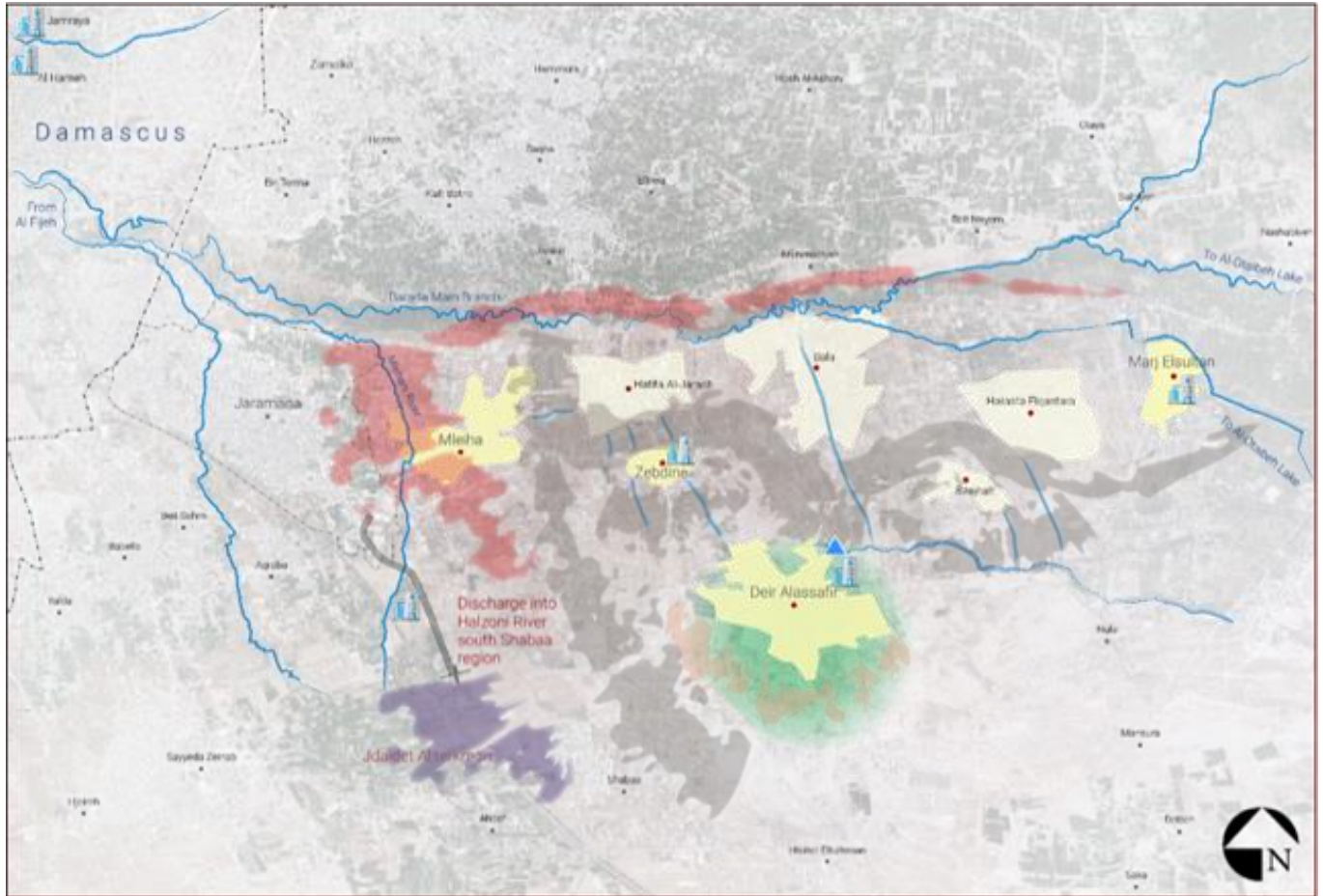
COMPONENT 3:
 Establishment of efficient, sustainable and **climate change resilient irrigation systems and agriculture practices** and security of income

Table 2 Project components and outputs

<i>Components</i>	<i>Activities / outputs</i>	<i>Executing Entities</i>
1: Integrated natural Resource Management to cope with climate change and crisis related water challenges	<input type="checkbox"/> INRM Strategy and action plan (with CC mainstreamed), including hydrogeological study and, climate change vulnerability assessment and future outlook for the region	 UN-HABITAT
2: Establishment of efficient, sustainable and climate change resilient water supply systems for urban and agriculture purposes	<input type="checkbox"/> Rehabilitated sewage network to divert wastewater towards the WWTPs <input type="checkbox"/> Installed mobile wastewater treatment plants to use non-conventional water resources <input type="checkbox"/> Rehabilitated irrigation canals to divert treated water for irrigation purposed	 UN DP
3: Establishment of efficient, sustainable and climate change resilient irrigation systems and agriculture practices and security of income	<input type="checkbox"/> Introduction of water efficient agricultural technology <input type="checkbox"/> Climate-smart agriculture practices <input type="checkbox"/> Sustainable livelihood opportunity through crop residuals management and support to rural women	 FAO FIAT PANIS

1.4. Project Target area

Figure 2 Project target area: Eastern Ghouta Barada Branches. The Target Municipalities include Meliha, Zebdine, Deir Alassafi, Marj Elsultan) and their related villages and towns. The 4 settlements are located along the Melihani watershed / east BARADA branch and Zebdine branches



1.5. Project management structure

Figure 3 Project organogram

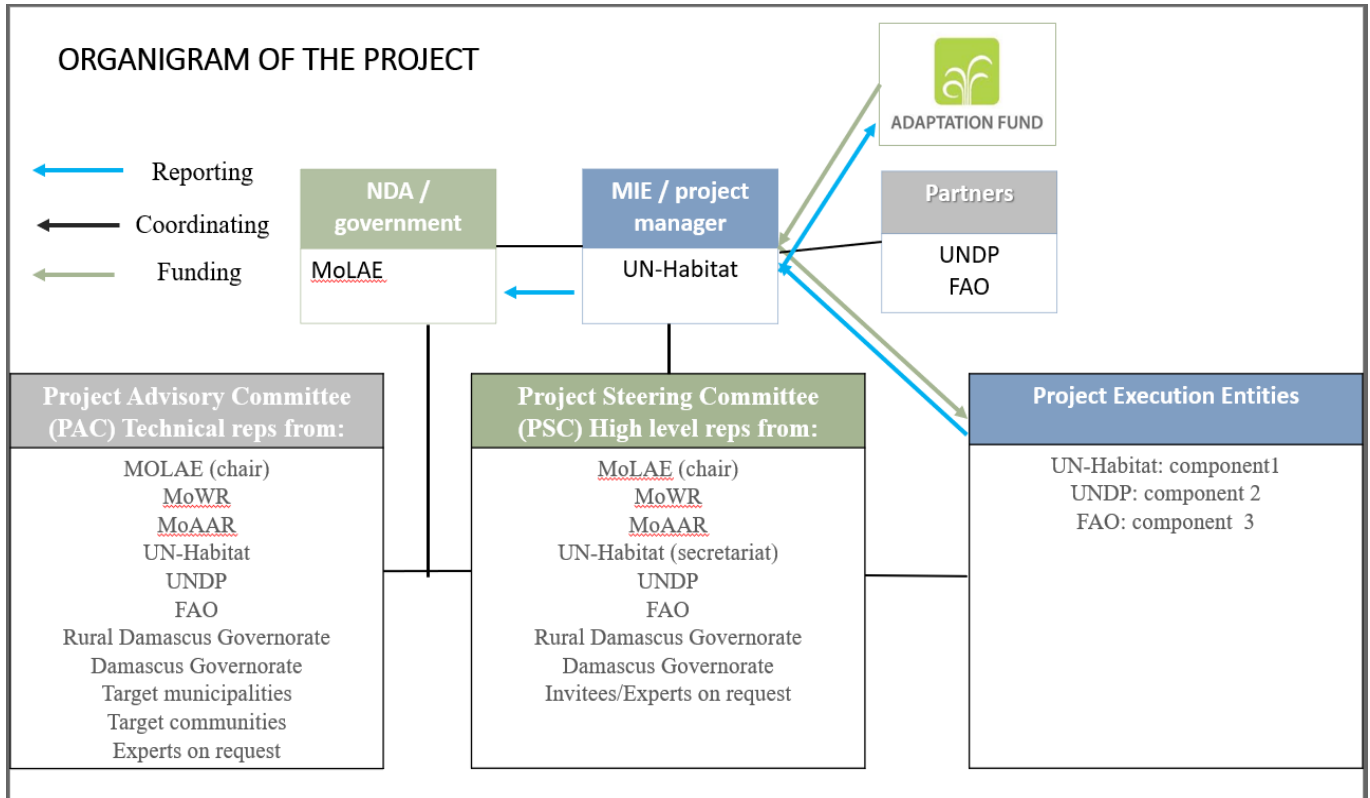
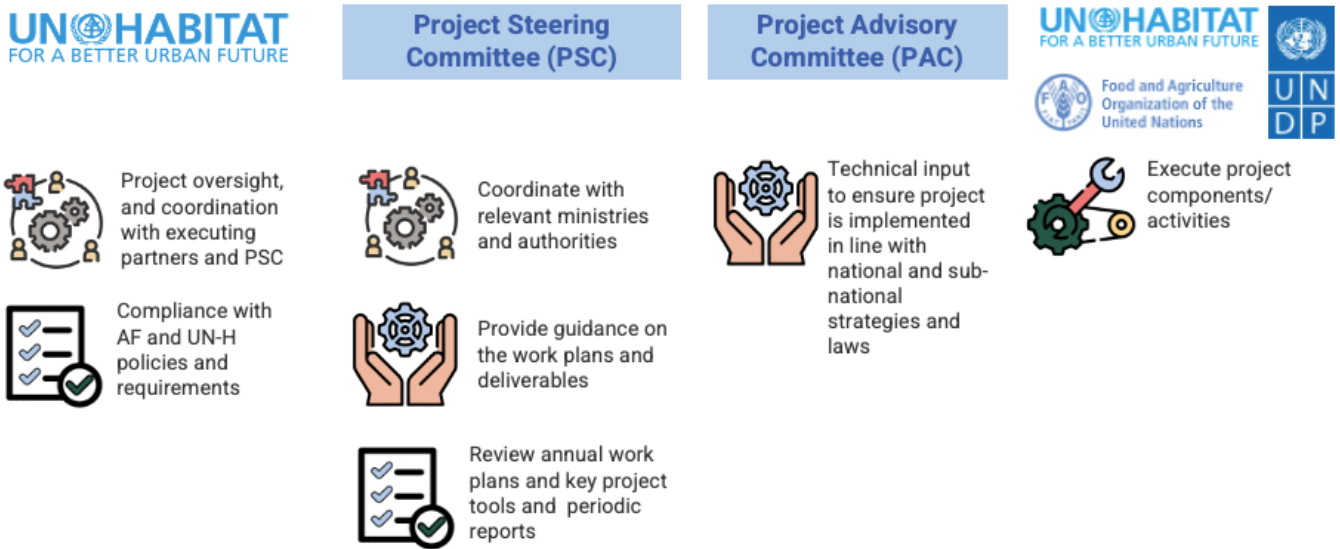


Figure 4 Project roles and responsibilities



2. Changes in the project document since AF approval

2.1. Revisions to project target area

It is foreseen that the geographical project target areas for component 2 and 3 will remain the same. However, as for component 1, the Integrated Natural Resource Management Strategy, the project will consider relationship and influence from the whole Barada river watershed area as the project target area in Eastern Ghouta shown in Figure 2 is the part of the larger ecosystem. As for component 3, some adjustment to the geographical scope may be needed as a result of assessment outcomes conducted under output 3.1. If this is the case, the ESMP will be updated.

2.2. Revisions to project management structure

Although the organogram presented in Figure 3 remains the same, some members and observers have been changed or added. See annex 3 for all details.

2.3. Revisions to project work plan and budget

Very limited revisions have been made to the 1st year work plan and budget. An overview of the project components, work plan and budget, showing changes compared to the approved project document are provided in annex 2.

2.4. Revisions to project risks management

The identified potential risks and mitigation measures in the approved proposal document remains the same. However, one additional risk has been added. For details, see annex 5.

2.5. Revisions to project ESMP

The identified potential environmental and social risks and impacts and mitigation measures in the approved proposal document remains the same. However, the ESMP will be updated in the coming month to include more detailed. For the current version, including next steps, see annex 6.

3. Inception phase discussions

3.1. Project management and implementation

Project UN Agency to Agency contribution agreements to execute component 2 and 3

UN Agency to Agency contribution agreements have been discussed and prepared between UN-Habitat and UNDP and between UN-Habitat and FAO.

MoLAE and PSC and PAC and governance framework for component 1

The project will build upon an MoU that was already in place between UN-Habitat and MoLAE before the project. The minister of MoLAE approved the ToR for the PSC and PAC (see annex 3). Besides that, UN-Habitat started initial discussions with MoLAE and other related ministries on how to establish a sustainable governance system for supporting all activities under this project, and especially what would be need for the integrated natural resource management strategy.

Project 1st year work plan and budget

The minister of MoLAE approved this inception report and the project work plan. No major changes were made to the work plan approved by the AF (see annex 2)

Project performance reporting framework and guidance

A guidance document on project performance monitoring has been developed and discussed with UNDP and FAO (see annex 4)

Project risks management

A document with project risks has been shared with UNDP and FAO for feedback, resulted in updating the potential risks and mitigation measures (see annex 5)

Project Environmental and social risks management

A specialised firm has been contracted to verify the project ESMP and to further detail the ESMP for UN-Habitat, UNDP and FAO to implement the proposed project activities in line with the AF environmental and social policy and gender policy. UN-Habitat, UNDP and FAO already started supporting the verification and updating of the ESMP (see annex 6). Guidance on implementing the ESMP will be provided by the specialised firm.

Project knowledge management, advocacy and communication

A knowledge management, advocacy and communication document has been discussed with UNDP and FAO for feedback, resulted in a document agreed by all three agencies (see annex 7).

3.2. Project Inception Workshop

Agenda and summary: Meliha, Rural Damascus- 24 Oct 2021

Time	Programme	Speakers
	Session 1: Opening Session	
9.30-10:00	Registration	
10:00-10:40	Opening and Welcome Remarks	<ul style="list-style-type: none"> - Hussein Makhoulf, Minister MoLAE - Tmam Raed, Minister MoWR - Hassan Qatna , Minister MoAA - Ryan Knox, Head of UN-Habitat Syria - Ramla Khalidi, Head of UNDP Syria - Alfredo Impiglia, CTA, FAO
	Session 2: Project Overview and management modalities	
10:40-11:05	Project overview <ul style="list-style-type: none"> - Adaptation fund - Project objectives and components - Project organization structure 	<ul style="list-style-type: none"> - Rouida Nahar, MOLAE
11:05-11:15	<ul style="list-style-type: none"> - Project Scope - Project Management Modality 	<ul style="list-style-type: none"> - Hiroshi Takabayashi, UN-Habitat
	Session 3: Project component and work plan	
11:45-12:00	Component 1 <ul style="list-style-type: none"> - Expected outcome - Outputs and activities - Work plan (overall + year 1) 	<ul style="list-style-type: none"> - Tamara Tamzok, UN-Habitat
12:00-12:15	Component 2 <ul style="list-style-type: none"> - Expected outcome - Outputs and activities - Work plan (overall + year 1) 	<ul style="list-style-type: none"> - Abir Zeno, UNDP
12:15-12:30	Component 3 <ul style="list-style-type: none"> - Expected outcome - Outputs and activities, - Work plan (overall + year 1) 	<ul style="list-style-type: none"> - Amer Jnedan, FAO
	Session 4: Project targets and sharing best practices	
12:30-12:45	<ul style="list-style-type: none"> - Climate change impacts, adaptation options, project targets and reporting and sharing of best practices 	<ul style="list-style-type: none"> - Joris Oele, UN-Habitat
12.45-13.15	<ul style="list-style-type: none"> - Discussion on above 	<ul style="list-style-type: none"> - All Participants
	Session 5: Closing Session	
13.15-13.45	<ul style="list-style-type: none"> - Wrap up 	<ul style="list-style-type: none"> - Hussein Makhoulf, Minister MoLAE

		<ul style="list-style-type: none"> - Tmam Raed, Minister MoWR - Hassan Qatna , Minister MoAA
	- Closing remarks	<ul style="list-style-type: none"> - Ryan Knox, Head of UN-Habitat Syria - Ramla Khalidi, Head of UNDP Syria - Alfredo Impiglia, CTA, FAO
- Lunch break		

The project inception workshop was held in Meliha, one of the project target municipalities, on the 24th of October 2021. The workshop was attended by a total of 145 persons (without UN staff, media and security) and 19 percent women, including three ministers (from the MoLAE, the MoWR, the MoAA) and the chair of PICCC, the Governor of Rural Damascus, the Mayors from Meliha, Zabadin, Dir Asafir and Marj al-Sultan towns in Eastern Ghouta, the Heads of UN-Habitat, UNDP and FAO (Chief Technical Advisor), in addition to the project target area community representatives, including farmers.

The workshop was opened by Ryan Knox, the head of UN-Habitat Syria provided welcome remarks, followed by Ramla Khalidi, head of UNDP Syria, Alfredo Impiglia, Chief Technical Officer of FAO Syria, and Hussein Makhoulf, the Minister of MoLAE.

In the 2nd session, an overview of the project, including project objectives and project management modalities were presented, while in the 3rd session, the project scope was discussed. The 4th session focused on project performance reporting requirements and knowledge management / sharing of best practices and lessons. After the 4th session, feedback was requested on what was presented. Local media and TV were invited to the workshop. There were TV interviews (see [online](#)) with Hussein Makhoulf, the Minister of MoLAE, and Ryan Knox, the head of UN-Habitat. Besides, news feeds on the Inception Workshop were published by [Sana](#), [Alwatan](#), [Tishreen](#) and multiple other news sites. A press release was published on the [UN Syria website](#) and posts on the [UN Syria FB page](#) and the [UN-Habitat regional FB page](#) and [UN-Habitat HQ webpage](#)

Figure 5 Photos taken during the inception workshop





Participant’s inputs, feedback and project response

Table 3 Participant’s feedback and project response

Feedback from participants	Response
Water quality should be good enough to irrigate various crops. This should be in compliance with relevant laws, and if needed these laws should be amended.	International recognised water quality standards will be used in this project and monitoring of water quality will take place. Under component 1, any necessary amendment of laws could be supported.
Consider what has already been done by another project to clean the Barada river	The Barada river has been cleaned upstream, but not in the target area (downstream)
Ensure the model of this project is replicable and that this model is available as soon as possible, because of the urgent need of interventions like this.	Operation, maintenance and replication plans will be developed and guidelines for replication. Once best practice information becomes available, this will be shared.
The Mobile wastewater treatment plant technologies/smart irrigations should be easy to be replicated other areas	To be considered when choosing the appropriate technologies.
Ensure an inclusive process and equal share / distribution of water to agriculture, livestock, drinking water, etc.	Water user associations, farmer associations, women and youth unions, etc. will be involved in assessment and planning. Moreover, the INRM strategy will map all water supply options and demands, also of vulnerable groups. FAO will have a mechanism to ensure equal access to water sources.
Can the scope of capacity strengthened be enlarged, also involving surrounding communities?	Where budgets allow, this will be considered
Can project activities be expanded out of the target areas?	With the budget allocated, concrete impacts outside of the target area cannot be expected
Considering the ‘nature’ of Eastern Ghouta communities / land when further identifying sustainability measures of activities under component 2 and 3	This will be considered as the process will be participatory
Farmers: please ensure farmers can adopt modern / smart farming practices to increase income for farmers, as income is very little now	This is one of the main objectives of component 3
Farmers: please support with more suitable and drought resilient seedlings / crops, and use renewable energy projects due to the lack and high price of diesel and electricity.	Solar energy will be used to support water pumping, but it will need to be ensured this will not lead to an unnecessary increase in water pumping.
It was mentioned that there may be potential risks to the project activities and stressed that these should be handled with care	UN-Habitat is working with an expert firm to verify the existing ESMP and to prepare a more detailed version to be implemented by UN-Habitat, UNDP and FAO for their designated activities. Guidance will be provided on the implementation of the ESMP.

Outcomes of the inception workshop

The inception workshop marked the official start of the AF project in Syria. The government was well presented at all levels and community and farmers representatives were also present. There was extensive media coverage. Therefore, the awareness about the project can already be regarded as quite high.

It was emphasized that activities should be built on local needs especially, and that representatives should be present and that the process should be inclusive. It was also emphasised that this project is unique in bringing the various ministries together to improve the situation in Eastern Ghouta and that the project could be a model for replication. As per above Table 3, participants responded to what was presented. Further comments and opinions can be collected by local community during the implementation of each component. The project was very much welcomed and no major concerns were raised.

Taken that the event was large, there was limited space to discuss some items in detail. Therefore, follow up discussions with PSC stakeholders were held and agreed. In parallel, UN-Habitat is working with an expert firm to verify the existing ESMP and to prepare a more detailed version to be implemented by UN-Habitat, UNDP and FAO for their designated activities. Guidance will be provided on the implementation of the ESMP.

3.3. Project start-up and follow-up activities

The following activities have been conducted or are planned as start-up activities of the project:

Overall project (October 2021 – January 2022)

- Recruitment of any remaining project staff and consultants
- Agency to Agency Contribution Agreements between UN-Habitat and UNDP and FAO
- A guidance document on project performance reporting has been developed and UNDP and FAO are being made aware of the requirements.
- Start rolling out the Knowledge Management, advocacy and communication strategy in coordination with UNDP and FAO
- The ESMP will be verified, and guidance provided to UNDP and FAO to implement activities in compliance with the ESMP; A grievance and Redress mechanism will be set-up once activities on the ground start
- Start preparing script / storyline for project baseline video

Component 1 (24 October 2021 – January 2022)

- Discussion on establishment of a horizontal and vertical coordination mechanism and propose a governance system for implementing and replicating the INRM strategy (on water, land, climate change and early recovery)

- Kick-off meeting: agree on objectives / outcomes / outputs / scope / scale and workplan of the INRM strategy
- Conduct gaps and needs assessment / analysis of data, governance, policy, laws and capacities to develop, implement and sustain the INRM strategy

Component 2 and 3 (October 2021 – January 2022)

- Setup technical Teams
- Establish a participatory assessment and planning system
- Conduct studies, prepare technical designs and assessments of the proposed interventions

4. Additional project implementation guidance

4.1. Project Performance and reporting framework and guidance

The project performance and reporting framework is currently comprised of five interrelated monitoring and reporting elements:

1. The AF Project Performance Reporting (PPR). The PPR is an [excel reporting template](#) required to be used by all Adaptation Fund funded projects. It has to be submitted on an annual basis and [guidelines are available](#).
2. Reporting against the AF Core Indicators, which should also be done in the PPR. The project core indicators and targets are included in ANNEX 4
3. Monitoring the implementing the Environmental and Social Risks Management Plan (ESMP), including risks mitigation measures, which comes with a dedicated monitoring plan (see ANNEX 6). Data collected through this plan also feed into the PPR. The implementation of the Gender and Youth baseline, approach and plan (see ANNEX 7) will also be monitored.
4. Monitoring potential Financial and project risks and the implementation of risks mitigation measures, which are presented (see ANNEX 5)
5. Monitoring the implementation of the Knowledge Management, Advocacy and Communications Strategy (see ANNEX 7), which comes with a work plan with clear deliverables, and monitoring indicators. Most, but not all outputs directly relate to the PPR.

The complete performance and reporting framework and guidance doc can be found under ANNEX 4.

4.2. Project Knowledge Management, Advocacy and Communications strategy

The Knowledge Management, Advocacy and Communication (KMAC) Strategy lays out the strategic framework specific to this project and the work plan, especially regarding knowledge management and communication, and to be adopted by all project partners and executing partners.

The objective is to enhance knowledge, communication and understanding of climate change impacts and adaptation response options, including best practices, in Syria. Furthermore, the KMAC strategy seeks to

ensure that project implementation is fully transparent. This entails that all stakeholders are informed of products and results and have access to these for replication.

On the one hand, knowledge management aims to capture, process and consolidate knowledge on climate change adaptation options in Syria, facilitating improved knowledge sharing. On the other hand, Advocacy & Communication aims to ensure increased visibility and understanding of project activities, results and lessons learned through efficient dissemination of knowledge (products). Both components are integrated and complement each other. However, whilst the advocacy and communications component complement KM, it also goes beyond this to serve a broader advocacy purpose on the issues pertaining to community vulnerabilities and adaptation to climate change, both locally and internationally.

All target audiences and beneficiaries are considered, including: local communities, municipal and governorate administration, MoLAE, PSC and PAC, UN Country Team, NGOs and UN-Habitat (Country Office, Regional Office and Headquarters).

Outputs for Knowledge Management include knowledge products, tools, reporting and data management, and outputs for Advocacy and Communication include print material, social media, online presence, branding, press, media and communications and audio-visual presence.

Knowledge Management and Advocacy and Communication will be an integral part of all activities and as such, all task managers must contribute to the successful roll-out of the KMAC strategy. The knowledge management officer will provide a basic capacity development and support to the project team as well as the project manager. Feedback mechanisms will ensure the successful implementation and maximum benefit of the strategy. The complete strategy is included under ANNEX 7.

Annexes (separate documents)

1. AF Syria project Flyer
2. AF Syria Project work plan and budget
3. AF Syria Project PSC and PAC ToR
4. AF Syria Project Performance reporting framework and guidance
5. AF Syria Project risks management framework
6. AF Syria Project Environmental and Social Risks Management Pan (ESMP)
7. AF Syria Project gender and youth baseline, approach and actions plan
8. AF Syria Project Knowledge Management, Advocacy and Communication Strategy
9. AF Syria Project IW attendance list



UN-Habitat ROAS website

[UN Syria website](#)

[Website UN-Habitat Syria](#)



Tamara.Tamzok@un.org (UN-Habitat AF project manager)

Hiroshi.Takabayashi@un.org (UN-Habitat Programme Management Officer)



ADAPTATION FUND

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1. AF Syria project Flyer



Project Summary

Lead Ministry: MoLAE

Ministries and concerned authorities : Ministry of Water Resources, Ministry of Agriculture and Agrarian Reform, Governorate of Rural Damascus, Governorate of Damascus, Municipalities of Mleiha, Zebdine, Deir alassafir, Marj sultan

Implementing Entity: UN-Habitat

Executing Entities: UN-Habitat, UNDP and FAO

Direct Beneficiaries: 81,700 people in East Ghouta

Duration: October 2021 – April 2025



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ADAPTATION FUND



**Climate
Resilience Project**

**TOGETHER, Towards Climate
Change Resilient Future in Syria**

**Syrian Arab Republic – Increasing
the climate change resilience of
communities in Eastern Ghouta
in Rural Damascus to water scarcity
challenges through integrated
natural resource management
and immediate adaptation interventions**

Background and Context

In the Syrian Arab Republic, climate change is manifested in various climatic phenomena, but alarming are the increasing temperatures and droughts, already in the short term, and projected reduction of precipitation, mainly in the long term. This is already leading to water availability challenges, which impact both urban and rural areas and represent a threat to livelihoods, agricultural productivity and community health.

Key concrete adaptation needs / priorities concerning water in Syria include:

- The protection of water resources (and prevent contamination of surface and groundwater resources / wells)
- The reduction of water losses
- The increase of water use efficiency, supporting water harvesting projects and using high efficiency irrigation methods;
- The promotion of use of non-conventional water resources, inc. treated wastewater
- Improved agricultural production practices, incl. drought tolerant crops and trees.

This project aims to **reduce vulnerabilities to water availability challenges** in one of the most vulnerable areas in Syria: Eastern Ghouta. This will be done through a combination of **integrated natural resource management** and concrete no-regret adaptation measures, including the **establishment of climate change resilient water supply and sewerage systems** with improved wastewater treatment as untreated wastewater is currently polluting water resources and irrigation channels in the area **establishment of climate resilient irrigation system** with climate smart agriculture practices and promotion of sustainable livelihood opportunity.

Project components and activities




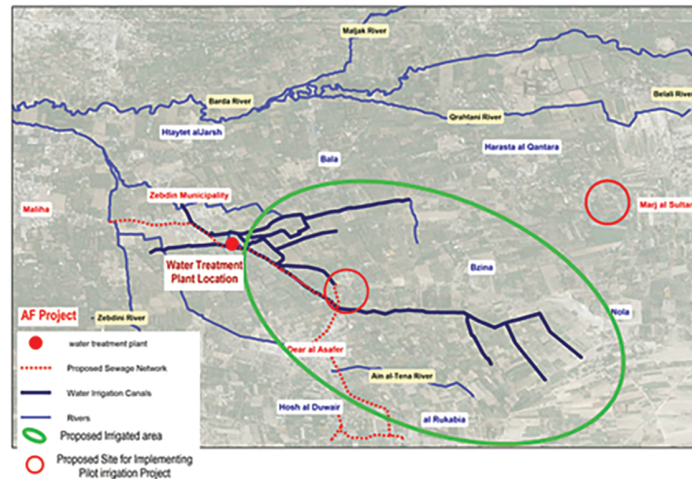
Components	Activities / Outputs	Executing Entities
1: Integrated natural Resource Management to cope with climate change and crisis related water challenges	INRM Strategy and action plan (with CC mainstreamed), including hydrogeological study and, climate change vulnerability assessment and future outlook for the region	
2: Establishment of efficient, sustainable and climate change resilient water supply systems for urban and agriculture purposes	<ul style="list-style-type: none"> •Rehabilitated sewage network to divert wastewater towards the WWTPs •Installed mobile wastewater treatment plants to use non-conventional water resources •Rehabilitated irrigation canals to divert treated water for irrigation purposed 	
3: Establishment of efficient, sustainable and climate change resilient irrigation systems and agriculture practices and security of income	<ul style="list-style-type: none"> •Introduction of water efficient agricultural technology •Climate-smart agriculture practices •Sustainable livelihood opportunity through crop residuals management and support to rural women 	

Figure: Project target area in Eastern Ghouta with proposed interventions



2. AF Syria Project work plan and budget

Work plan and budget

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions

Table 1 Project components, outputs and financing at inception phase: no changes compared to approved proposal

Project Components	Expected Outputs	Expected Outcomes	Amount (US\$)
Component 1 – Integrated natural Resource Management to cope with climate change and crisis-related water challenges	1.1. Inception workshop and coordination mechanism	1. Capacities and commitment of national and sub-national government institutions, communities and vulnerable groups to assess, plan and manage climate change-induced and post-crises water and land challenges have been strengthened and knowledge and lessons learned for replication collected and shared and integrated into strategies and regulations (in line with AF outcomes 2, 3 and 8)	176,064
	1.2. Capacity strengthening package		126,064
	1.3. Detailed hydrogeological study, CC VA and future outlook for the region		617,364
	1.4. Gaps analyses and recommendations for managing water and land		81,000
	1.5. INRM Strategy and action plan (with CC mainstreamed)		227,564
	1.6. M & E plan for above + replication mechanism		311,039
	1.7. Formal adoption of strategy document		209,000
			T: 1,748,095
Component 2 – Establishment of efficient, sustainable and climate change resilient water supply systems for urban and agriculture purposes	2.1 Assessment and verification / technical specification and engineering studies, including surveys required for detailed design of below interventions	2. Access to municipal and community-level efficient, sustainable and climate change resilient water supply systems for urban and agriculture purposes, using innovative and replicable techniques has increased through: - Use of non-conventional water resources - Reduction of losses / leakages of wastewater and from canals / irrigation systems And capacities to operate, maintain and sustain these systems have been strengthened (in line with AF outcome 2, 3 and 4 and 8)	114,300
	2.2 Rehabilitated sewage network to divert wastewater towards the WWTPs (concrete intervention)		296,250
	2.3 Installed mobile wastewater treatment plants to use non-conventional water resources identified (concrete intervention)		4,049,313
	2.4 Rehabilitated irrigation canals to divert treated water for irrigation purposed (concrete intervention)		107,053
			T: 4,566,916

Component 3 - Establishment of efficient, sustainable and climate change resilient irrigation systems and agriculture practices and security of income	3.1. Studies and assessments to detail the proposed interventions	3. Resilience of water-dependent livelihoods and security of related income (through reduced water demand), especially for vulnerable groups, has increased through: - Protection of water resources (and prevention of contamination of surface and groundwater resources / wells) - Raising water use efficiency, using high efficiency irrigation methods - Improved agricultural practices (introduction of climate smart agriculture practices.) - Alternative or diversified livelihoods; And capacities to operate, maintain and sustain these systems have been strengthened (in line with AF outcomes 2, 3 and 6 and 8).	174,133
	3.2. Introduction of water efficient agricultural technology		924,158
	3.3. Adoption of climate-smart agriculture practices for improved soil fertility and enhanced water use efficiency		814,242
	3.4. Promote sustainable livelihood opportunity through crop residuals management and support to rural women		266,906
			T: 2,179,439
4. Total components			8,494,450
5. Project / Programme Execution cost			719,519
6. Total Project/Programme Cost			9,213,969
7. Project / Programme Cycle Management Fee charged by the Implementing Entity			783,187
Amount of Financing Requested			9,997,156

Table 3 Project Budget notes at inception phase: no changes compared to approved proposal

Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit	
			1	2	3	4			
Project components									
Output 1.1.	1.1.1 1.1.2	Project oversight (international)	5,500	5,500	-	-	-	1	Month
		Project coordinator (international)	10,000	10,000	-	-	-	1	Month
		Component 1 Coordinator / manager (National)	11,000	11,000	-	-	-	1	Month
		Governance / planning specialist (National)	9,400	9,400	-	-	-	1	Month
		SDG specialist (National)	5,000	5,000	-	-	-	1	Month
		Water management / hydrology specialist (National)	8,000	8,000	-	-	-	1	Month
		Climate Change modelling and VA specialist (National)	8,000	8,000	-	-	-	1	Month
		INRM (modelling + remote sensing expert / firm (International)	24,000	24,000	-	-	-	1	Month
		Climate Change specialist (International)	20,000	20,000	-	-	-	1	Month
		Safeguarding system specialist / firm Syria	20,000	20,000	-	-	-	1	Lump sum
		Inception workshop	5,000	5,000	-	-	-	1	Lump sum
		ESCCU equipment and materials	30,000	30,000	-	-	-	1	Lump sum
		Awareness raising materials	10,000	10,000	-	-	-	1	Lump sum
		Travel international (missions)	10,164	10,164	-	-	-	1	Lump sum
Sub-total		176,064	176,064	-	-	-			
Output 1.2.	1.2.1 1.2.2 1.2.3	Project oversight (international)	5,500	5,500	-	-	-	1	Month
		Project coordinator (international)	10,000	10,000	-	-	-	1	Month
		Component 1 Coordinator / manager (National)	11,000	11,000	-	-	-	1	Month
		Governance / planning specialist (National)	9,400	9,400	-	-	-	1	Month
		SDG specialist (National)	5,000	5,000	-	-	-	1	Month
		Water management / hydrology specialist (National)	8,000	8,000	-	-	-	1	Month
		Climate Change modelling and VA specialist (National)	8,000	8,000	-	-	-	1	Month
		INRM (modelling + remote sensing expert / firm (International)	24,000	24,000	-	-	-	1	Month
		Climate Change specialist (International)	20,000	20,000	-	-	-	1	Month
		Workshops	5,000	5,000	-	-	-	1	Lump sum
		Trainings	10,000	10,000	-	-	-	1	Lump sum
		Travel international (missions)	10,164	10,164	-	-	-	1	Lump sum
Sub-total		126,064	126,064	-	-	-			

	Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit
				1	2	3	4		
Output 1.3.	1.3.1 1.3.2 1.3.3	Project oversight (international)	11,000	11,000	-	-	-	1	Month
		Project coordinator (international)	30,000	30,000	-	-	-	1	Month
		Component 1 Coordinator / manager (National)	44,000	44,000	-	-	-	1	Month
		Governance / planning specialist (National)	37,600	37,600	-	-	-	1	Month
		SDG specialist (National)	20,000	20,000	-	-	-	1	Month
		Water management / hydrology specialist (National)	32,000	32,000	-	-	-	1	Month
		Climate Change modelling and VA specialist (National)	32,000	32,000	-	-	-	1	Month
		Spatial planner (National)	26,400	26,400	-	-	-	1	Month
		Database - GIS - remote sensing specialist (National)	20,000	20,000	-	-	-	1	Month
		Engineering specialist (National)	20,800	20,800	-	-	-	1	Month
		Local Security Associate	22,400	22,400	-	-	-	1	Month
		INRM (modelling + remote sensing expert / firm (International)	96,000	96,000	-	-	-	1	Month
		Climate Change specialist (International)	80,000	80,000	-	-	-	1	Month
		Measurement / assessment equipment (esp hydrology)	50,000	50,000	-	-	-	1	Month
		Database	30,000	30,000	-	-	-	1	Month
		Geo information apps for field collection data	20,000	20,000	-	-	-	1	Month
		Workshops	15,000	15,000	-	-	-	1	Lump sum
Travel international (missions)	10,164	10,164	-	-	-	1	Lump sum		
Travel local (field visits)	20,000	20,000	-	-	-	1	Month		
Sub-total			617,364	617,364	-	-	-		
Output 1.4.	1.4.1	Project oversight (international)	5,500	-	5,500	-	-	1	Month
		Project coordinator (international)	10,000	-	10,000	-	-	1	Month
		Component 1 Coordinator / manager (National)	11,000	-	11,000	-	-	1	Month
		Governance / planning specialist (National)	9,400	-	9,400	-	-	1	Month
		Water management / hydrology specialist (National)	8,000	-	8,000	-	-	1	Month
		Climate Change modelling and VA specialist (National)	8,000	-	8,000	-	-	1	Month
		Climate Change specialist (International)	20,000	-	20,000	-	-	1	Month
		Spatial planner (National)	6,600	-	6,600	-	-	1	Month
		Workshops	2,500	-	2,500	-	-	1	Lump sum
Sub-total			81,000	-	81,000	-	-		

	Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit	
				1	2	3	4			
Output 1.5.	1.5.1	Project oversight (international)	5,500	-	5,500	-	-	1	Month	
	1.5.2	Project coordinator (international)	10,000	-	10,000	-	-	1	Month	
	1.5.3	Component 1 Coordinator / manager (National)	22,000	-	22,000	-	-	1	Month	
	1.5.4	Governance / planning specialist (National)	18,800	-	18,800	-	-	1	Month	
	1.5.5	Water management / hydrology specialist	16,000	-	16,000	-	-	1	Month	
	1.5.6	Spatial planner (National)	13,200	-	13,200	-	-	1	Month	
	1.5.7	Climate Change modelling and VA specialist (National)	16,000	-	16,000	-	-	1	Month	
			Database - GIS - remote sensing specialist	10,000	-	10,000	-	-	1	Month
			Engineering specialist (National) (Raed)	10,400	-	10,400	-	-	1	Month
			INRM (modelling + remote sensing expert / firm (International)	48,000	-	48,000	-	-	1	Month
			Climate Change specialist (International)	40,000	-	40,000	-	-	1	Month
			Workshops	7,500	-	7,500	-	-	1	Month
		Travel international (missions)	10,164	-	10,164	-	-	1	Month	
		Sub-total	227,564	-	227,564	-	-			
Output 1.6	1.6.1	Project oversight (international)	5,500	-	5,500	-	-	1	Month	
	1.6.2	Project coordinator (international)	10,000	-	10,000	-	-	1	Month	
	1.6.3	Component 1 Coordinator / manager (National)	33,000	-	11,000	11,000	11,000	1	Month	
	1.6.4	Governance / planning specialist (National)	9,400	-	9,400	-	-	1	Month	
	1.6.5	M & E specialist	45,000	-	18,000	18,000	9,000	1	Month	
	1.6.6	INRM (modelling + remote sensing expert / firm (International)	24,000	-	24,000	-	-	1	Month	
			Climate Change specialist (International)	120,000	-	20,000	60,000	40,000	1	Month
			Workshops	7,500	-	2,500	2,500	2,500	1	Month
			Communication / visualisation, incl project baseline and result videos	37,880	18,940	-	-	18,940	1	Lump sum
		International travel MoLAE to CC events (as per of knowlede sharing)	18,759	-	-	6,253	12,506	1	Lump sum	
		Sub-total	311,039	18,940	100,400	97,753	93,946			
Output 1.7	1.7.1	Project oversight (international)	5,500	-	5,500	-	-	1	Month	
	1.7.2	Project coordinator (international)	10,000	-	10,000	-	-	1	Month	
		Component 1 Coordinator / manager (National)	38,500	-	22,000	11,000	5,500	1	Month	
		Governance / planning specialist (National)	23,500	-	9,400	9,400	4,700	1	Month	
		INRM (modelling + remote sensing expert / firm (International)	24,000	-	24,000	-	-	1	Month	
		Climate Change specialist (International)	100,000	-	20,000	40,000	40,000	1	Month	
		Workshops	7,500	-	2,500	2,500	2,500	1	Month	
		Sub-total	209,000	-	93,400	62,900	52,700			
TOTAL Component 1			1,748,095	938,432	502,364	160,653	146,646			

	Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit
				1	2	3	4		
Output 2.1.	2.1.1	Component 2 Coordinator (Nati+D97-R131onal)	19,200	19,200		-	-	1	Monthly salary
	2.1.2	Project Technical Officer (National)	15,000	15,000	-	-	-	1	Monthly salary
	2.1.3	Engineers / Technicians (National)	38,400	38,400	-	-	-	4	Monthly salary
		Monitoring & Evaluation Officer (National)	9,600	9,600	-	-	-	1	Monthly salary
		Field Works	32,100	32,100	-	-	-	1	Lump Sum
Sub-total			114,300	114,300	-	-	-		
Output 2.2.	2.2.1	Component 2 Coordinator (National)	4,800	4,800	-	-	-	1	Monthly salary
	2.2.2	Project Technical Officer (National)	3,750	3,750	-	-	-	1	Monthly salary
		Engineers / Technicians (National)	9,600	9,600	-	-	-	2	Monthly salary
		Monitoring & Evaluation (National)	2,400	2,400	-	-	-	1	Monthly salary
		Field Visits	3,200	3,200	-	-	-	1	Lump Sum
		Rehabilitate sewage networks in Zebdin	192,500	192,500	-	-	-	1	Lump Sum
		Rehabilitate sewage networks in Deir Al Asafir	80,000	80,000	-	-	-	1	Lump Sum
Sub-total			296,250	296,250	-	-	-		
Output 2.3.	2.3.1	Component 2 Coordinator (National)	67,200	-	38,400	28,800	-	1	Monthly salary
	2.3.2	Project Technical Officer (National)	52,500	-	30,000	22,500	-	1	Monthly salary
	2.3.3	Engineers / Technicians (National)	38,400	4,800	19,200	14,400	-	1	Monthly salary
	2.3.4	Monitoring & Evaluation Officer (National)	33,600	-	19,200	14,400	-	1	Monthly salary
	2.3.5	Field Visits	6,400	6,400	-	-	-	1	Lump Sum
		Operational and maintenance plan & Guideline / exit strategy	20,000	-	20,000	-	-	1	Lump Sum
		SBR Containers for 55000 persons	3,236,750	3,236,750	-	-	-	1	Lump Sum
		Civil, Mechanical, electrical and site preparatory work (incl. solar PV equipment)	363,000	363,000	-	-	-	1	Lump Sum
		Laboratory with equipment for testing treated discharge	31,000	31,000	-	-	-	1	Lump Sum
		Filter Press (Sludge and odor treatment)	170,463	170,463	-	-	-	1	Lump Sum
	Electric Generator 200 KVA with fuel tank and accessories	30,000	30,000	-	-	-	1	Lump Sum	
Sub-total			4,049,313	3,842,413	126,800	80,100	-		
Output 2.4	2.4.1	Component 2 Coordinator (National)	4,800	4,800	-	-	-	1	Monthly salary
	2.4.2	Project Technical Officer (National)	3,750	3,750	-	-	-	1	Monthly salary
		Engineers / Technicians (National)	4,800	4,800	-	-	-	1	Monthly salary
		Monitoring & Evaluation (National)	2,400	2,400	-	-	-	1	Monthly salary
		Field Visits	3,200	3,200	-	-	-	1	Lump Sum
		Rehabilitation of Al Zebdini canal	31,501	31,501	-	-	-	1	Lump Sum
		Rehabilitation of Al Feid canal	19,688	19,688	-	-	-	1	Lump Sum
		Rehabilitation of Al Haroush canal	19,688	19,688	-	-	-	1	Lump Sum
		Rehabilitation of Marj al Sultan canal	17,226	17,226	-	-	-	1	Lump Sum
Sub-total			107,053	107,053	-	-	-		
TOTAL Component 2			4,566,916	4,360,016	126,800	80,100	-		

Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit	
			1	2	3	4			
Output 3.1	3.1.1	AF Programme Coordinator	23,500	23,500	-	-	-	1	Monthly salary
		Resident engineers for carrying out assessment, design and	14,400	14,400	-	-	-	3	Monthly salary
		Admin (HR, Finance, IT & Security) Support	10,500	10,500	-	-	-	1	Monthly salary
		Project Manager	11,600	11,600	-	-	-	1	Monthly salary
		Operations Officer	5,338	5,338	-	-	-	1	Monthly salary
		Crop Production Officer	5,000	5,000	-	-	-	1	Monthly salary
		Livestock Officer	5,000	5,000	-	-	-	1	Monthly salary
		Crop Production and livestock Officers by IC&I	6,400	6,400	-	-	-	2	Monthly salary
		Farmer Field School Officer/Training Officer	-	-	-	-	-	1	Monthly salary
		Natural Resources & Climate Change Expert	13,200	3,300	4,400	4,400	1,100	1	Monthly salary
		EIA Specialists	4,800	4,800	-	-	-	1	Monthly salary
		Water needs assessment studies	10,000	10,000	-	-	-	1	Provision
		Irrigation Engineer Officer	5,000	5,000	-	-	-	1	Monthly salary
		Data collection for Baseline/Endline surveys - enumerators (IC&I)	8,000	4,000	-	-	4,000	1	Provision
		Community engagement & Data collection/analysis for the required	3,500	3,500	-	-	-	1	Field work
		Technical Support Services	2,014	2,014	-	-	-	1	Secondment rate
		FAO Resilience officer in Damascus	2,300	2,300	-	-	-	1	Monthly salary
		Workshop to discuss the studies findings/designs	3,500	3,500	-	-	-	1	workshop
		Capitalization workshop	10,000	-	-	-	10,000	1	workshop
		Office rent and upkeeping	6,746	6,746	-	-	-	1	Monthly allocatio
		Field office Vehicle operating and maintenance etc	1,200	1,200	-	-	-	1	Per vehicle
		Reporting cost	5,035	1,007	1,007	1,007	2,014	1	Secondment rate
		M & E Cost	4,500	-	-	-	4,500	1	Lump sum
Contribution to project running cost (Office Space and Service	5,600	5,600	-	-	-	1	Provision		
Staff accomodation cost	3,000	3,000	-	-	-	1	Monthly allocatio		
Printing of studies and dissemination	4,000	4,000	-	-	-	1	Provision		
Sub-total		174,133	141,795	5,407	5,407	21,614			
		AF Programme Coordinator	3,917	-	1,959	-	1,958	1	Monthly salary
		Project Manager	20,300	2,900	8,700	8,700	-	1	Monthly salary
		Admin (HR, Finance, IT & Security) Support	17,500	1,750	5,250	5,250	5,250	1	Monthly salary
		Operations Officer	10,675	-	3,559	3,558	3,558	1	Monthly salary
		Irrigation Engineer Officer	15,000	5,000	5,000	5,000	-	1	Monthly salary
		Natural Resources & Climate Change Expert	6,600	1,650	2,200	2,200	550	1	Monthly salary
		Procurement Associate	4,000	-	4,000	-	-	1	Monthly salary
		Modern irrigation systems for treated water	228,000	-	228,000	-	-	1	Beneficiary

	Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit	
				1	2	3	4			
Output 3.2.	3.2.1	Logistic Associate	3,000	-	1,500	1,500	-	1	Monthly salary	
		LoA for promotion of modern irrigation techniques and laser	20,000	-	20,000	-	-	1	Provision	
		Ground water wells rehabilitated with solar equipment	222,000	222,000	-	-	-	1	Provision	
		Modern irrigation systems for ground water	47,500		47,500			1	Beneficiary	
		Office rent and upkeeping	3,373	-	1,125	1,124	1,124	1	Monthly allocatic	
		Field office Vehicle operating and maintenance etc	1,200	-	600	600	-	1	Per vehicle	
		M & E Cost	2,250	-	-	-	2,250	1	Lump sum	
		Contribution to project running cost (Office Space and Service	2,800	-	934	933	933	1	Provision	
		Laser leveling device rehabilitation	50,000	50,000	-	-	-	1	Provision	
		Laser leveling device operation	15,000	-	5,000	5,000	5,000	1	Provision	
		Superintendance	6,000	-	3,000	3,000	-	1	Provision	
		Technical Support Services	2,014	-	2,014	-	-	1	Secondment rate	
		Staff accomodation cost	7,500	1,500	2,000	2,000	2,000	1	Monthly allocatic	
		AF Programme Coordinator	3,917	-	1,959	-	1,958	1	Monthly salary	
		3.2.2	Project Manager	14,500	2,900	5,800	5,800	-	1	Monthly salary
			Admin (HR, Finance, IT & Security) Support	17,500	1,750	5,250	5,250	5,250	1	Monthly salary
	Procurement Associate		4,000	2,000	2,000	-	-	1	Monthly salary	
	Logistic Associate		9,000	-	4,500	4,500	-	1	Monthly salary	
	Operations Officer		10,675	-	3,559	3,558	3,558	1	Monthly salary	
	Natural Resources & Climate Change Expert		6,600	1,650	2,200	2,200	550	1	Monthly salary	
	Water Officer		18,000	4,500	9,000	4,500	-	1	Monthly salary	
	Resident engineers (IC&I)		14,400	2,400	4,800	4,800	2,400	1	Monthly salary	
	Procurement and installation of climate station		25,000	25,000	-	-	-	1	Provision	
	Procurement and installation of the stream-gauge station		18,000	18,000	-	-	-	1	Provision	
	Procurement and installation of dataloger groundwater monitoring		40,000	40,000	-	-	-	1	Provision	
	Contract for operation and training of climate equipment		10,000	-	10,000	-	-	1	Provision	
	Resident engineers for carrying out assessment, design and		5,000	-	3,000	2,000	-	1	Provision	
	Superintendance		4,500	-	4,500	-	-	1	Contract	
	Office rent and upkeeping		3,373	-	1,125	1,124	1,124	1	Monthly allocatic	
	M & E Cost		2,250	-	-	-	2,250	1	Lump sum	
	Technical Support Services	2,014	-	2,014	-	-	1	Secondment rate		
	Field office Vehicle operating and maintenance etc	1,500	-	900	600	-	1	Per vehicle		
Contribution to project running cost (Office Space and Service	2,800	-	934	933	933	1	Provision			
Staff accomodation cost	7,500	1,500	2,000	2,000	2,000	1	Monthly allocatic			
LoA for water resource management and establishing/training	15,000	-	15,000	-	-	1	Provision			
Sub-total			924,158	384,500	420,882	76,130	42,646			

	Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit
				1	2	3	4		
Output 3.3	3.3.1 3.3.2	AF Programme Coordinator	3,917	-	1,959	-	1,958	1	Monthly salary
		Project Manager	23,200	2,900	8,700	8,700	2,900	1	Monthly salary
		Logistic Associate	4,500	-	2,250	2,250	-	1	Monthly salary
		Resident Eng for nursery	9,600	3,200	4,800	1,600	-	2	Monthly salary
		FAO Resilience officer in Damascus	6,900	-	2,300	2,300	2,300	1	Monthly salary
		Natural Resources & Climate Change Expert	6,600	1,650	2,200	2,200	550	1	Monthly salary
		Operations Officer	21,348	5,337	5,337	5,337	5,337	1	Monthly salary
		Admin (HR, Finance, IT & Security) Support	17,500	1,750	5,250	5,250	5,250	1	Monthly salary
		Procurement Associate	4,000	-	2,000	2,000	-	1	Monthly salary
		Printing of training materials and visibility	1,500	-	1,500	-	-	1	Provision
		LoA for operation, training and saplings distribution	16,000	-	-	8,000	8,000	1	Provision
		LoA for FFS on GAP, crop rotation and intercropping as Climate	55,000	-	55,000	-	-	1	Provision
		FFS expert and Agronomists (IC&I)	9,600	-	4,800	4,800	-	1	Monthly salary
		ToT for extensionists on innovative crop management technics	8,000	-	8,000	-	-	1	Provision
		Procurement of seeds packages for intercropping	108,000	-	108,000	-	-	1	Beneficiary
		Procurement of seeds packages for crop rotation	108,000	-	108,000	-	-	1	Beneficiary
		Establishment of fruit tree nursery equipped with solar system	271,350	271,350	-	-	-	1	Provision
		M & E Cost	2,250	-	-	-	2,250	1	Lump sum
		Field office Vehicle operating and maintenance etc	1,200	-	300	600	300	1	Per vehicle
		Office rent and upkeeping	3,373	-	1,125	1,124	1,124	1	Monthly allocatio
		Contribution to project running cost (Office Space and Service	2,800	-	934	933	933	1	Provision
		Superintendance	1,500	-	1,500	-	-	1	Contract
		Staff accomodation cost	7,500	1,500	2,000	2,000	2,000	1	Monthly allocatio
		AF Programme Coordinator	3,917	-	1,959	-	1,958	1	Monthly salary
		Procurement Associate	4,000	-	2,000	2,000	-	1	Monthly salary
		Operations Officer	21,350	5,338	5,338	5,337	5,337	1	Monthly salary
		Admin (HR, Finance, IT & Security) Support	17,500	1,750	5,250	5,250	5,250	1	Monthly salary
		Logistic Associate	4,500	-	2,250	2,250	-	1	Monthly salary
		Project Manager	17,400	2,900	5,800	5,800	2,900	1	Monthly salary
		Natural Resources & Climate Change Expert	6,600	1,650	2,200	2,200	550	1	Monthly salary
		Procurement of abiotic and biotic tolerant origins fruit trees	5,000	-	5,000	-	-	1	Provision
		Superintendance	1,500	-	1,500	-	-	1	Contract
Technical Support Services	2,014	-	2,014	-	-	1	Secondment rate		
Office rent and upkeeping	3,373	-	1,125	1,124	1,124	1	Monthly allocatio		
Contribution to project running cost (Office Space and Service	2,800	-	934	933	933	1	Provision		
Field office Vehicle operating and maintenance etc	900	-	-	600	300	1	Per vehicle		
M & E Cost	2,250	-	-	-	2,250	1	Lump sum		
Staff accomodation cost	7,500	1,500	2,000	2,000	2,000	1	Monthly allocatio		
Capacity building for extension services (IT equipments, fumitures	20,000	-	20,000	-	-	1	Provision		
Sub-total			814,242	300,825	383,325	74,588	55,504		

	Activities	Notes / Staff	TOTAL	Year	Year	Year	Year	No.	Unit
				1	2	3	4		
Output 3.4	3.4.1.	AF Programme Coordinator	7,834	-	3,917	-	3,917	1	Monthly salary
		Project Manager	23,200	5,800	5,800	5,800	5,800	1	Monthly salary
		FAO Resilience officer in Damascus	6,900	-	2,300	2,300	2,300	1	Monthly salary
		Natural Resources & Climate Change Expert	13,200	3,300	4,400	4,400	1,100	1	Monthly salary
		Operations Officer	16,013	5,339	3,558	3,558	3,558	1	Monthly salary
		Procurement Associate	4,000	-	4,000	-	-	1	Monthly salary
		Logistic Associate	1,500	-	750	750	-	1	Monthly salary
		ToT on management of farmer residuals for composting and silage	8,000	-	8,000	-	-	1	Provision
		LoA for FFS, practical training for the farmers on management of farm	20,000	-	10,000	10,000	-	1	Provision
		FFS expert and Agronomists (IC&I)	6,400	-	3,200	3,200	-	1	Monthly salary
		Procurement and distribution of crushers	30,000	-	30,000	-	-	1	unit
		Procurement of tools for rural women empowerment	50,000	-	25,000	25,000	-	1	sets
		Technical Support Services	2,014	-	2,014	-	-	1	Secondment rate
		M & E Cost	4,500	-	-	-	4,500	1	Lump sum
		Superintendance	4,500	-	1,500	3,000	-	1	Contract
		Office rent and upkeeping	6,744	-	2,248	2,248	2,248	1	Monthly allocatic
		Contribution to project running cost (Office Space and Service	5,601	-	1,867	1,867	1,867	1	Provision
		Field office Vehicle operating and maintenance etc	1,500	-	-	900	600	1	Per vehicle
Staff accomodation cost	15,000	3,000	4,000	4,000	4,000	1	Monthly allocatic		
Procurement and distribution of tools for the compost making to	40,000	-	20,000	20,000	-	1	sets		
Sub-total			266,906	17,439	132,554	87,023	29,890		
TOTAL Component 3			2,179,439	844,469	942,168	243,148	149,654		
TOTAL Components			8,494,450	6,142,917	1,571,332	483,901	296,300		

Project execution costs									
Project execution	Staff Syria CO	Project oversight (international; 8 % of which 5.5 % under comp 1)	33,000	-	-	22,000	11,000	1	Month
		Project coordinator/manager (international; 21.5 %, of which 12 % under comp 1)	80,000	-	-	50,000	30,000	1	Month
		Project manager (National; 100%, of which 74% under comp 1)	60,500	-	-	44,000	16,500	1	Month
		Admin / finance (national) (50 %)	84,000	24,000	24,000	24,000	12,000	1	Month
		Safeguarding system, incl. gender (AF) compliance (national) (26 %)	34,100	9,300	9,300	9,300	6,200	1	Month
		M & E and communication (national) (25 %)	47,250	13,500	13,500	13,500	6,750	1	Month
	Travel	Travel	44,044	13,552	13,552	10,164	6,776	1	Mission
	Operations	Office Rental Cost in Damascus	34,650	9,900	9,900	9,900	4,950	1	Month
		Office Security Costs Share (LCSSB Budget)	47,250	13,500	13,500	13,500	6,750	1	Month
		Common Services Cost Share (Damascus Office Hub, EDD, UN Clin	52,500	15,000	15,000	15,000	7,500	1	Month
		Communication Cost (ICT licences, FTTB internet, Mobile Voice Dat	21,000	6,000	6,000	6,000	3,000	1	Month
		Armored Vehicle / Soft Skin Operations & Maintenance	21,000	6,000	6,000	6,000	3,000	1	Month
		Office Operating Costs (Utilities, Diesel, Maintenance, Stationary, P	21,000	6,000	6,000	6,000	3,000	1	Month
		Hotel Accommodation Cost for International Staff AT Approved UN P	69,646	25,001	25,001	12,500	7,144	1	Month
	Equipment (computers)	7,200	7,200	-	-	-	1	Per item	
	Audits	Audits	15,000	-	-	-	15,000	1	Per item
	Terminal evaluation	Independent (lump sum)	47,379	-	-	-	47,379	1	Per item
TOTAL Execution costs		719,519	148,953	141,753	241,864	186,949			
TOTAL Project costs		9,213,969	6,291,870	1,713,085	725,765	483,249			
		1	1	0	0	0			
Project cycle management fee costs									
Project cycle management	1.25%	UN-H ROAS Project oversight (P5) (4%)	30,240	20,650	5,622	2,382	1,585	1	Month
		UN-H ROAS PMO (4%)	23,520	16,061	4,373	1,852	1,234	1	Month
		UN-H ROAS PMA (40%)	61,416	41,938	11,418	4,838	3,222	1	Month
		Total	115,176	78,649	21,413	9,072	6,042		
	0.15%	UN-H ROAS M & E (esp ESP and GP), incl. Travel	13,820	9,438	2,569	1,088	725		
7.1%	UN-H ROAS PSC - Overall project supervision, incl .compliance to UN-H and AF policies (gender, human rights, climate change, etc.). Part of this fee will be passed-through to UNDP and FAO as this is the modality under LIN to LIN agreements	654,191	446,723	121,628	51,529	34,311			
TOTAL management		783,187	534,810	145,610	61,689	41,078			
TOTAL amount of financing requested		9,997,156	6,826,680	1,858,695	787,454	524,327			

3. AF Syria Project PSC and PAC ToR



Food and Agriculture Organization of the United Nations

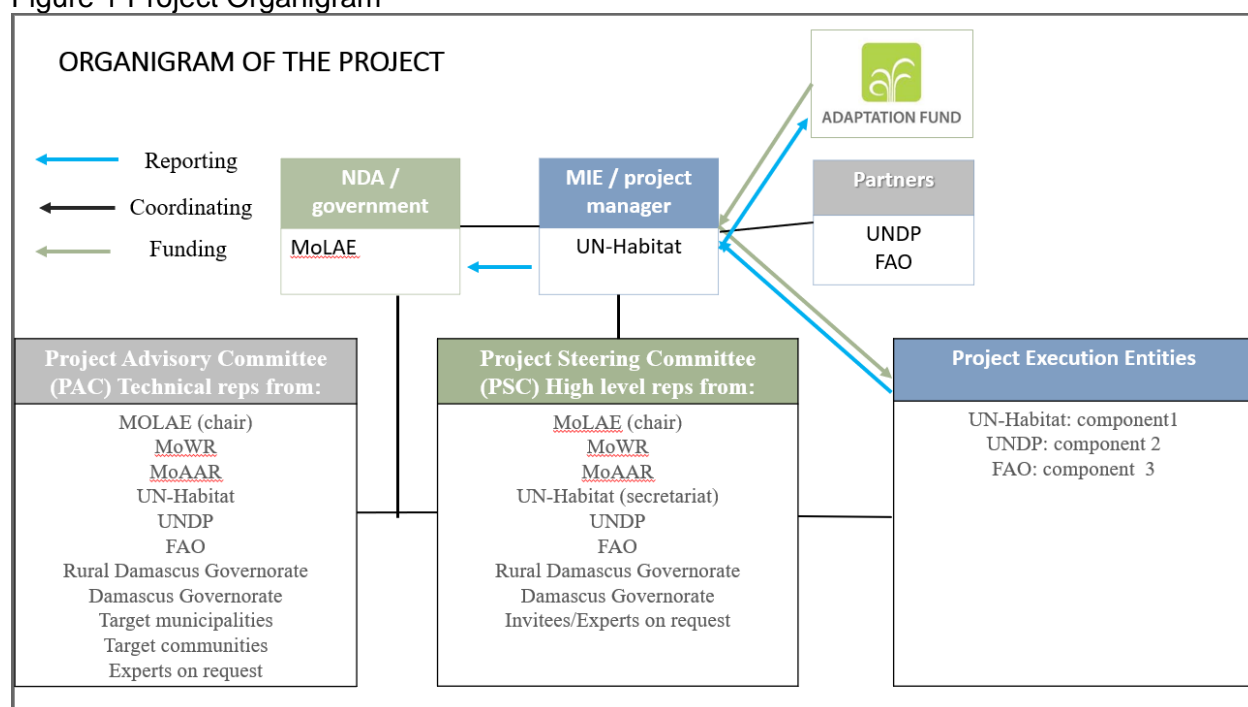


Terms of Reference (ToR) of Project Steering Committee (PSC) and Project Advisory Committee (PAC)

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions

Changes between the ProDoc and the inception of the project baseline are shown in track changes

The following arrangements for project management (oversight, coordination and execution) have been agreed upon with the AF DA, the project steering committee and Execution Partners in Syria
Figure 1 Project Organigram



Roles and responsibilities

Table 1 Roles and responsibilities

Stakeholder	Roles and responsibilities
UN-Habitat	Multilateral Implementing Entity: <ul style="list-style-type: none"> - Project oversight / supervision and coordination with UN-H HQ and regional office (ROAS), government actors and execution entities - Ensuring project compliance with AF and UN policies and reporting / M&E requirements, incl. safeguarding system - Contracting and coordination with execution partners and MoLAE - Execute component 1, as execution entity agreed from MoLAE - Secretariat project Steering Committee - Received the fund disbursement from AF board

	- Provide the required agreed disbursement payments to Project execution committee
UNDP and FAO	<p>Executing Entities:</p> <ul style="list-style-type: none"> - Ensuring project compliance with AF and UN policies and reporting / M&E requirements, incl. safeguarding system - Execute component 2 and 3, as execution entity agreed from MoLAE - Members of the PSC and PAC - Manage fund received from UN-Habitat
Ministry of Local Administration and Environment (MoLAE)	<p>Adaptation Fund Designated Authority:</p> <ul style="list-style-type: none"> - Coordinate through the MoLAE with UN-Habitat, the PSC and the PAC - Chair of PSC-PAC - Recommend the additional technical advisory members to ensure project compliance with the National laws and plans.
Project Steering Committee (PSC)	<p>The PSC is set up to oversee and facilitate the implementation of the project progress, in line with the project document and the requirements of the donor (the Adaption Fund), the Multilateral Implementing Entity (UN-Habitat), the executing entities (UNDP and FAO) and the Government of Syria. The PSCs role functions within the policies and conditions of the UN as well as the governing laws of the Government of Syria. The PSC will provide overall guidance, evaluation, monitoring of outputs and achievements of the project. It will not be expected to deal with day-to-day management and administration of the project.</p> <p>The PSC will:</p> <ul style="list-style-type: none"> - Provide guidance on the work plans, specific tasks and major deliverables in the project - Review project annual work plans - Review project tools and strategies - Conduct meetings with the PAC committee - Review PAC Committee reports and inputs - Review work progress reports of the activities to be executed by UN Habitat (comp 1) where UN-Habitat can be present but is not allowed to vote - Review work progress report of the activities to be executed by UNDP (comp 2) where UNDP can be present but is not allowed to vote - Review work progress report of the activities to be executed by FAO (comp 3) where FAO can be present but is not allowed to vote
Project Advisory / Technical Committee (PAC)	<p>The PAC is set up to provide technical inputs and advice on how to deliver project outputs and the achievement of the project in line with national and sub-national strategies and laws / technical standards. The Ministries of Water Resources (MoWR) and Agriculture and Agrarian Reform (MoAA) will be part of it. If specific technical inputs are required, members can be invited.</p> <p>The PAC will:</p> <ul style="list-style-type: none"> - Coordination with the MoLAE and PSC - Provide any needed technical inputs, including data/updated assessments related to project

Term

The PSC and PAC will be convened for a 3,5-year period from October 2021 to Mid-2025 or until the final completion of the project. These terms of reference, once agreed upon by the committee members, will be effective immediately and will continue until the date of completion of the project.

Membership:

The Committee will comprise of representatives from:

Table 2 Stakeholders in the PSC

Project Steering Committee (PSC)	
Stakeholders	
Ministry of Local Administration and Environment	Chair + 1 (2)
UN-Habitat	Secretariat (2)
UNDP	Member (1)

FAO	Member (1)
Ministry of Water Resources	Member (1)
Ministry of Agriculture and Agrarian Reform,	Member (1)
Governorate Rural Damascus	Member (1)
Damascus Governorate	invitee (1)
Committee members to consult experts/authorities when needed	invitees (4-5)

Table 3 Stakeholders in the PAC

Project Technical Committee (PAC)	
Stakeholders	
Ministry of Local Administration and Environment	Chair + 2 (3)
UN-Habitat	Member (2)
UNDP	Member (2)
FAO	Member (2)
Ministry of Water Resources	Member (2)
Ministry of Agriculture and Agrarian Reform,	Member (2)
Representatives from Rural Damascus governorate	Member (1)
Representatives from target municipalités /villages	Member (4)
Representatives target communities, water and farmer associations and women and youth unions	Invitees
Related additional expert (private companies) consult entity when needed	Invitees

Under decree N 2674 dated 1/12/2019 from MoLAE a Project Technical Committees was established, including chairs, co-chairs and members for the development phase of the project. Besides that, an AF project coordination unit with the consortium of UN-Habitat, UNDP and FAO was established. On 14 October 2020, during a joined meeting it was agreed to establish a PSC.

Institutional

The PSC will:

- Commit to serving for 3,5 years, with the option of re-nominating for an additional period if required
- Meet at least every 6 months, if possible in person
- Meet if and when required for extraordinary PSC sessions in person or electronically
- Prepare for, attend and actively participate in meetings and working groups (if relevant).
- Communicate via e-mail and telephone on urgent project related matters.
- Respond to requests for input into and/or feedback on project activities, policies and reports.
- Respond to any other business brought to the PSC by one of its members.

The PAC will meet on request of the PSC or MoLAE.

Conduct and interest provisions

In performing their role, a member must:

- Encourage fair and reasonable discussion.
- Respect the confidentiality of documents before the Committee and meeting proceedings.
- Not make improper use of their position for personal or professional gain.

A member with a potential Conflict of Interest and/or a perceived Conflict of Interest in a matter before the PSC must declare their interest prior to Committee discussion of the item. The

declaration and nature of the conflict of interest must be recorded in the minutes of the meeting. A member who does not adhere to this code of conduct will be asked to retire.

Meetings

The first meeting of the PSC is to be held within the first two months of the formal project start. Meetings of the PSC will be convened by at least two (2) weeks' notice. The quorum for the Committee will be half the total members plus one. Decisions will be made by consensus.

Format

The following is a proposed format for the PSC meetings:

- An introduction will be given through the agenda and there will be remarks made by the Chair and the Co-chair.
- Review of minutes of the previous meeting and discussion of matters arising
- There will be discussion and adoption of the relevant workplan.
- Discussion will be made on major deliverables, with planning for the acceptance of documents and results to be achieved.
- There will be a review of upcoming activities
- Other agenda items that can be proposed by the Committee member prior to the meeting will be discussed.
- The meeting will be closed.
- A summary and AoBs arising from the meeting will be produced, for distribution between committee members.

Minutes, agenda and reports

An agenda will be circulated not less than forty-eight (48) hours prior to each meeting. Minutes of the meetings will be provided to the PSC and PAC members by the secretariat within Two weeks of the meeting. Minutes will contain details of meeting proceedings and actions arising and will be clear and self-explanatory. If no comments received on the minutes in 10 days, the minutes will be formally endorsed by the PSC at the subsequent meeting.

Amendment, Modification or Variation

These Terms of Reference may be amended, varied or modified after consultation and agreement by the Committee members.

Evaluation and review

Towards the conclusion of the 3,5-year term, the PSC will evaluate its success in meeting the objectives and priorities established at the beginning of its term, and the MoLAE may consider the purpose and role of the Committee considering the overall success of the project. The Terms of Reference will also be reviewed at this time.

Cost of participating in the PSC and PAC

The cost of participating in the PSC and PAC will be covered by the project. MoLAE will host the meetings up to 30 persons and will provide tea and coffee. UN-Habitat will support travel costs in line with OMT standards

ANNEX 1: Key stakeholders and roles and responsibilities

Table 4 Overview main stakeholders and roles and responsibilities

Government			
Stakeholder		Role and responsibility (policy / M&E, implementation, etc)	
Main	Sub + Commissions	Current government	In the Project
MoLAE	MoLAE	<ul style="list-style-type: none"> - Manage the environment - Manage decentralisation (role governorates / municipalities) - Support development spatial master plans, city plans and municipality level local plans - Develop recovery plans on city level & governorate - Regulations related to above - Coordinate with international agencies for Syrian projects 	<ul style="list-style-type: none"> - Chair PSC - Coordinate PAC - Nominate the additional related invitees to PAC - Ensure compliance to National technical standards related to environment - Coordinate through consultations workshops with direct beneficiaries from Municipalities representors of target project municipalities - Guide project administration with Ministry of Foreign Affairs.
Governorate Rural Damascus	Environmental departments	<ul style="list-style-type: none"> - Implementing regional and governorate level plans of water and land management - Ensure implementing laws, legitimations of urban expansions - Support local plans of water supply and maintenance systems - Support local farms developments plans - Coordinate with related cities councils and community representors 	<ul style="list-style-type: none"> - Member PSC - Member PAC (technical staff) - Guide local implementation of the project, including ensuring the process complies with local plans and regulations - Coordinate with target municipal councils and community representatives - Facilitate project awareness raising and capacity building activities in target municipalities
MOLAE/ Governorate Rural Damascus Municipalities of Mleiha, Zebdine, Deir alassafir, Marj sultan	Municipalities	<ul style="list-style-type: none"> - Implanting regional and governorate level plans of water and land managements - Ensure implementing laws, legitimations of urban expansions - Support local plans of water supply and maintenance systems - Support implementation of local recovery plans - Coordination with governorate and all community members and NGOs, unions 	<ul style="list-style-type: none"> - Member PAC (technical staff) - Support local implementation of the project, including ensuring the process complies with local plans and regulations - Advise on implementation, including any amendments needed

	Local communities inc. Rural Women and youth	<ul style="list-style-type: none"> - Represent women and youth - Improve women and youth quality of life and support enhancing social cohesion in cities / villages - Coordinate with municipalities - Make recommendations to municipalities / governorates on development paths - Conduct awareness workshops / meetings sessions 	<ul style="list-style-type: none"> - Invite to the PAC - Identify women and youth specific needs in project implementation and advise on how to engage women and youth - Support women and youth capacity building activities
MoWR		<ul style="list-style-type: none"> - Manage water resource surface & ground water - Strategic plans & regulations / laws to protect and manage water sheds & ground water - Operate and maintenance the water plants and - Supply drinking water networks - Supply domestic water network - Wastewater treatments plants strategies & plans 	<ul style="list-style-type: none"> - Member PAC - Technical advise on activities, including ensuring alignment with plans and regulations / standards - Provide related data required
	Water users associations	<ul style="list-style-type: none"> - Represent water users - Improve water users quality of life - Coordinate with municipalities - Make recommendations to municipalities / governorates on development paths - Conduct awareness workshops / meetings sessions on new approaches / technologies 	<ul style="list-style-type: none"> - Invite to the PAC - Identify water user needs in project implementation and advise on how to water users / farmers - Support water user / farmer capacity building activities -
MoAAR		<ul style="list-style-type: none"> - Manage agriculture and irrigation - Develop Agricultural & livestock strategic plans - Support development of regional and local agriculture plans - Periodic Assessments and reports - Evaluations of land & fields productivities - Support farmers with tangible tools - Assure crops and trees equipment raw materials 	<ul style="list-style-type: none"> - Member PAC - Technical advise on activities, including ensuring alignment with plans and regulations / standards 3. Provide related data required
	Farmers' associations, Extensionists and unions	<ul style="list-style-type: none"> - Represent farmers - Improve farmers quality of life - Coordinate with municipalities - Make recommendations to municipalities / governorates on development paths - Conduct awareness workshops / meetings sessions on new approaches / technologies 	<ul style="list-style-type: none"> - Invite to the PAC - Identify farmer needs in project implementation and advise on how to water users / farmers - Support water user / farmer capacity building activities -
Non-government			
UN-Habitat		<ul style="list-style-type: none"> - Support building inclusive, safe, resilient and sustainable cities and communities. 	<ul style="list-style-type: none"> - MIE - Secretariat PSC - Member PAC - Execute comp 1
UNDP		<ul style="list-style-type: none"> - Promote technical and investment cooperation among nations and advocates for change and connects countries to knowledge, experience and resources to help 	<ul style="list-style-type: none"> - Member PSC - Member PAC - Execute comp 2

	people build a better life for themselves.	
FAO	- Leads international efforts to defeat hunger and improve nutrition and food security.	- Member PSC - Member PAC - Execute comp 3

4. AF Syria Project Performance reporting framework and guidance



UN HABITAT
FOR A BETTER URBAN FUTURE



Food and Agriculture
Organization of the
United Nations



Project performance and reporting framework and guidance

Of project 'Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions'

Changes between the ProDoc and the inception of the project baseline are shown in track changes

Monitoring and Evaluation (M & E) arrangements for this project will follow the AF protocols and guidelines and will be in compliance with the [AF Environmental and Social Policy \(ESP\) and Guidelines](#) and [AF Gender Policy \(GP\) and Guidelines](#) and with UN-Habitat, UNDP and FAO policies and guidelines. The Monitoring and Evaluation (M & E) of progress in achieving project results is based on targets and indicators established in the Project Results Framework (see Table 3). Besides that, the implementation of any Environmental and Social Management Plan (ESMP), including those measures required to avoid, minimize, or mitigate environmental and social risks (see Table 5) will be monitored throughout the project. The same applies to financial and project management risks and mitigation measures (see Table 4).

Monitoring and reporting Framework

The project monitoring framework is currently comprised of five interrelated monitoring and reporting elements:

1. The AF [Project Performance Reporting \(PPR\)](#). The PPR is an [excel reporting template](#) required to be used by all Adaptation Fund funded projects. It has to be submitted on an annual basis and [guidelines are available](#).
2. Reporting against the AF [Core Indicators](#), which should also be done in the PPR. The project core indicators and targets are included in Table 2 (and part II.E of the [ProDoc](#))
3. Monitoring the implementing the [Environmental and Social Risks Management Plan \(ESMP\)](#), including risks mitigation measures, which comes with a dedicated monitoring plan (see Table 5) and as part of the ESMF/P presented in annex 5 in the [ProDoc](#). Data collected through this plan also feed into the PPR. The implementation of the Gender and Youth baseline, approach and plan will also be monitored (see Table 6 and annex 6 in the [ProDoc](#)).
4. Monitoring potential [Financial and project risks](#) and the implementation of risks mitigation measures, which are presented in Table 4 (and part II.B of the [ProDoc](#)).
5. Monitoring the implementation of the [Knowledge Management, Advocacy and Communications Strategy](#), which comes with a work plan (see Table 7), clear deliverables, and monitoring indicators. Most, but not all outputs directly relate to the PPR.

*The baseline and indicators and targets for a above have been verified and, where needed, adjusted during the inception phase of the project and shown in the inception report and in annual reports.

UN-Habitat will ensure timely and high-quality M & E by keeping oversight of the process by providing guidance to UNDP and FAO and MoLAE through sharing of M & E requirements and methodologies. Where possible, the M & E process will be participatory, involving key stakeholders at national, municipal and communities. Project activities will be monitored by the UN-H Syria CO with dedicated monitoring staff, which will require having expertise of M & E compliance to the AF ESP and GP.

The M&E plan will be implemented as proposed in the table below.

Table 1 M & E plan

Type of M&E Activities	Responsible Parties	Time Frame	Reporting
a. Inception Workshop Report	UN-H Project manager with climate change expert and M & E Coordinated with: - UN-H ROAS - Project Steering Committee (PSC) and Project Advisory Committee (PAC) - UNDP and FAO	Workshop: within first six months after signing between AF and UN-Habitat (24 October 2021) Report: within one month after inception workshop (by 23 November 2021)	Project inception report with annexes
b. Project Performance Reporting (PPR)	UN-H Project manager with climate change expert and M & E Coordinated with: - UN-H ROAS - PSC and PAC - UNDP and FAO	Annually, – within 1 month after 24 October 2022/23/24/25)	PPR - Annual Report, final
c. Implementation of the ESMF/P in compliance with the AF ESP and GP	- UN-H ROAS - PSC and PAC - UNDP and FAO	Annual, as well as upon receipt of complaints, grievances or queries	
d. Implementation of risks mitigation measures against potential financial and project risks		Annual, as well as upon implementation of risk mitigation measures.	
e. Financial report		As per AF at the end of the project. UN-Habitat will have UNON certification	
Project completion report (see also b)		No later than 6 months after project completion but preferably earlier	PPR and project completion summary
f. Final Evaluation	External Evaluator Coordinated with: - UN-H Syria, ROAS - PSC and PAC - UNDP and FAO	No later than project completion	Final Evaluation Report
g. Community consultations / workshops / trainings, etc.	- UN-H Project manager and M & E for comp 1 - UNDP for comp 2 - FAO for comp 3	Within two week after each event	Documentation
h. Implementation of KM, advocacy and communication strategy and work plan	UN-H Project manager and M & E and KM Coordinated with: - UNDP and FAO - PSC and PAC	As per the work plan	Field visit Report Video compilation of project baseline and results

For related data, targets and indicators, please see the Project Results Framework (see Table 3).

M&E Activities

a) Inception workshop and PSC and PAC meetings

As per the ToR for the PSC and PAC (to be endorsed by MoLAE) PSC and PAC members will support the monitoring / reviewing of project progress and provide technical guidance. During the inception workshop, the following will be reviewed with the purpose to be endorsed: the project organizational structure, includes roles and responsibilities (as per the PSC and PAC ToR), the 1st year work plan, the project baseline and monitoring framework, the project risks management framework, the project knowledge management framework and work plan and the project Environmental and social Risks Management Framework / Plan.

b) Project Performance Reporting (PPR), and project completion report

Annual project performance monitoring, including against the project core indicators, will be conducted using the AF PPRs template. The sections of the template include: Overview; Financial Data; Procurement; Risk Assessment; Environmental and Social Policy Compliance; Gender Policy Compliance; Rating; Project Indicators; Lessons Learned; and [Results Tracking](#). The final project progress report (PPR) is considered as a project completion report. While the PPRs meet technical requirements, the information is reported by year and its format is not ideal to convey the overall information and knowledge to wider and more general audiences. To supplement this, UN-Habitat, in cooperation with UNDP and FAO, will prepare a [project completion summary](#).

c) ESMF/P implementation monitoring

The implementation of the project Environment and Social Risks Management Framework / Plan (ESMF/P) as described in annex 5 will be monitored. The ESMF/P includes monitoring indicators and responsibilities for identified potential risks, impacts and mitigation measures. This will be done as part of the PPR. The ESMF/P will be verified / updated at the beginning of year 1.

d) Financial and project risks mitigation measures implementation monitoring

The implementation of financial and project risks mitigation measures as per Table 5 (based on what was initially identified in the ProDoc Part II.B) will be monitored.

e)e) Financial Reports

Periodical certified financial reports to be submitted by UN-Habitat, in close coordination with UNDP and FAO. A professional, certified and independent organization (i.e. UNON) will review the financial management of the project and adherence to required standards and regulations set by the AF.

e)f) Final Evaluation

No later than project completion, a final evaluation will be conducted following AF and UN-Habitat policies and guidelines. It will be conducted by an external evaluator in consultation with executing entities and national stakeholders as a participatory process.

f)g) Community Level Participatory Monitoring

Where possible, project beneficiaries at the community level will be involved in monitoring activities. This would include community-level monitoring of Gender and Youth responsiveness and impact of the project.

g)h) Knowledge management, advocacy & communication plan implementation monitoring

A Knowledge management, advocacy & communication plan is developed for the project and implementation of the plan should be coordinated and monitored

Reporting

a) Inception Report

Within one month after the inception workshop on 24 October 2021, an Inception Report will be submitted to the AF and the PS. Reports will include: (i) agreement on organizational structure of the project, including roles and responsibilities (i.e. ToR PSC and PAC); (ii) 1st year work plan; (iii) project baseline and monitoring and reporting framework; (iv) project risks management framework; (v) Environmental and social Risks Management Framework / Plan; (vi) knowledge management, advocacy & communication framework and work plan;

b) Annual Project Performance Reports (PPRs), including final report and data on the ESMF/P and financial and project risks (within 1 months after 24 October 2022/23/24/25.

Target submission timings: UNDP and FAO to submit annual PPR to UN-Habitat within 1 month, and UN-Habitat submit the compiled PPR to AF within 2 months.

The Annual project performance reports, which will be submitted to the AF, will include:

- (1) Milestones
- (2) Financial data
- (3) Procurement data
- (4) Risks assessment
- (5) ESP Compliance
- (6) GP Compliance
- (7) Project indicators
- (8) Lessons learned
- (9) Project Results to measure targets against baseline

c) Community Level Meeting /Workshop / Training Reports and site visit

Reports on all community-level meetings, workshops, and training will be prepared by UN-Habitat, UNDP and FAO for their outputs within one week of the event. Photo documented site visit reports, also to monitor women participation, will also be prepared by UN-Habitat, UNDP and FAO for their outputs.

d) Final Evaluation Report

Independent evaluator will prepare the Final Evaluation report in line with AF and UN-habitat evaluation policies and guidelines and norms and standards for evaluation in the UN system.

Table 2 Indicative Core Indicator Targets

Impact-level results	Core indicator	Targets		Comment
		Direct	Indirect	
Increased adaptive capacity of communities to respond to the impacts of climate change	Number of beneficiaries Component 1	T: 81,700 (target communities) W:50-60 % Y:32-37 % Directly participating workshops: T: 200 W: 20-40 %	T Eastern Ghouta: 145,000 W:50-60 % Y:32-37 %	Beneficiaries under components 1 and 2 are regarded the inhabitants of target communities, as these will all benefit. Under component 3 parts of these communities are targeted (see also overview table 1 and 6) Besides that, people are directly involved in trainings / workshops.
	Number of beneficiaries Component 2	T: 66,000 (target communities) W:50-60 % Y:32-37 % Directly participating workshops: T: 30 W: 20-40 %		
	Number of beneficiaries Component 3	T:30,940 (target population within communities) W:50-60 % Y:32-37 %		

		Directly participating workshops: T: 30 W: 20-40 %		
	Assets produced, developed, improved, or strengthened (component 2)	<ul style="list-style-type: none"> - Sewerage network (1,6 km) - Mobile WWTP (3,840 m3/day) - Irrigation canals 48 km) 		All 'concrete' adaptation activities are designed to increase climate change-related water scarcity resilience
	Increase income, or avoided decrease in income	<p>Percentage of households and communities having more secure (i.e increased income) through access to climate smart agriculture practices / livelihoods</p> <ul style="list-style-type: none"> - Total 15% - Women 15% - Youth 08% <p>Assets produced to support above:</p> <ul style="list-style-type: none"> - Ha of agriculture land irrigated by above efficient irrigation systems: 90 ha - Ground water wells rehabilitated and equipped with solar pumps: 6 - No of famers applying climate smart agriculture adaptation practices such as crop rotation: 2600) - No of nurseries to produce drought tolerant crops and trees (1) 		The 'concrete' adaptation activities related to the WWTPs and irrigation interventions are designed to support increased resilience of the agriculture livelihoods
UN-H DoCs	UN-H DoC 3: Number of people living in partner cities and human settlements less vulnerable to climate change impacts (Human impact) - Number of people	T: 81,700 (target communities) W:50-60 % Y:32-37 %		

*Methodology to apply: <https://www.adaptation-fund.org/wp-content/uploads/2016/04/AF-Core-Indicator-Methodologies.pdf>

Table 3 Project results framework with indicators, their baseline, targets, risks & assumptions and verification means.

Expected Result	Indicators	Baseline data	Targets	Means of verification (where and how)	Assumptions (external factors or risks)	Frequency	Responsibility
Component 1							
Outcome 1. Capacities and commitment of national and sub-national government institutions, communities and vulnerable groups to assess, plan and manage climate change-induced and post-crisis water and land challenges have been strengthened and knowledge and lessons learned for replication collected and shared and integrated into strategies and regulations (in line with AF outcomes 2, 3, 7 and 8)	Capacity of national and municipal government staff to develop, implement and update INRM strategy in which climate change is mainstreamed increased: No. of national-level staff - Total - Women No of municipal-level staff - Total - Women	0 0 0 0	20 40% 40 20%	Capacity assessment report	Agree on how to assess capacity	Baseline, mid-term and end	UN-H in coordination with GoS
	Percentage of direct targeted population aware of predicted adverse impacts of climate change, and of appropriate responses - Total - Women - Youth	0 0 0	Mid-20%; end 50% Mid-20%; end 50% Mid-10%; end 20%	Survey beneficiary groups participating in assessment and planning processes	Target direct beneficiaries involved in the project	Baseline, mid-term and end	UN-H in coordination with GoS
	Climate change priorities are integrated into INRM strategy and related regulations - INRM with CC mainstreamed - Regulations updated - Number of partner cities that integrate the conservation of land, water and biodiversity in their urban planning processes (Institutional outcome) - Number of human settlements (UN-H DoC 3 -CC- outcome 3.2) - Number of partner cities implementing integrated policies and plans towards mitigation and adaptation to climate change (Institutional outcome) - Number of human settlements with regional or district plans UN-H DoC 3 -CC- outcome 3.3)	0 0 0 0	1 1 4 4	Strategy and regulation review Strategy review and count of human settlements covered Strategy review and count of human settlements covered	Agree on requirements for mainstreaming and updating; Agree on how to assess if conservation of land, water and biodiversity is integrated in the planning; Agree on what should be included in the plans	Baseline, mid-term and end	UN-H in coordination with GoS
	Innovations adaptation practices are encouraged and / or accelerated at regional, national and / or subnational level through: - Replication guidelines at national level - Workshop to replicate approach	0 0	1 2	Guideline review; Workshop reports review Mission reports	Ensure international knowledge sharing events are 'recognised' CC events	Baseline, mid-term and end	UN-H in coordination with GoS

	<ul style="list-style-type: none"> - GoS number of participants in international knowledge sharing events - UN system in Syria – disseminated through decentralised hubs – KM documents disseminated - UN-Habitat CoP – KM document shared 	0	4				
Output 1.1. Inception workshop and coordination mechanism *In line with AF output 2.1.1	No. of staff trained / participated in workshops - Total - Women Coordination mechanism established	0 0 0	40 40 % 1	Count on attendance sheets Review pictures	Quotas may be needed	Every meeting	UN-H in coordination with GoS
Output 1.2 Capacity strengthening package *In line with AF output 2.1.1	No. of staff trained / participated in workshops - Total - Women	0 0	200 40 %	Count on attendance sheets Review pictures	Quotas may be needed	Every meeting	UN-H in coordination with GoS
Output 1.3 Detailed Hydrogeological study, CC VA and future outlook for the region *In line with AF output 3.2.2.	No of tools and guidelines developed and shared with relevant stakeholders and - Detailed Hydrogeological study - CC VA - Future outlook for the region	0 0 0	1 1 1	Review tools and guidelines; Survey if tools have been shared and with whom	Agree on requirements for products	Baseline, mid-term and end	UN-H in coordination with GoS
Output 1.4 Gaps analyses and recommendations for managing water and land *In line with AF output 3.2.2.	No of tools and guidelines developed and shared with relevant stakeholders: - Gaps analyses and recommendations for managing water and land	0	1	Review tools and guidelines; Survey if tools have been shared and with whom	Agree on requirements recommendation document	Baseline, mid-term and end	UN-H in coordination with GoS
Output 1.5. INRM Strategy and action plan (with CC mainstreamed) *In line with AF output 7.1	No of tools and guidelines developed and shared with relevant stakeholders and municipalities covered - INRM Strategy and action plan (with CC mainstreamed) - Regulations updated (based on recommendations above) - Municipalities covered (Also in line with UN-H DoC 3 - CC - outcome area 3.3)	0 0 0	1 1 4	Review tools and guidelines; Survey if tools have been shared and with whom Review strategy and regulations and count municipalities covered	Agree on requirements for mainstreaming and updating regulations;	Baseline, mid-term and end	UN-H in coordination with GoS
Output 1.6 M & E plan for above + replication mechanism *In line with AF output 8.2	No. of key findings on effective, efficient adaptation practices, products and technologies generated: - Replication mechanism - Project results video online	0 0	1 1	Assess if replication mechanism is functional through ToR and meetings and check if video is online	Agree on criteria for functional replication mechanism	Baseline, mid-term and end	UN-H in coordination with GoS
Output 1.7 Formal adoption of strategy document *In line with AF output 7.1	See output 1.5						

Component 2								
<p>Outcome 2. Access to municipal and community-level efficient, sustainable and climate change resilient water supply systems for urban and agriculture purposes, using innovative and replicable techniques has increased trough:</p> <ul style="list-style-type: none"> - Use of non-conventional water resources - Reduction of losses / leakages of wastewater and from canals / irrigation systems <p>And capacities to operate, maintain and sustain these systems have been strengthened</p> <p>(in line with AF outcome 2, 3 and 4 and 8)</p>	<p>Capacity of national and municipal government staff to operate, maintain and sustain the WWTP and related sewerage and irrigation network:</p> <p>No. of national-level staff</p> <ul style="list-style-type: none"> - Total - Women <p>No of municipal-level staff</p> <ul style="list-style-type: none"> - Total - Women 	0	15		Assess capacity of staff	Agree on how to assess capacity	Baseline, mid-term and end	UNDP in coordination with UN-H and GoS
	<p>Percentage of direct targeted population aware of predicted adverse impacts of climate change, and of appropriate responses under this component</p> <ul style="list-style-type: none"> - Total - Women - Youth 	0	Mid-20%; end 50%		Survey beneficiary groups participating in assessment and planning processes	Target direct beneficiaries involved in the project	Baseline, mid-term and end	UNDP in coordination with UN-H and GoS
	<p>Type of physical infrastructure improved to withstand climate change and variability-induced stress:</p> <ul style="list-style-type: none"> - Sewerage network - Mobile WWTP - Irrigation canals 	0	1		Identify type of physical infrastructure improved; provide photos	Agree on typology and compare to baseline	Baseline, mid-term and end	UNDP in coordination with UN-H and GoS
	<p>Innovations adaptation practices are rolled-out and encouraged at national and / or subnational level through:</p> <ul style="list-style-type: none"> - Replication guidelines at national level - Workshop to replicate approach 	0	1		Guideline review. Workshop reports review	Guidelines should explain how mobile WWTP can be installed, operated, maintained, replicated	Baseline, mid-term and end	UNDP in coordination with UN-H and GoS
	<p>No of tools and guidelines developed and shared with relevant stakeholders and:</p> <ul style="list-style-type: none"> - Detailed engineering studies and designs of below interventions 	0	1		Detailed technical specification prepared and advertised	Assess studies with purpose to identify compliance	Baseline, mid-term and end	UNDP in cooperation with UN-H and GoS
<p>Output 2.1. Assessment and verification / technical specification and engineering studies, including surveys required for detailed design of below interventions</p> <p>*In line with AF Output 3.2.</p>								
<p>Output 2.2. Rehabilitated sewage network to divert wastewater towards the WWTPs (concrete intervention)</p> <p>*In line with AF Output 4.1.2</p>	<p>No. of physical assets strengthened or constructed to withstand conditions resulting from climate variability and change:</p> <ul style="list-style-type: none"> - Meter of rehabilitated sewerage network 	0	16,000m		Report of delivery of work	Delivery of work accepted by recipient local Authority		UNDP in cooperation with UN-H and GoS

<p>Output 2.3. Mobile wastewater treatment plants to use non-conventional water resources identified (concrete intervention)</p> <p>*In line with AF Output 2.1.1 and 3.2.2. and 4.1.2. and 8.2</p>	<p>No. of staff trained to operate, maintain and sustain the WWTPs</p> <ul style="list-style-type: none"> - Total - Women <p>No of tools and guidelines developed and shared with relevant stakeholders:</p> <ul style="list-style-type: none"> - O & M and exit strategy plan, <p>No. of physical assets strengthened or constructed to withstand conditions resulting from climate variability and change:</p> <ul style="list-style-type: none"> - No of mobile WWTP - Quantity of water treated <p>No. of key findings on effective, efficient adaptation practices, products and technologies generated</p> <ul style="list-style-type: none"> - Replication guidelines on mobile WWTP 	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>30</p> <p>30%</p> <p>1</p> <p>1</p> <p>3,840 m3/day</p> <p>1</p>	<p>Assess capacity of staff</p> <p>Guidelines and exit strategy developed</p> <p>Wastewater treatment plant installed</p> <p>Wastewater treatment plant operated</p>	<p>Develop and agree on a criteria for capacity assessment</p> <p>Exit strategy agreed with relevant stakeholders</p> <p>Delivery of Mobile treatment plant units on time</p> <p>Measures of quantity of treated wastewater water indicates meeting standards & verify targeted capacity. of treated water</p>	<p>Baseline, mid-term and end</p>	<p>UNDP in cooperation with UN-H and GoS</p>
<p>Output 2.4. Rehabilitated irrigation canals to divert treated water for irrigation purposed (concrete intervention)</p> <p>*In line with AF Output 4.1.2</p>	<p>No. of physical assets strengthened or constructed to withstand conditions resulting from climate variability and change:</p> <ul style="list-style-type: none"> - Meter of rehabilitated irrigation canals 	<p>0</p>	<p>48,000m</p>	<p>Report of delivery of work</p>	<p>Delivery of work accepted by recipient local Authority</p>	<p>Baseline, mid-term and end</p>	<p>UNDP in cooperation with UN-H and GoS</p>
<p>Component 3</p>							
<p>Outcome 3. Resilience of water-dependent livelihoods and security of income (through reduced water demand), especially for vulnerable groups has increased through:</p> <ul style="list-style-type: none"> - Protection of water resources (and prevention of contamination of surface and groundwater resources / wells) - Raising water use efficiency, using high efficiency irrigation methods 	<p>Capacity of national and municipal and local extension/water engineers staff and farmers to operate, maintain and sustain / replicate the agriculture technology, smart applications and alternative livelihoods straightened:</p> <p>No. of national-level staff</p> <ul style="list-style-type: none"> - Total - Women <p>No of municipal-level staff</p> <ul style="list-style-type: none"> - Total - Women <p>Percentage of population aware of predicted adverse impacts of climate change, and of appropriate adaptive responses under this component</p> <ul style="list-style-type: none"> - Total - Women - Youth 	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>20</p> <p>30%</p> <p>40</p> <p>20%</p> <p>Mid-20%; end 50%</p> <p>Mid-20%; end 50%</p> <p>Mid-10%; end 20%</p>	<p>Count number and % participating in trainings / workshops</p> <p>Review training / workshop reports, attendance sheets and photos (with women)</p> <p>Count + % / survey beneficiary groups participating in assessment and planning processes</p>	<p>Ensure women participation (if needed through quotas)</p> <p>Target direct beneficiaries involved in the project</p>	<p>Baseline, mid-term and end</p> <p>Baseline, mid-term and end</p>	<p>FAO in coordination with UN-H and GoS</p> <p>FAO in coordination with UN-H and GoS</p>

<ul style="list-style-type: none"> - Improved agricultural practices / climate smart agriculture practices such as crop rotation, introduce drought tolerant crops and trees - Alternative or diversified livelihoods; 	<p>Percentage of households and communities having more secure (i.e. increased income) through access to climate smart agriculture practices / livelihoods</p> <ul style="list-style-type: none"> - Total - Women - Youth 	<p>0 0 0</p>	<p>Mid-5%; end 15% Mid-5%; end 15% Mid-2%; end 8%</p>	<p>Count + % / survey beneficiary groups with increased income</p>	<p>Target direct beneficiaries involved in the project</p>	<p>Baseline, mid-term and end</p>	<p>FAO in coordination with UN-H and GoS</p>
<p>And capacities to operate, maintain and sustain these systems/practices have been strengthened</p> <p>(in line with AF outcomes 2, 3 and 6 and 8).</p>	<p>Innovations adaptation practices are rolled-out and encouraged at national and / or subnational level through:</p> <ul style="list-style-type: none"> - Workshop to replicate approach 	<p>0</p>	<p>2</p>	<p>Count workshop reports review content</p>	<p>Workshops / guidelines should explain how interventions can be installed, operated, maintained, replicated</p>	<p>Baseline, mid-term and end</p>	<p>FAO in coordination with UN-H and GoS</p>
<p>Output 3.1. Studies and assessments to detail the proposed interventions</p> <p>*In line with AF output 3.2.2. and 8.2</p>	<p>No of tools and guidelines developed and shared with relevant stakeholders:</p> <ul style="list-style-type: none"> - Inception report - Report of assessments - Report on technical specifications <p>No. of key findings on effective, efficient adaptation practices, products and technologies generated</p> <ul style="list-style-type: none"> - Capitalization exercise on replication of below interventions at the end of the project 	<p>0 0 0 0</p>	<p>1 1 3 1</p>	<p>Count number of reports / guidelines and review content</p>	<p>Assessments and specification reports should provide info for technical design of interventions; Guidelines should explain how interventions can be installed, operated, maintained, replicated</p>	<p>Baseline, mid-term and end</p>	<p>FAO in coordination with UN-H and GoS</p>
<p>Output 3.2. Introduction of water efficient agricultural technology</p> <p>*In line with AF output 2.1.1 and 3.2.2. and 6.1.</p>	<p>No. of staff and people trained to operate, maintain and sustain / replicate the water efficient agriculture technology</p> <ul style="list-style-type: none"> - Total - Women <p>No of tools and guidelines developed and shared with relevant stakeholders:</p> <ul style="list-style-type: none"> - O & M and exit strategy plan for output 3.2. <p>No. and type of adaptation assets (tangible and intangible) created or strengthened in support of individual or community livelihood strategies</p> <ul style="list-style-type: none"> - Ha irrigated by efficient irrigation systems of treated water and wells 	<p>0 0 0 0</p>	<p>100 30 % 1 90 Ha</p>	<p>Count no and % people trained + review photos (with women)</p> <p>Count no and meter system + review photos (with women)</p> <p>Developed tools and developed & adopted guidelines</p> <p>Review progress reports from FAO resilience officers, partners and</p>	<p>Wastewater treatment unit is installed in time and function to complete the irrigation system Water users association is established on time and legalised by the partners</p>	<p>Baseline, mid-term and end</p>	<p>FAO in coordination with UN-H and GoS</p>

	<ul style="list-style-type: none"> - Ha of agriculture land levelled by laser - No of ground water wells rehabilitated and equipped with solar pumps - No of climate stations installed - No of stream flow gauge stations installed - No of groundwater monitoring systems installed - No of laser levelling device operated 	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>200 Ha</p> <p>6</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	M&E report			
<p>Output 3.3. Adoption of climate-smart agriculture practices for improved soil fertility and enhanced water use efficiency</p> <p>*In line with AF output 2.1.1 and 3.2.2. and 6.1.1</p>	<p>No. of staff and people trained to operate, maintain and sustain / replicate climate smart agriculture practices</p> <ul style="list-style-type: none"> - Total, of which: - Farmers - Technicians - Women - Youth <p>No of tools and guidelines developed and shared with relevant stakeholders:</p> <ul style="list-style-type: none"> - O & M, and exit strategy plan (capitalisation exercise) for output 3.3. - No of famers applying climate smart agriculture adaptation practices such as crop rotation - No of nurseries to produce drought tolerant crops 	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>240</p> <p>80 %</p> <p>20 %</p> <p>30 %</p> <p>15 %</p> <p>1</p> <p>2600</p> <p>1</p>	<p>Count no and % people trained + review photos (with women)</p> <p>Count no of famers (and women) applying climate smart agriculture adaptation practices + review photos (with women)</p> <p><u>Developed tools and developed & adopted guidelines</u></p> <p>Review progress reports from FAO resilience officers, partners and M&E report</p>	Involve all farmers from the start to ensure acceptance of practices	Baseline, mid-term and end	FAO in coordination with UN-H and GoS
<p>Output 3.4. Promote sustainable livelihood opportunity through crop residuals management and support to rural women</p> <p>*In line with AF output 2.1.1 and 3.2.2. and 6.1.1.</p>	<p>No. of staff and people trained to operate, maintain and sustain / replicate alternative livelihood opportunities</p> <ul style="list-style-type: none"> - Total - Women <p>No of tools and guidelines developed and shared with relevant stakeholders:</p> <ul style="list-style-type: none"> - O & M and exit strategy plan (capitalisation exercise) for output 3.4 <p>No. and type of adaptation assets (tangible and intangible) created or strengthened in support of individual or community livelihood strategies</p> <ul style="list-style-type: none"> - Number of alternative / sustainable / climate change resilient livelihoods created through crop residuals management and rural women empowerment 	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>900</p> <p>30 %</p> <p>1</p> <p>6 crushers</p> <p>200 sets of tools</p>	<p>Count no and % people trained + review photos (with women)</p> <p>Count number of alternative / sustainable / climate change resilient livelihoods created + review photos (with women)</p> <p>Review progress reports from FAO resilience officers, partners and M&E report</p>	Involve local communities and institutions from the beginning to ensure commitment to the registration and maintenance of the livelihood opportunities	Baseline, mid-term and end	FAO in coordination with UN-H and GoS

			1 sell point for marketing women products				
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Table 4 overview of financial and management risks and measures to mitigate these (changes compared to the ProDoc are in track changes)

Potential risks	Likelihood (1-5)	Impact (1-5)	Mitigation measures	Indicator to verify
Institutional				
1 Delay of project start-up because critical staff is not in place and / or lengthy contracting process, incl. negotiations with execution entities	3 Med	3 Med	1.1 UN-Habitat appointed critical staff at UN-H ROAS and Syria CO required to start the project, incl. putting project staff in place and preparing the inception workshop immediately after signed project agreement between UN-Habitat and the AF; 1.2 All execution entities have been identified and proposed project activities and budgets have already been agreed upon. 1.3. UN-habitat commits to organise the inception workshop within three months of the signed project agreement between UN-Habitat the AF	The inception workshop was organised within three months of the signed project agreement between UN-Habitat; Execution entities to execute activities in the 1st project year are contracted within six months after the inception workshop
2 Loss of government support (at ministerial and municipal level) for the project and activities because of elections and related functions of the project steering committee, which may result in lack of prioritization of AF project activities or different pace of execution of activities	1 Low	3 Med	2.1 National Project Steering Committee (PSC) have already been formed during the project preparation phase and these have approved proposed project activities and budgets, etc. This shows a participatory and inclusive project design process took place with ownership of the project as a result. If due to elections, new members of the PSCs will need to be selected, this will be requested by UN-Habitat and AF DA as soon as possible and records of decisions made during earlier PSC will be shared. 2.2 UN-Habitat will establish agreements with the MoLAE (with non-changing AF DA) to ensure above	Confirming steering committee members and roles and responsibilities during inception workshop + report Government focal point to coordinate SC appointed at inception workshop
3 A lack of coordination between and within national government Ministries and Departments and municipalities	1 Low	3 Med	3.1 National PSC is to ensure coordination. Representatives from the target municipalities are invited to the PSC. 3.2 Roles and responsibilities related to project implementation of PSC members, also for operation, maintenance and sustainability of activities, have already been identified and focal points within the ministries and municipalities will be appointed through an official letter. 3.3 Should UN-Habitat observe coordination problems, the agency will try to resolve issues directly with government focal point and / or concerned parties	See above
4 Capacity constraints of executing entities, local institutions, communities and the private sector may limit the effective implementation of interventions	1 Low	3 Med	4.1 The project has strong capacity building activities, designed to operate, maintain, sustain and replicate project activities, esp. at the community level 4.2 UN-Habitat will have dedicated project staff with required expertise in natural resource management, climate change, technical design, M&E and safeguards to ensure quality control from UN-Habitat side.	Capacity building indicators to be established Critical staff as mentioned being part of project staff
5 Communities may not adopt activities during or after the AF project, including infrastructure maintenance	2 Low	4 High	5.1 A strong participatory approach at the community level is used and will be used during project implementation to ensure ownership and support of communities to the realised interventions in the targeted project areas. UN-Habitat works with the MoLAE and Municipalities in the target area, to build on relations already established.	See above

			5.2 Capacity building and training of communities will be undertaken to improve their awareness and understanding of the benefits of the activities, including operation and maintenance of concrete interventions under component 2 and 3.	
Financial management and Requisite Institutional Capacity				
6 Complexity of financial management and procurement. Certain administrative processes could delay the project execution or could lack integrity or needed capacity	2 Low	2 Low	6.1 Financial management arrangements have been defined during project preparation, including identification of all executing entities, which already agreed on the activities and budgets (see also 1.2. above); 6.2 UN-Habitat's control framework, under the financial rules and regulations of the UN secretariat, will ensure documentation of clearly defined roles and responsibilities for management, internal auditors, the governing body, other personnel and demonstrates proof of payment / disbursement; In line with AF and UN-Habitat policies, final financial report will be prepared at the end of the project. 6.3 Activity specific procurement will be managed by the executing entities as agreed through UN to UN agreements (with relevant conditions, incl. evidence of recognised procurement policies and procedures and specific terms and conditions for timely disbursement of funds for project activities while at the same time ensure provisions on good financial management, hence minimizing the risk of fund mismanagement or corruption). 6.4 A project-specific Project Management Plan will be prepared by the executing agencies with implementing partner.	Timely financial reports (inception and yearly + following UN-H regulations) Timely evidence of recognised procurement policies and procedures provided by Execution Entities
7 Inflation and instability of the national currency leading to budget issues and increased prices for infrastructure delivery	3 Med	1 Low	7.1 All budgets will be in US\$ 7.2 Include clauses in all contracts, incl. with private sector, that they can't increase the costs during the project duration.	All budgets in US\$ Clauses in all contracts, incl. with private sector, that they can't increase the costs during the project duration.
Physical				
8 Political instabilities in the target localities inhibits movement and access to target areas	3 Med	4 High	9.1 The selected project sites are labelled as being safe. However, UN-habitat will only let field work proceed if agreed with the UN security unit; safety and potential instability will be monitored continuously. 9.2 Execution entities will require having permanent field staff at project sites, recuing the need to travel 9.3 If target areas are not accessible, UN-Habitat and the proposed execution entities will identify alternative intervention locations and request approval from the SC and AF	Permanent field staff at project locations
Environmental				
9 Poor weather conditions (especially in winter) affect implementation of activities	2 Low	1 Low	10.1 UN-Habitat and the proposed execution entities have developed their work plan according to expected weather conditions and the majority of activities should be able to be carried out despite severe weather conditions as they are inside closed areas. If unexpected weather patterns occur, the proposed activities and work plan will be reviewed to make practical adaptations.	Work plans avoiding critical concrete works being planned in winter
10 Covid-19 spread, leading to inaccessibility of target area and / or	3 Med	3 Med	11.1 See also Covid-19 risks response in annex 5, including procedures	Monitoring of Covid-19 risks response in annex 5, including procedures

delays of project activities		<p>11.2 UN-habitat will only let field work proceed if agreed with the UN security unit; safety and potential instability will be monitored continuously.</p> <p>11.3 Execution entities will require having permanent field staff at project sites, reducing the need to travel</p> <p>11.4 If possible, activities will proceed online.</p> <p>11.5 If activities cannot be pursued due to Covid-19, alternative strategies and options will be considered</p>	UN security unit recommendations
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Table 5 overview / summary of project risks management approach

ESP principle	Initial environmental or social risks present Y/N	Potential risk description	Impacts assessment	Safeguard measures	Monitoring indicator(s) and method	Responsibility and frequency
1 - Compliance with the law	Yes	Potential low risk of non-compliance with laws/standards		Include standard clause in MoU / all contract with reference to laws / standards	Review MoUs, all contracts	UN-H with MoLAE Inception phase
2 - Access and equity	No					
3 – Marginalized and vulnerable Groups	Yes, potentially	Potential adverse impacts on vulnerable groups have been identified in general. However, not all specific needs, limitation and constraints / concerns may be identified / up to date when the project commences.	Specific needs, limitation and constraints of target groups may not be fully identified / up to date when project commences Target population: T: 81,700 W: 50-60% Y: 32-37 % F: 30-95%	All beneficiary groups will be consulted again during the inception phase to verify and further identify all specific needs, limitation and constraints. Related to that the ESMF/P will be updated.	Check consultation reports with latest data on identified specific needs, limitation and constraints of beneficiary groups; updated ESMF/P	UN-H in coordination with MoLAE, UNDP and FAO Inception phase and any consultation report
4 – Human rights	No					
5 – Gender equality and women's empowerment	Yes	Potential low risk related to limited awareness of gender approach and baseline		Share information on gender policies and approach and baseline with project actors	Keep Minutes of consultation meetings and review of grievance register	UN-H/ UNDP and FAO Regular monitoring
6 – Core labour rights	Yes	Potential low risk of non-involvement of local employment, non-local procurement, non-compliance worker rights and limited facilities		Include measures to maximise local employment and procurement, include standard clauses in all MoUs and contracts on worker rights and have Contractor provide or facilitate access to facilities	Review of local procurement and employment records; workers grievance mechanism in place, review of grievance register; and appropriate H&S and sanitary facilities provided	Contractor/ UNDP and FAO Inception phase and regular site inspections
7 – Indigenous peoples	No					
8 – Involuntary resettlement	No					
9 – Protection of natural habitats	No					
10 – Conservation of biological diversity	No					

ESP principle	Initial environmental or social risks present Y/N	Potential risk description	Impacts assessment	Safeguard measures	Monitoring indicator(s) and method	Responsibility and frequency
11 – Climate change	Yes	Potential low risk of increased GHG Emissions due to Project Emissions (such as pumping)		Exact project-related energy use to be determined during project inception phase and where feasible, 'extra' energy use to be compensated through installation of solar PV	Recording, monitoring and review of energy use	Contractor/ UNDP and FAO Regular monitoring
12 – Pollution prevention and resource efficiency	Yes	Potential low risk of lack of waste management procedure and risks related to potential spills		A Waste Management Procedure / plan will be developed A Spill Prevention and Response Procedure must be developed	Regular site inspections	Contractor/ UNDP and FAO Regular site inspections
13 – Public health	Yes	Potential low risks related to Handling of Untreated Effluent and other Workplace Hazards; Negative Contractor-Community Interactions; Social Cohesion; Vector borne diseases; Health and Safety Incidents; Emergency Response and Preparedness; Security; Covid-19		Mitigations include development of: <ul style="list-style-type: none"> Occupational Health and safety Plan Worker Code of Conduct/Training Vector Borne and Communicable Diseases Procedure Stakeholder Engagement Plan and Grievance Management System Emergency Preparedness and Response Procedure Security and Human Rights Management Procedure Covid-19 Protocol 		Contractor/ UNDP and FAO Inception phase and regular site inspections
14 – Physical and cultural heritage	Yes	Potential low risk of chance finds		Chance Finds Procedure will be developed	Site inspection	Contractor/ UNDP and FAO Site inspection as required
15 – Lands and soil conservation	No					

Table 6 Gender baseline, goals and activities (detailed plan to be developed)

Project outputs	Disaggregated beneficiaries, gender specific issues and needs / baseline	Key gender goals (to improve equality)	Entry points (to integrate gender considerations / empower women / youth)	Suitable interventions to meet specific needs and built on women and youth skills and knowledge	Additional activities needed to ensure gender perspective, incl. potential risk mitigation measures	Specific 'gender' output Indicator	Specific 'gender' targets	Budget required and allocated
1.1. 1.2. 1.3. 1.4. 1.5. 1.6. 1.7.	Limited participation of women and youth in assessment and planning processes	Women to be involved in assessment, <u>designing</u> and planning (and if possible youth)	Women and youth groups / <u>local informal network</u> /unions	Involve women and youth groups / unions. If non-existing, create these <u>and rely on already supported local informal women and youth networks.</u>	Use quota if needed Check women and youth considerations in plans	% women and youth participation in assessment and planning Women and youth considerations in plans	Participation: Women: 20-40 % Youth: 15 %	A dedicated safeguard compliance staff time is allocated under project execution fees for USD 34,100
2.1. 2.2. 2.3. 2.4.	Proposed activities will benefit all inhabitants in the target area	None and proposed activities will benefit all inhabitants	Workers participate in water associations					This persons will ensure compliance and develop ESP and GP compliance guidelines for execution entities with support from specialists at ROAS and HQ
3.1. 3.2. 3.3. 3.4	Women and youth need to be involved where possible, especially women-headed households	Involve women and youth in O & M of systems	Inception phase (output 3.1.) of the project with detailed designs, capacity strengthening activities and project activities	Women and / or youth focus point from women and youth groups / unions. Identify specific roles	Follow-up on selected focal point Use quota if needed	Focal point identified % women and youth participation	Participation: Women: 20-40 % Youth: 15 %	

Table 7 Project KM, advocacy & communication work plan

Expected Accomplishment 1								
Knowledge products								
Ensure knowledge demands are met, local knowledge is enhanced, and steps are taken to ensure sustainability, knowledge generated by project activities is collected and codified and project management receives useful information that help monitor the project's progress								
Cluster	Output / activity	Product / tool (indicator)	Target Audience	Timeline	Responsible	Means of sharing	Linkages	Status
Knowledge Products and tools	1.1. Inception workshop and coordination mechanism	<ul style="list-style-type: none"> - Awareness raising materials to ensure MoLAE, MoWR, MoA, target municipalities and key stakeholders are aware of the project and of comp 1 - Training materials for ES-CCU 	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities / community UNCT 	Dec '21	<ul style="list-style-type: none"> - Project manager - KM staff 	<ul style="list-style-type: none"> - Ministry website - UN-H / Project website - Social media (activities) 	<ul style="list-style-type: none"> - Project flyer - Outputs 1.2-7 UNDP and FAO outcomes - Press release start of the project 	Training materials to be developed
	1.2. Capacity strengthening package	<ul style="list-style-type: none"> - Capacity strengthening / training package for below outputs, incl. - Report of capacity gaps and needs - Training Guidelines - Map lessons learned and potential replication options from other relevant projects (see ProDoc part II.F) to be integrated into project 	<ul style="list-style-type: none"> - MoLAE (ES-CCU) - PAC - Target Municipalities / community 	Jan '22-Aug '23	<ul style="list-style-type: none"> - Project manager - KM staff - UNDP and FAO 	<ul style="list-style-type: none"> - UN-H / Project website - Social media (activities) 	<ul style="list-style-type: none"> - For all outputs - Coordinate with UNDP and FAO on mapping other projects 	
	1.3. Detailed hydrogeological study, CC VA and future outlook for the region	<ul style="list-style-type: none"> - Data collection and processing method and model - Information apps for field collected data and Geo data base - Hydrology study, incl. list and maps of available water and land resources (supply options) within the target watershed - CC VA, incl. list and map of climate change risks / vulnerabilities (e.g., hotspot areas of water scarcity, floods, etc.) - List and map of adaptation response needs / options, including crisis response needs (i.e. damages and water quality / pollution) - Area-based plan with above, incl. list and map of water and land demand, now and in the future 	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities / community UNCT 	<ul style="list-style-type: none"> - Mar '22 - Apr '22 - Aug' 22 - Aug '22 - Sep '22 - Sep '22 	<ul style="list-style-type: none"> - Project manager - Climate change specialist - Hydrology specialist - Governance expert - KM staff 	<ul style="list-style-type: none"> - Ministry website - Municipal websites - UN-H / Project website - Social media (activities) - Dissemination of the study report with relevant project counterparts and UNCT? 	<ul style="list-style-type: none"> - Coordinate with UNDP and FAO on assessments 	

		- Scenarios + future outlook (combining above)		Oct '22		(once endorsed and agreed by the government, we may able to go public)		
	1.4. Gaps analyses and recommendations for managing water and land	- Stocktaking and gap analyses report of current policies, strategies / plans, regulations		Dec '23	- Project manager - KM staff	- UN-H / Project website - Social media (activities)	Previous outputs	
	1.5. INRM Strategy and action plan (with CC mainstreamed)	INRM strategy and action plan, incl. - List and map of identified efficient water and land use options, including concrete measures - List and prioritization of potential additional adaptation investment options - Specific consideration roles women and youth - Recommendations to reform / adjust or develop policies, strategies / plans, regulations, knowledge management mechanism - Replication mechanism of approach and techniques - Long term investment plan per scenario with scoring on KPI's		Apr '24	- Project manager - KM staff	- Ministry website - Municipal websites - UN-H / Project website - Social media (activities) - Printing	Coordinate with UNDP and FAO on plans	
	1.6. M & E plan for above + replication mechanism	- Project baseline video - M & E plan - Exit strategy - Replication mechanism (incl. MoLAE visiting events) - Project results video		Mar '22 Nov '24 Nov '24 Various Dec '25	- Project manager - KM staff		Coordinate with UNDP and FAO on exit strategy and replication mechanism	
	1.7. Formal adoption of strategy document	- Formal adoption of strategy document - List of potential budget sources and other funding options	- Above + potential donors	Jul '24	- Project manager - KM staff		Coordinate with government, UNDP and FAO on funding options	

	2.1 Assessment and verification / technical specification and engineering studies, including surveys required for detailed design of below interventions	<ul style="list-style-type: none"> - Detailed design of below interventions - Inputs into baseline video <p>*in alignment with UNDP and FAO work</p>	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities / community - UNCT 	Aug '22	<ul style="list-style-type: none"> - Project manager - KM staff - UNDP 	<ul style="list-style-type: none"> - UNDP website - UN-H / Project website - Social media (activities) 	Coordinate with UNDP	
	2.2 Rehabilitated sewage network to divert wastewater towards the WWTPs (concrete intervention)	<ul style="list-style-type: none"> - Showcased best practice models (also to include in project result video above) - Guidelines for operation, maintenance and replication, incl. specific consideration roles women and youth - Exit strategy - Lessons from the implementation of the WWTP to be integrated in the national strategy for wastewater treatment with purpose of supporting replication 		Nov '22		<ul style="list-style-type: none"> - UNDP website - UN-H / Project website - Social media - Video - Presentations 	Based on output 2.1. Coordination MoLAE – UN-H – UNDP - FAO	
	2.3 Installed mobile wastewater treatment plants to use non-conventional water resources identified (concrete intervention)			Jul '24				
	2.4 Rehabilitated irrigation canals to divert treated water for irrigation purposed (concrete intervention)			Nov '22				
	3.1. Studies and assessments to detail the proposed interventions		<ul style="list-style-type: none"> - Detailed design of below interventions - Inputs into baseline video 	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities 	Aug '22	<ul style="list-style-type: none"> - Project manager - KM staff - FAO 		<ul style="list-style-type: none"> - FAO website - UN-H / Project website

	3.2. Introduction of water efficient agricultural technology	<ul style="list-style-type: none"> - Showcased best practice models (also to include in project result video above) - Guidelines for operation, maintenance and replication, incl. specific consideration roles women and youth - Exit strategy - Lessons from the implementation of the interventions 	<ul style="list-style-type: none"> - s / community UNCT 	Jan '25		<ul style="list-style-type: none"> - Social media (activities) - Video - Presentations 	Based on output 3.1. Coordination MoLAE – UN-H – UNDP - FAO	
	3.3. Adoption of climate-smart agriculture practices for improved soil fertility and enhanced water use efficiency			Jan '25				
	3.4. Promote sustainable livelihood opportunity through crop residuals management and support to rural women			Jan '25				
Reporting	Inception workshop (18 Oct 2021)	- Project Inception Report	<ul style="list-style-type: none"> - AF - UN-H - PSC + PAC 	Nov '21	<ul style="list-style-type: none"> - Project coordinator - Project manager - ROAS 	UN-H / Project website	All reporting Coordinate with UNDP and FAO	
	Project Performance Report (PPR)	- Annual Project Report	<ul style="list-style-type: none"> - AF - UN-H - PSC 	Oct '22 Annually	<ul style="list-style-type: none"> - Project coordinator - Project manager - ROAS 			
	PSC and PAC reports	- PSC meeting reports	<ul style="list-style-type: none"> - AF - UN-H - PSC 	Every half year	- National project coordinator			
	Project completion report	- Project completion report	<ul style="list-style-type: none"> - AF - UN-H - PSC 	Aug '25	<ul style="list-style-type: none"> - Project coordinator - Project manager - ROAS 			
	Final evaluation	- Final Evaluation Report (AF) – independent evaluation	<ul style="list-style-type: none"> - AF - UN-H - PSC 	Jul '25	<ul style="list-style-type: none"> - Project coordinator - Project manager - ROAS 			
	Final audit	- Final audited financial statement – independent	<ul style="list-style-type: none"> - AF - UN-H 	June '25	<ul style="list-style-type: none"> - Project coordinator - Project manager - ROAS 			

	Reports of all workshops, (training) events, etc.	- Reports produced for all (training) events	- UN-H	As per event schedule	- Project manager			
	Half year progress Report	- UN-H progress report	- UN-H	Every half year	- Project manager			
Data Management	- Data collection and processing method and model - Information apps for field collected data and Geo data base	- Database at MoLAE - Database at capacity unit in Rural Damascus in Mleiha and community environment center with: o Climate change risks and vulnerability data and maps for target area o Hydrological data for target area o Disaggregated data for target area o GIS	- UN-H, UNDP and FAO - MoLAE - Target Municipalities		- Project manager	- Database	Mostly comp 1	
	Beneficiary database of direct beneficiaries and stakeholders for the project – with gender/age disaggregated data.	- PPR - UN-habitat excel	- UN-H, UNDP and FAO - MoLAE - Target Municipalities	Annually	- National project coordinator - M & E staff	- Project website	PPR	
Special events and academic papers etc	International events / seminars on climate change, urban development and water	- Presentation - Brochure and / or video Identify impactful events		Once results available in 2024/25		- Presentations on international events / seminars	Output 1.6 (knowledge sharing by MoLAE)	
	Best practices and lessons learned	- Article				- Magazine - UN-H / Project website	Outputs comp 1, 2 and 3	

Expected Accomplishment 2 Advocacy and Communications Ensure increased visibility & understanding of project activities, results and lessons learned through efficient dissemination of knowledge (<i>products</i>)									
Cluster	Activity	Output (indicator)	Target audience	Timeline	Responsible	Means of sharing (and verification)	Linkages	Status	
Project Information									
Print Material	Project overview flyer / poster (2-pager)	- Flyer / poster 2021 with key messages project – very visual	Printed	- Ministries - Municipalities - Partners - Donors	Oct '21	- Project manager - KM staff	Posters in UN-H, at project partners, ministries, municipalities Online, where appropriate	Incorporate adjustments / updates Coordinate with MoLAE, UNDP and FAO + include links to Facebook, website and grievance mechanism	Flyer to be improved
		Jan 25			Posters to be developed (also to include grievance mech)				
Social Media – Facebook	Post summary of / key points taken from each event / Publicises knowledge products and advocacy and communications products (leaflets, videos....)	Syria Facebook (UN-H, FAO and UNDP)	Facebook posts	- Municipalities - Communities - Partners	After events	- Project manager - KM staff	Facebook	UNDP and FAO to contribute and or align with their FB pages.	
	Respond to all messages received				As required				
	moderate posts				As required				
	Post summaries of key events and project milestones using photos				General public				As required
	Post 4x per year updates/major milestones on UN-Habitat work	ROAP Facebook		Wider public	4x per year	- Project manager - KM staff - ROAP	ROAP Facebook page		

Online / web	Develop and publish posts providing project updates and detailing key progress areas. Provide links to all relevant reports, guidelines, publications, and tools published	UN-H Syria / project website	Upload all documents, photos, etc.	- Ministries - Municipalities - Communities - Partners	Every quarter	- Project manager - KM staff	Website	- ROAP website - ESCWA website - UNDP website - FAO website	
		UN-H ROAP website UNDP website FAO website			Bi-annually	- Project manager - ROAP	Website	Website	
	Develop, maintain, and submit relevant project information, reporting progress and milestones	Adaptation Fund sub-webpage		General public	Bi-annually	- Regional project coordinator - ROAP	AF	Website	
Press, Media & Communications	Develop and share a project video on all social media and online platforms mentioned above	Project baseline video including human-interest stories, showing climate change issues and needs in Eastern Ghouta Project results / process video, incl. drone images and human-interest stories, showing project results and benefits and innovations and replicable adaptation options		Government; General public; development partners	Mar '21 Jun '21	- Project manager - KM staff	Online platforms	Project baseline Project results Coordinate with MoLAE, FAO and UNDP	
	Develop and share Human Impact Stories on all social media and online platforms mentioned above	Human interest / personal videos of beneficiaries		General public; development partners	When appropriate				
	Develop and issue press releases after all major events & completion of project works and invite journalists	Use branding material, video, etc. Press releases Journalist articles		All	As per schedule and event		UN-H platform Main events, incl. COP-26 News articles	Inception workshop	
Audio-visual presence	Ensure video and photo documentation of all project events at the national/city level and in particular at the community level.	- (Searchable) photo archive with high quality images - (searchable) video archive with high quality audio and video - slideshow on websites - YouTube videos		UN-H, UNDP, FAO and wider public		- Project manager - KM staff	Websites, youtube, conferences	See press, media & communications	

Branding	Ensure use of project logo for all presentations, meeting invitations, letter heads, reports, press releases, banners etc.	Develop project logo, showing climate change-related water adaptation in Eastern Ghouta (with identify Eastern Ghouta, e.g. showing flow of water and fruit tree with urban background). Logo to be on all presentations, meeting invitations, letter heads, reports, press releases, banners etc.	All	Oct '21 (develop logo) At all times	- Project manager - KM staff	Logos available	Coordinate with MoLAE, UNDP and FAO – ensure alignment of KM and communication	
	Banners in all project documents	Advertise AF, MoLAE, UN-H, UNDP and FAO Get banners from UNDP, FAO and MoLAE	All	Oct '21 (develop banner) In all documents	- Project manager - KM staff	Banner available	Coordinate with MoLAE, UNDP and FAO – ensure alignment of KM and communication	

5. AF Syria Project risks management framework

Project and financial risks management

Of project 'Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions'

Potential risks	Likelihood (1-5)	Impact (1-5)	Mitigation measures	Indicator to verify
Institutional				
1 Delay of project start-up because critical staff is not in place and / or lengthy contracting process, incl. negotiations with execution entities	3 Med	3 Med	1.1 UN-Habitat appointed critical staff at UN-H ROAS and Syria CO required to start the project, incl. putting project staff in place and preparing the inception workshop immediately after signed project agreement between UN-Habitat and the AF; 1.2 All execution entities have been identified and proposed project activities and budgets have already been agreed upon. 1.3. UN-habitat commits to organise the inception workshop within three months of the signed project agreement between UN-Habitat the AF	The inception workshop was organised within three months of the signed project agreement between UN-Habitat; Execution entities to execute activities in the 1st project year are contracted within six months after the inception workshop
2 Loss of government support (at ministerial and municipal level) for the project and activities because of elections and related functions of the project steering committee, which may result in lack of prioritization of AF project activities or different pace of execution of activities	1 Low	3 Med	2.1 National Project Steering Committee (PSC) have already been formed during the project preparation phase and these have approved proposed project activities and budgets, etc. This shows a participatory and inclusive project design process took place with ownership of the project as a result. If due to elections, new members of the PSCs will need to be selected, this will be requested by UN-Habitat and AF DA as soon as possible and records of decisions made during earlier PSC will be shared. 2.2 UN-Habitat will establish agreements with the MoLAE (with non-changing AF DA) to ensure above	Confirming steering committee members and roles and responsibilities during inception workshop + report Government focal point to coordinate SC appointed at inception workshop
3 A lack of coordination between and within national government Ministries and Departments and municipalities	1 Low	3 Med	3.1 National PSC is to ensure coordination. Representatives from the target municipalities are invited to the PSC. 3.2 Roles and responsibilities related to project implementation of PSC members, also for operation, maintenance and sustainability of activities, have already been identified and focal points within the ministries and municipalities will be appointed through an official letter. 3.3 Should UN-Habitat observe coordination problems, the agency will try to resolve issues directly with government focal point and / or concerned parties	See above

4 Capacity constraints of executing entities, local institutions, communities and the private sector may limit the effective implementation of interventions	1 Low	3 Med	4.1 The project has strong capacity building activities, designed to operate, maintain, sustain and replicate project activities, esp. at the community level 4.2 UN-Habitat will have dedicated project staff with required expertise in natural resource management, climate change, technical design, M&E and safeguards to ensure quality control from UN-Habitat side.	Capacity building indicators to be established Critical staff as mentioned being part of project staff
5 Communities may not adopt activities during or after the AF project, including infrastructure maintenance	2 Low	4 High	5.1 A strong participatory approach at the community level is used and will be used during project implementation to ensure ownership and support of communities to the realised interventions in the targeted project areas. UN-Habitat works with the MoLAE and Municipalities in the target area, to build on relations already established. 5.2 Capacity building and training of communities will be undertaken to improve their awareness and understanding of the benefits of the activities, including operation and maintenance of concrete interventions under component 2 and 3.	See above
Financial management and Requisite Institutional Capacity				
6 Complexity of financial management and procurement. Certain administrative processes could delay the project execution or could lack integrity or needed capacity	2 Low	2 Low	6.1 Financial management arrangements have been defined during project preparation, including identification of all executing entities, which already agreed on the activities and budgets (see also 1.2. above); 6.2 UN-Habitat's control framework, under the financial rules and regulations of the UN secretariat, will ensure documentation of clearly defined roles and responsibilities for management, internal auditors, the governing body, other personnel and demonstrates proof of payment / disbursement; In line with AF and UN-Habitat policies, final financial report will be prepared at the end of the project. 6.3 Activity specific procurement will be managed by the executing entities as agreed through UN to UN agreements (with relevant conditions, incl. evidence of recognised procurement policies and procedures and specific terms and conditions for timely disbursement of funds for project activities while at the same time ensure provisions on good financial management, hence minimizing the risk of fund mismanagement or corruption). 6.4 A project-specific Project Management Plan will be prepared by the executing agencies with implementing partner.	Timely financial reports (inception and yearly + following UN-H regulations) Timely evidence of recognised procurement policies and procedures provided by Execution Entities
7 Inflation and instability of the national currency leading to budget issues and increased prices for infrastructure delivery	3 Med	1 Low	7.1 All budgets will be in US\$ 7.2 Include clauses in all contracts, incl. with private sector, that they can't increase the costs during the project duration.	All budgets in US\$ Clauses in all contracts, incl. with private sector, that they can't increase the costs during the project duration.
Physical				
8 Political instabilities in the target localities inhibits movement and access to target areas	3 Med	4 High	9.1 The selected project sites are labelled as being safe. However, UN-habitat will only let field work proceed if agreed with the UN security unit; safety and potential instability will be monitored continuously. 9.2 Execution entities will require having permanent field staff at project sites, reducing the need to travel	Permanent field staff at project locations

			9.3 If target areas are not accessible, UN-Habitat and the proposed execution entities will identify alternative intervention locations and request approval from the SC and AF	
Environmental				
9 Poor weather conditions (especially in winter) affect implementation of activities	2 Low	1 Low	10.1 UN-Habitat and the proposed execution entities have developed their work plan according to expected weather conditions and the majority of activities should be able to be carried out despite severe weather conditions as they are inside closed areas. If unexpected weather patterns occur, the proposed activities and work plan will be reviewed to make practical adaptations.	Work plans avoiding critical concrete works being planned in winter
10 Covid-19 spread, leading to inaccessibility of target area and / or delays of project activities	3 Med	3 Med	11.1 See also Covid-19 risks response in annex 5, including procedures 11.2 UN-habitat will only let field work proceed if agreed with the UN security unit; safety and potential instability will be monitored continuously. 11.3 Execution entities will require having permanent field staff at project sites, reducing the need to travel 11.4 If possible, activities will proceed online. 11.5 If activities cannot be pursued due to Covid-19, alternative strategies and options will be considered	Monitoring of Covid-19 risks response in annex 5, including procedures UN security unit recommendations

6. AF Syria Project Environmental and Social Risks Management Plan (ESMP)



UN HABITAT
FOR A BETTER URBAN FUTURE



Food and Agriculture
Organization of the
United Nations



ESMP

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions

Changes between the ProDoc and the inception of the project baseline are shown in track changes

Introduction

Social and environmental policies are essential tools to prevent and / or mitigate undue harm of projects and project activities to people and their environment. In line with the Adaptation Fund's Environmental and Social Policy (ESP) and GP and UN-Habitat's Environmental and Social Safeguard Policy (ESSP), UN-Habitat and partners are required to categorize the risk of the project as a whole and to manage any potential environmental and social risks and impacts. This Environmental and Social Management Framework / Plan (ESMF/P) has been prepared by UN Habitat Syria during the project preparation phase.

Purpose

The purpose of this ESMF/P document is to manage any identified potential environmental and social risks and impacts of proposed project activities and to utilize project activities co-benefits and opportunities that have been identified per project activity. This ESMF/P will be used as a framework plan for a to be developed more detailed Environmental and Social Management Plan (ESMP), which will be developed during Q4 of 2021 and Q2 of 2022 of the project.

Methodology

To ensure compliance with the AF ESP and GP, all proposed project activities have been screened against the 15 AF principles (i.e. safeguards) to identify potential environmental and social risks and to assess related potential impacts. Where risks have been identified, impacts have been assessed and where needed, measures to avoid or mitigate risks and impact, identified (+ monitoring arrangements).

As part of the ESIA-ESMF/P, risks screening sheets have been completed for proposed activities under component 2 and 3. These have been shared with the MoLAE to identify if any additional ESIA's were required by Syrian law. The outcomes of the risks screening have been consolidated in the proposal, including in the budget. The risks screening sheets are included below.

Analyses are based on collected disaggregated data focused on identification of climate change related needs, limitations, constraints and requirements specific for marginalized and vulnerable groups, especially of women and youth. Activity prioritization has been done in consultations with project beneficiary groups.

For details on risks screening, project categorisation and impacts assessments conducted during project preparation, see annex 1.

Table 1 Steps for implementing the ESMP in year 1

<u>Task</u>	<u>Detailed description</u>	<u>Output</u>	<u>Timeframe</u>	<u>Responsible</u>
<u>Verify ESMF</u>	Verify ESMF in line with: - <u>AF Environmental and Social Policy (ESP) & guidelines</u> - <u>PPR reporting requirements (see sheet on ESP compliance and notes and guidelines)</u> - <u>UN-H ESSS requirements</u>	<u>Updated ESMF</u>	<u>Q4/Q1 2021</u>	
<u>Verify Gender & Youth Approach and Baseline</u>	Verify Gender & Youth Approach and Baseline in line with: - <u>AF Gender Policy (GP) & guidelines</u> - <u>PPR reporting requirements (see sheet on GP compliance and notes and guidelines)</u> - <u>UN-H ESSS requirements</u>	<u>Updated Gender & Youth Approach, Baseline and action plan</u>	<u>Q4/Q1 2021</u>	
<u>Guide MoLAE, UN-H, UNDP and FAO to further collect data / conduct assessments (if required – esp. for FAO) for preparing a more detailed ESMP</u>	<u>Based on existing ESMF/P and gender approach, baseline and action plan, develop tools and enhance capacity of MoLAE, UN-H, UNDP and FAO staff to collect data / conduct assessments / identify roles and responsibilities for preparing a more detailed ESMP for components 1, 2 and 3, incl. monitoring of ESMP implementation by UN-H M & E staff</u>	<u>Guidelines for MoLAE, UN-H, UNDP and FAO</u> <u>Training session(s)</u>	<u>Q4/Q1 2021</u>	
<u>Prepare detailed ESMP for the Project</u>	<u>Based on existing ESMF/P and additional data collected and assessments conducted, support proponents to prepare detailed ESMP, incl. identified potential risks and impacts, mitigation measures, monitoring and reporting plan and roles and responsibilities</u>	<u>One ESMP for the project with different components for UNDP, FAO and UN-H</u>	<u>Q2 2022</u>	
<u>Guide UN-H, UNDP and FAO to implement ESMP</u>	<u>Develop templates and guidance and train UN-H, UNDP and FAO staff to implement the ESMPs, incl. implementing mitigation measures, monitoring and reporting, also for the PPR, roles and responsibilities, etc.</u>	<u>Guidelines and training UN-H</u> <u>Guidelines and training for UNDP</u> <u>Guidelines and training for FAO</u>	<u>Q2 2022</u>	
<u>Set up for monitoring implementation of ESMP, PPR reporting and responding to AF comments</u>	<u>Support set-up for monitoring implementation of ESMP (guide UN-H M & E staff), support set up for completing the PPR sheets on AF ESP compliance and AF GP compliance and respond to AF comments on it.</u>	<u>Completed PPR sheets on AF ESP compliance and AF GP compliance</u>	<u>Q4 2022</u>	

Content:

- Allocated roles and responsibilities environmental and social risk management / implement of the ESMF/P
- Opportunities for adaptive management
- Arrangements to supervise executing entities for implementation of ESMF/P
- Budget provision to manage environmental and social risks / implement of the ESMF/P
- Measures to avoid, minimize, or mitigate potential risks
- Risks monitoring system / indicators
- Grievance mechanism

Allocated roles and responsibilities for environmental and social risk management / implementation of the ESMF/P

UN-Habitat will be responsible for environmental and social risks management of the project, including implementation of the Project ESMF/P. An AF and UN-H policies and reporting compliance expert will be part of the UN-Habitat project team. This expert will also supervise the EEs on the implementation of the Project ESMF/P. Guidelines showing how to comply to the AF ESP and GP will be shared with the EEs and they will be guided on the process, including monitoring. A Safeguarding system compliance expert will also be part of the UN-habitat Syria Country project team. Monitoring project staff will require having expertise on environmental and social risk management and be familiar with the AF safeguarding system. The UN-Habitat Syria Country project team will be backstopped by UN-Habitat HQ and ROAS, with experts on climate change, human rights, environmental and social risks managements and gender policies.

*Roles and Responsibilities***Table 3** Roles and Responsibilities for Direct Contracting

Team	Role	Responsibility
UN Habitat Team	Syria CO Project Management	<ul style="list-style-type: none"> • Overview below
	Syria CO Project coordinator	<ul style="list-style-type: none"> • Coordination with execution entities and public authorities • Appoint project grievance mechanism focal point to implement the Grievance Redress Mechanism
	AF and UN-H policies and reporting compliance expert	<ul style="list-style-type: none"> • Prepare guidelines for execution entities (in cooperation with below) • ESMP monitoring • Reporting • Documentation of site, interviews with beneficiaries
Safeguard Consultant Team	ESS Support, Monitoring and Training	<ul style="list-style-type: none"> • Prepare / update ESMPs at inception phase • Implement Training
Execution Entity / Contractor	Project Lead / Manager	<ul style="list-style-type: none"> • Reporting and updating UN Habitat Team and ensuring project execution, including but not limited to: <ul style="list-style-type: none"> ○ Co-develop ESMP with Safeguard Consultant Team ○ Implement ESMP ○ Report on ESMP safeguard activities and key performance indicators to UN Habitat

In Syria, government stakeholders responsible for compliance to national environmental and social policies and standards will be part of the PSC and or PAC, as well as a gender focal point from MoLAE.

All project-related ToR's and contracts will include clauses stating contractors will need to comply to the AF ESP, especially principle 1 (law), 4 (human rights), 5 (gender), 6 and 13 (labour and safety), 8 (involuntary resettlement and 11/12 (emissions / pollution) and to the AF GP. This includes:

- Principle 1: References to laws and standards to which the project activity will need to comply will be included in all legal agreements with all sub-contractors, including steps and responsibilities for compliance.
- Principle 4: References to relevant Humans rights declarations will be included in all legal agreements with all sub-contractors.
- Principle 5: Reference to relevant gender policies and approach and baseline
- Principe 6: Employment and working conditions following ILO standards will be included in legal agreements with all sub-contractors.
- Principle 8: Statement that no involuntary resettlement will take place due to project activities

- Principle 11: Commitment to avoiding GHG emission, where possible
- Principle 12: Statement waste will be handled appropriately
- Principle 13: Ensure that ICSC international health and safety standards are clearly accessible and understood. e.g. by putting clearly visible signs detailing health and safety standards to be located at projects sites and by supplying protective equipment.

Minimum requirements and standard clauses will include:

Principle 1: Compliance with the laws

Potential risk / impact	Mitigation
Non-compliance with laws / standards	<ul style="list-style-type: none"> • Include standard clause in MoU / all contract with reference to laws / standards as described in this proposal (Part II.E)

Principle 4: Human Rights

Potential risk / impact	Mitigation
Limited awareness on human rights	<ul style="list-style-type: none"> • Share information on human rights with project beneficiary groups at the inception phase of the project

Principle 5: Gender Equality and Women’s Empowerment.

Potential risk / impact	Mitigation
Limited awareness of gender approach and baseline	<ul style="list-style-type: none"> • Share information on gender policies and approach and baseline with project actors

Principle 6 Core labour rights

Potential risk / impact	Mitigation
Non-involvement Local Employment	<ul style="list-style-type: none"> • Measures to maximise local employment • Work with local community on verification of local workers where feasible
Non-Local Procurement	<ul style="list-style-type: none"> • Measures to maximise local procurement • Work with local community on verification of local suppliers where feasible
Non-compliance Worker Rights	<ul style="list-style-type: none"> • Include standard clause in MoU / all contracts: <ul style="list-style-type: none"> ○ HR policy aligned with local law, IFC PS2 and ILO Core Conventions ○ Worker Grievance Mechanism will be established ○ Enforce minimum age expectations (according to ILO) and GoS minimum age) ○ Measures to ensure Contractor adopts project HR Policy standards (either contractually or through monitoring) ○ Ensure all employees are provided with a written employment contract before start of works ○ Provide details of the transport arrangements for all workers to and from their accommodation (dedicated or in the local community) ○ Refer to Occupational Health and Safety Procedures
Limited Facilities	<ul style="list-style-type: none"> • Contractor to provide or facilitate access to necessary worker facilities which include but are not limited to: toilets, rest areas, smoking areas, canteen and potable drinking water to WHO standards • All worker facilities and accommodation will be cleaned, maintained and centrally managed

Principle 11 climate change

Potential risk / impact	Mitigation
Increased GHG Emissions due to Project Emissions (such as from WWTP and pumping)	<ul style="list-style-type: none"> • Exact project-related energy use to be determined during project inception phase and where feasible, 'extra' energy use to be compensated through installation of solar PV

Principle 12 Pollution Prevention and Resource Efficiency

Waste management

Potential risk / impact	Mitigation
Lack of Waste Management procedure	<p>A Waste Management Procedure / plan will be developed and at a minimum include the following mitigations:</p> <ul style="list-style-type: none"> • Identification of appropriate waste management to handle, treat and / or recycle waste, including land fill if required • Procedure to handle / treat any sludge • Regular inspections schedule

Spills

Potential risk / impact	Mitigation
Spills	<p>A Spill Prevention and Response Procedure must be developed and at a minimum include the following mitigations:</p> <ul style="list-style-type: none"> • Have suitable drip trays and spill kits to manage any accidental minor releases • All refuelling/fuel handling to be undertaken in a dedicated bunded area away from activities and surface water bodies • The dedicated secure fuel storage area must be bunded • Equip all heavy machinery with absorbent rags to respond to any minor spills of liquid fuels, oil or grease

Principle 13 Health

Potential risk / impact	Mitigation
Security incidents	<ul style="list-style-type: none"> • Ensure health and safety procedure prior to construction that establishes procedures such as UXO clearance and transportation of goods clearance from security agencies
Occupational Health and Safety	<p>Occupational Health and Safety Procedures must be developed, specific to each Project output, for the following:</p> <ul style="list-style-type: none"> • Working at Height • Heavy Lifting • Working in Confined Spaces • Excavation Works • Hot Work • Working and Scaffolding • Electrical Safety • Working with Machinery • Site Clearance (debris management, unexploded ordinances) • Collapsing Structures • Handling of Hazardous Materials • Weather Conditions • Lone Working • Material Transport (unloading and storage) • Earthmoving and Concreting • Permit to Work System • Lock Out Tag Out (LOTO) System • Minimum Mandatory PPE (incl. shoes, helmets, gloves, high-visibility vest, safety glasses) • Proper Safety Signage • Medical Clinic and First Aid • Housekeeping
Increase in Social Tension due to Contractor-Community Interactions and Security	<p>A Worker Code of Conduct/Training must be developed and at a minimum must:</p> <ul style="list-style-type: none"> • Outline general requirements and expectations on security interaction with community and external stakeholders, respectful, polite, and honest behaviour is expected from all employees • Outline requirements on conflict avoidance and sensitivity to local cultures, traditions and lifestyles. • Ensure that no workers are to engage with the local community except via an appointed representative • Ensure zero tolerance of illegal activities by all personnel including: prostitution; illegal sale or purchase of alcohol; the sale, purchase or consumption of drugs; gambling and fighting

Potential risk / impact	Mitigation
	<ul style="list-style-type: none"> Be included as part of induction and signed by all employees
Increase in Vector Borne and Communicable Diseases	<p>A Vector Borne and Communicable Diseases Procedure must be developed and at a minimum must:</p> <ul style="list-style-type: none"> Limit the spread of vector borne disease and communicable diseases
Limited emergency Response Local Capacity and Equipment	<ul style="list-style-type: none"> Audit and gap assessment of local capacity Coordinate with local emergency response teams (fire, EMS, police, hospital) and implement mitigations to address gaps
Workplace health and safety incidents	<p>An Emergency Preparedness and Response Procedure must be developed and at a minimum must:</p> <ul style="list-style-type: none"> Define individual emergency response actions for all potential scenarios Define a schedule of emergency drills and scenarios Establish an Emergency Response Team with dedicated resources and equipment Ensure emergency communications system is in place and reliable Implement a drill schedule and provide reports Define COVID-19 procedure (see below)
Interaction with security actors	<ul style="list-style-type: none"> Develop Security and Human Rights Management Procedure that is in alignment with UNDSS SOP, IFC PS4 and the Voluntary Principles of Human Rights All private security personnel to receive procedural or knowledge training in: <ul style="list-style-type: none"> Guard-post orders and procedures Proper conduct and ethics/human rights Rules of engagement and use of force Community interaction and community grievance mechanism Engage the public security force through the correct hierarchy and channels early in the process to set up good working relationship and improve opportunities for influence on the adoption of International Standards.
Stolen Items	<ul style="list-style-type: none"> In the case of public spaces, the municipality will assign a guard
Covid-19	<ul style="list-style-type: none"> A Health and Safety Risk Assessment of each project activity, including supply chains and associated facilities, against International Standards needs to be carried out including specific alignment with IFC PS2 (Labour and Working Conditions) as well as IFC PS4 (Community Health and Safety and Security). <p>The assessment involves a four-step process:</p> <ol style="list-style-type: none"> Conduct a Health and Safety Risk Assessment to identify the potential risk and impact of COVID-19 on project activities, including supply chains and associated facilities. Develop and implement mitigation measures to manage health risks for each project activity (to be provided in the ESMPs during the project inception phase). If despite the implementation of mitigation measures a positive COVID-19 case is identified, then alternative “lower risk” activities will be proposed. If “lower risk” activities are not an option, then activities will be delayed/postponed. <p>Contractors should start to implement COVID-19 mitigation measures now, even if the virus has not arrived in the communities they are operating within. The following is a list of mitigation measures to prevent the spread of COVID-19 in the workplace that must be implemented at each work site:</p> <ul style="list-style-type: none"> Ensure workplaces are clean and hygienic. Surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards) need to be wiped with disinfectant regularly Promote regular and thorough hand washing Put sanitising hand rub dispensers in prominent places around the workplace and ensure these dispensers are regularly refilled Display posters promoting hand washing, and ensure that workers have access to places where they can wash their hands with soap and water Brief workers that if COVID 19 starts spreading in your community anyone with even a mild cough or low grade fever needs to stay at home Where N95 masks are not available, ordinary surgical face masks will be provided <p>The World Health Organisation (WHO) has additional information and best practice approaches to occupational health and safety during the COVID-19 outbreak. The International Finance Corporation (IFC), also provides specific guidance regarding preventing and managing health risks of COVID-19 in the workplace and support for workers.</p>

Principle 14 Physical and Cultural Heritage

Potential risk / impact	Mitigation
Chance Finds	<p>A Chance Finds Procedure must be developed and requires:</p> <ul style="list-style-type: none"> • Stop work in the event of a find and cordon off until next steps are agreed • Identify relevant national authority for communication in the event of a chance find • In the event of a find, prepare Next-step Action Plan (if required) • Liaise with Competent Authority to arrange oversight of the excavation works and storage and transportation of any finds

Adaptive management: when changes in project activities or additional activities are required, these will need to go through a new risks screening and impact assessment process in compliance with AF, UN-habitat and national policies and standards. When this is required, this will be led by UN-Habitat and the PSC would need to approve the changes.

Arrangements to supervise executing entities for implementation of ESMF/P

Table 4 Capacity of potential executing entities to carry-out gender responsive activities

Potential executing entity	Skills and expertise to provide gender mainstreaming inputs	Specific requirements execution entities for compliance	Capacity building needs
UNDP	Yes (UN core value)	<ul style="list-style-type: none"> - Appoint an ESP compliance and gender focal point - Capacity to comply to the AF ESP and implementation of the ESMF/P guided by UN-Habitat - Capacity to comply to the AF GP 	<ul style="list-style-type: none"> - Awareness on requirements - Share guidelines for execution entities to comply and to ensure 'opportunities' are identified and exploited
FAO			
MoLAE (non execution)	Limited (as government entity)	<ul style="list-style-type: none"> - Appoint an ESP compliance and gender focal point - Capacity to comply to the AF ESP and implementation of the ESMF/P guided by UN-Habitat - Capacity to comply to the AF GP 	<ul style="list-style-type: none"> - Awareness on requirements - Share guidelines to comply and to ensure 'opportunities' are identified and exploited - Support development baseline and approach before project start + reporting requirements

Budget provision to manage environmental and social risks (incl. gender) / implement of the ESMF/P

Dedicated safeguard / gender compliance staff time is allocated under project execution fees for USD: 34,100. This person will be supported by UN-Habitat ROAS and HQ safeguard / gender specialists. Under component 1, ESIA-ESMF/P specialist firm will be hired to develop the ESMPs at inception phase for USD: 20,000 These persons and / firm will ensure compliance and develop ESP and GP compliance guidelines and action plans for execution entities and guide these execution entities through the process, including baselines and reporting requirements. Costs for risks mitigation measures are integrated in the budget, including e.g. PV installation and water quality monitoring.

Measures to avoid, minimize, or mitigate potential risks

Table 5 Overview of project activities' screening and assessment results (in line with risks screening sheets for the project) against the 15 AF risk areas / principles, including measures to avoid or mitigate risks / impacts. Here, only the risks identified directly linked to project activities is discussed

Project outputs / activities	Potential risk / impact	Impact assessment	Measures to avoid or mitigate risks / impacts	M & E arrangements	
				Indicator and method	Responsibility and frequency
2.1 2.2 2.3 2.4 3.1. 3.2 3.3 3.4	Principle 3: Potential adverse impacts on vulnerable groups have been identified in general. However, not all specific needs, limitation and constraints / concerns may be identified / up to date when the project commences.	Specific needs, limitation and constraints of target groups may not be fully identified / up to date when project commences Target population: T: 81,700 W: 50-60% Y: 32-37 % F: 30-95%	All beneficiary groups will be consulted again during the inception phase to verify and further identify all specific needs, limitation and constraints. Related to that the ESMF/P will be updated.	Check consultation reports with latest data on identified specific needs, limitation and constraints of beneficiary groups; updated ESMF/P	UN-H in coordination with MoLAE, UNDP and FAO Inception phase and any consultation report

Table 46 sets out the general Environmental and Social (E&S) commitments/policies to avoid, minimise or mitigate potential risks, that are to be fulfilled by the Contractor, supported by UN Habitat, EE and the Safeguard Consultant Team, during the Project activities as they relate to the E&S impacts attributable to the construction of works.

Table 6 Detailed program-level mitigation policies

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
A. General Requirements				
A1. Responsibilities and Liabilities	Ensure that all workers, suppliers and possible subcontractors are familiar and comply with the requirements and specifications of each ESMP. Review Contracts to ensure that Environmental and Social Safeguards (ESS) requirements are included	Contracts	Contractor/ UN Habitat	Review of Contracts to ensure that ESS requirements are included
	Adjust each ESMP to the specific Project, define the frequency of the monitoring procedure and share it with UN Habitat and donor. Identify if further Management Plans have to be prepared.	Final Project-specific ESMP	Contractor/ UN Habitat/ Safeguard Consulting Team	Review prior to finalisation of Project-specific ESMP
A2. Resources allocated to ESS Management	Assign ESS responsible staff and define the requirements and responsibilities. Typically responsible for contact with stakeholders (Community Liaison Officer (CLO))	Final Project-specific ESMP	UN Habitat/EE	Review prior to finalization of Project-specific ESMP

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
A. General Requirements				
A3. Reporting	Reporting of progress and incidents, accidents, observations, near misses	Final Project -specific ESMP Reporting protocol for Major Incidents	UN Habitat/ EE	Review prior to finalization of Project-specific ESMP
A4. ESS Training	Provided as required during implementation for UN Habitat and IP team	Training performed and recorded	Safeguard Consultant Team	Review of training records

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
B. Protection of the Environment				
B1. Emissions and dust	Use to the extent possible, vehicles in appropriate technical conditions.	Technical Specification Sheet	Contractor/ EE	Prior to commencement of works and each time new equipment/ vehicle is used at the site. Visual inspection on regular basis
	Ensure that vehicle engines and equipment on site are not left running unnecessarily.	Engines switched off	Contractor/ EE	Site inspection
	Best practice to ensure minimisation of dust emissions during dry and windy conditions (e.g. proper stockpiling, watering etc.).	Watering conducted, no dust emissions are observed, no workers' grievances	Contractor/ EE / IP	Regular site inspection Review of grievance records
	Exact project-related energy use to be determined during project inception phase and where feasible, 'extra' energy use to be compensated through installation of solar PV	Recording of energy use	Contractor/ EE	Regular monitoring and review of energy use
B2. Noise and vibration	Avoid operations and vehicle movements at night.	No work conducted between 10 pm and 7 am No grievances received	Contractor/ EE	Random site inspection Review of grievance records Review of accident/incident records
	Set traffic speed limits.	Speed signs installed Accident/incident reports	Contractor/ EE	Random site inspection Review of grievance records Review of accident/incident records

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
B. Protection of the Environment				
	Position equipment as far as possible from sensitive areas (neighbouring communities)	Distances between equipment and receptors are kept	Contractor/EE	Once prior to commencement of works Review of grievance records
B3. Wastewater management	Ensure access to toilet facilities or portable toilet facilities that will be serviced on a weekly basis	Visual inspection of condition of facilities	Contractor/EE	Random site inspection
	Control surface water and where appropriate incorporate storm water management into project designs	Visual inspection, design review	Contractor/EE	Regular site inspection Final project design
B4. Pollution prevention	Ensure all works carried out minimise pollution risk (e.g. liquid effluents, air emissions, noise and vibration management, vehicle and equipment maintenance and selection, fuel, oil and chemical storage and handling) including the whole duration of the Project.	Ensure that potential pollutants are not stored and handled within 50 m of sensitive receptors (particularly watercourses).	Contractor/EE	Regular site inspection Review of grievance records
B5. Effluents	Ensure appropriate containment and storage of construction wastewater, including sanitary water. No untreated effluent is discharged.	No untreated wastewater discharge	Contractor/EE	Regular site inspection Review of grievance records
B6. Waste Management	Identify waste management facilities and ensure disposal through treatment/removal/recycling of each of the waste types.	Waste management procedure Waste transfer notes	Contractor/EE	Inspect waste management facilities Review of waste transfer records
	Ensure that all wastes produced are properly collected, segregated, stored, transported and treated	Waste collection areas existent, waste inventories Waste transfer notes	Contractor/EE	Random site inspection, Review of waste inventories Review of waste transfer records
	Minimise the waste production to the extent possible.	Records of waste production are kept Waste Management Plan Training performed and recorded	Contractor/EE	Monitor (e.g. monthly) the amount of waste produced Review of training records
	Document all waste related operations (type of wastes, quantities produced etc.).	Storage, transport and treatment of waste is documented Waste transfer notes Waste inventories	Contractor/EE	Review of waste transfer records Review of waste inventories

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
B. Protection of the Environment				
	Appropriate and safe storage of fuels, construction materials, wastes and any materials that can cause spills (e.g. batteries from energy generators).	Safe storage of materials Spill prevention and response procedure Spill response and remediation equipment in place.	Contractor/ EE	Random site inspection

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
C. Worker Health and Safety				
C1. Occupational Health and Safety Plan	Develop an Occupational Health and Safety Plan	Occupational H&S Plan in place	Contractor/ Safeguard Consultant Team (for review)	Review of Occupational H&S Plan
C2. Incident reporting	Ensure all H&S related incidents (e.g. observations, accidents) on site are recorded and followed up properly.	Reporting protocol for Major Incidents	Contractor/ EE	Check incident/accident records
C3. COVID-19	Ensure workplaces are clean and hygienic including being wiped with disinfectant regularly; the availability of hand sanitising opportunities (dispensers and/or individual bottles); social distancing where possible; signage on COVID-19 protocols; self-isolation of a worker with symptoms accompanied by immediate testing of workforce. Where N95 masks are not available, ordinary surgical face masks will be provided.	Visual inspection on a regular basis	Contractor/ EE	Regular monitoring
C4. Personal protective equipment	Ensure the provision of Personal Protective Equipment (PPE) for workers (hardhats, masks, safety glasses, safety boots etc. depending on project type).	PPE used by everyone on-site	Contractor/Site Manager	Random site inspection
C5. UXO/ Damaged structure clearance	Ensure UXO clearance/damaged structure clearance obtained prior to start of works.	Documentation of clearance (Commencement of Works Letter)	Contractor/ EE	Review documentation

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
C. Worker Health and Safety				
C6. First-aid	Provide one trained first aiders per 50 employees and adequate amount of first aid kits on site.	Suitable first aid kits on site Ensure the presence of first aid helpers in all shifts First aid certificates	Contractor/ EE	Regular monitoring of first aid kits Review of first aider certificates Review of number of first aiders required by local legislation
C7. Access to health care	Ensure the workforce has access to primary healthcare on site, providing prescriptions and vaccinations where necessary/applicable	Healthcare available on site	Contractor/ EE	Random site inspection Review of grievance records Review of medical records (in case not confidential)
	In case more than 35 workers are present on site, ensure that a hospital, medical clinic or a health centre can be reached within a period of 45 minutes.	Medical centres in the proximity of the site.	Contractor/ EE	Medical centres in the proximity of the site identified once prior the commencement of works

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
D. Community Health and Safety				
D1. Contractor-Community Interactions and Security	Engage/ communicate/ inform communities. Ensure consultations with the local authorities and communities regarding the construction.	Minutes of Meetings Grievance Mechanism	Contractor/ EE	Review of grievance register Minutes of consultation meetings
	Initiate an efficient Grievance Mechanism to allow potentially affected individuals to raise their concerns.	Grievance Mechanism in place, grievances recorded	Contractor/ EE	Review of grievance register
	Establish a Code of Conduct taking into consideration legislation, safety rules, driving safety rules, substance abuse, environmental sensitivity, communicable diseases, gender issues (sexual harassment), respect for local beliefs and customs, community interactions etc.	Code of Conduct in place and rules shared with personnel	Contractor/ EE	Review of Code of Conduct induction records Review of reported punishable or misconduct behaviour Review of grievance records

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
D. Community Health and Safety				
D2. Traffic and transportation management	Use local traffic signage and collaborate with the responsible local authorities and communities. Use flagmen where appropriate and install clear and visible signage.	Warning signs	Contractor/ EE	Inspection of traffic routes, Review of grievance register
	Implement speed limits for all project vehicles. In the case of road closures, crossing for pedestrians will be provided.	Local access plan	Contractor/ EE	Review of local access plan Random site inspection Review of grievance records
	All vehicles used to transport workers to site must meet national requirements, demonstrate that their condition has been checked and approved prior to use. All drivers shall conduct daily inspections before operating a vehicle.	Technical Specification Sheet	Contractor/ EE	Prior to commencement of works and each time new equipment/ vehicle is used at the site. Visual inspection on regular basis
D3. Vector Borne and Communicable Diseases	Ensure the provision of adequate space, supply of water, adequate sewage and garbage disposal system, appropriate protection against heat, cold, damp, fire and disease-carrying animals and insects, adequate sanitary and washing facilities, adequate lighting, and basic medical services, in accordance with all applicable health and safety regulations and norms.	Vector Borne and Communicable Diseases Procedure Appropriate conditions for workers on site Irrigation plans and procedures	Contractor/ EE	Regular inspection Review of grievance records
D4. Emergency scenarios prevention	Ensure immediate cleaning of any spills and remediation of contaminated areas after construction.	Emergency Preparedness and Response Procedure Workers trained. Emergency Response Team (ERT) is in place	Contractor/ EE	Random site inspection after spill events One-time inspection after construction Review of training records Review of ERT
D5. Security and Human Rights	Ensure security and human rights in alignment with UNDSS SOP, IFC PS4 and the Voluntary Principles of Human Rights	Security and Human Rights Management Procedure	Contractor/ EE/UNH	Regular inspection Review of grievance records
D6. Damage to people and property	Ensure that site areas are provided with appropriate security, fencing, signage and lighting. Use hazard notices/signs/barriers to protect children and other vulnerable people from harm and prevent access to non-workers.	H&S planning of construction site done, items installed	Contractor/ EE	Inspection prior to the activities. Random site inspection Review of grievance register

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
D. Community Health and Safety				
D7. Involuntary resettlement	Ensure no physical displacement. Include standard clause in MoU / all contracts: Stating no physical displacement will take place due to project activities (unless project beneficiaries request this)	Contracts Resettlement Action Plan (if necessary)	Contractor/ EE	Review of Contracts
	Ensure no economic displacement. Include standard clause in MoU / all contracts: Stating no economic displacement (even informal) will be take place due to project activities (unless project beneficiaries request this)	Contracts Livelihood Restoration Plan (if necessary)	Contractor/ EE	Review of Contracts
D8. Vulnerable Groups	Ensure all vulnerable groups are consulted during inception phase and continually throughout project cycle to verify and further identify all specific needs, limitations and constraints.	Meeting Minutes Grievance Mechanism in place, grievances recorded	Contractor/ EE	Review of grievance register Minutes of consultation meetings and consultation reports

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
E. Labour				
E1. Worker Rights	Ensure minimum legal labour standards as per ILO regulations (child/forced labour, sexual assault, no discrimination, equal opportunities, working hours, minimum wages) are met.	Grievance Mechanism Records	Contractor	Review of Inspection reports (also from labour authorities), Review of grievance records
	Ensure that all direct and indirect workers have access to and are aware about the Workers Grievance Mechanism were they can raise workplace relevant complaints anonymously.	Workers Grievance Mechanism in place and grievances recorded	Contractor	Review of workers grievance register
	Ensure all workers have the same rights and are treated equally.	Non-discrimination policy in place	Contractor	Random site inspection Review of grievance register
E2. Local employment and procurement	Ensure local communities are preferred for the supply of goods and services to the Project and Project personnel, where appropriate.	Local Employment and Procurement Records	Contractor	Review procurement and employment records Review of grievance register

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
E. Labour				
E3. Facilities	Ensure provision of OR facilitate access to necessary worker facilities which include but are not limited to: toilets, rest areas, smoking areas, potable drinking water to WHO standards	Appropriate H&S and sanitary facilities provided at site	Contractor	Regular inspection Review of grievance records
E4. Fossils/ Archaeological Chance Finds	Establish specific procedures to manage the protection of archaeological and historical sites, chance finds and fossils. Ensure all finds of cultural heritage (e.g. graves, old ceramic, old building fragments) are reported immediately to the relevant authority and avoid excavation in the ultimate neighbourhood of a chance find, fence the chance find and await instructions from the competent authority.	Notification records to relevant authority Training records, Records about chance finds	Contractor/ EE	Site inspection

Item	Mitigation, Management and Enhancement Measures	Means of Verification	Responsibility	Monitoring Procedure
F. Supply Chain – Suppliers and Disposal				
F1. Supply Chain Verification	Verify that operations of these facilities meet Syrian national standards and are permitted.	Visual inspection of facility operations and review of permits	EE/ Safeguard Consultant Team	Verification at Project commencement
	Verify if facilities require expansion for Project works.	Visual inspection on a quarterly basis	EE/ Safeguard Consultant Team	Regular quarterly monitoring
F2. Supply Chain Monitoring	Monitor the operations of these facilities for risks related to: <ol style="list-style-type: none"> Controversial linkages with sanctioned entities; Exclusion list (including child labour and trafficking of arms along supply routes); and Security (number of checkpoints along supply routes) 	<ol style="list-style-type: none"> Verification of receipts of material sources Visual inspection of facility operations and supply routes Visual inspection of supply routes 	EE/ Safeguard Consultant Team	Regular quarterly monitoring

Risks monitoring system / indicators

The environmental and social risks management approach includes monitoring of potential risks and implementation of risks mitigation measures. This monitoring program commensurate with project activities and will report on the monitoring results to the Fund in the mid-term, annual, and terminal performance reports. Monitoring will be done to ensure that actions are taken in a timely manner and to determine if actions are appropriately mitigating the risk / impact or if they need to be modified in order to achieve the intended outcome. Annual reporting will include information about the status of implementation of this ESMF/P, including those measures required to avoid, minimize, or mitigate environmental and social risks. The reports shall also include, if necessary, a description of any corrective actions that are deemed necessary.

UN-habitat will be responsibility for environmental and social risks management, including monitoring of the implementation of the Project ESMF/P. An AF and UN-H policies and reporting compliance expert will be part of the team. A Safeguarding system compliance expert will also be part of the team. Monitoring staff part of the Supervision Unit will require having expertise in social risk management and be familiar with the AF safeguarding system. Under component 1, ESIA-ESMF/P a specialist company will be hired verify the developed ESMF/Ps at inception phase. These will include detailed guidelines for executing entities, any other contractors and the government partners to comply to the AF ESP and GP, including roles, responsibilities and monitoring. Gender specific indicators and targets have been developed as shown in the results framework. Specific budgets for risks monitoring are covered by M & E staff time under the execution fee: USD 81,350 total, USD 34,100 specifically dedicated to safeguarding / gender

Table 7 monitoring arrangements for general risks management

Action	Indicator and method	Responsibility and frequency
Monitoring of capacity execution entities to comply	<ul style="list-style-type: none"> - Guidelines and action plans shared - Monitoring reports comply to requirements 	UN-H within half a year from inception when reports are required
Implementation of grievance mechanism	<ul style="list-style-type: none"> - Grievance mechanism information is at target locations (buildings, etc.) - Grievance mechanism information is shown on UN-Habitat project website 	UN-H in coordination with execution entities Within half a year from inception
Monitoring of measures to avoid or mitigate risks / impacts per output	<ul style="list-style-type: none"> - See table above 	UN-H in coordination with execution entities When reports are required

Grievance Redress mechanism

For all Project activities, a Grievance Redress Mechanism will be employed in order to receive and address Project Affected Persons concerns, complaints, and grievances about any project's environmental and social performance. The Grievance Redress Mechanism addresses affected people's concerns and complaints promptly, using an understandable and transparent process that is gender responsive, culturally appropriate, confidential (if desired) and readily accessible to all segments of the affected people at no costs and without retribution. The mechanism does not impede access to Syrian judicial or administrative remedies.

UN Habitat in coordination with the execution entities will appropriately inform Project Affected Persons about the Grievance Redress Mechanism before the commencement of project activities and throughout the lifecycle of the project through project grievance focal points (to be appointed within beneficiary groups, UN-H, UNDP or FAO).

Communication Channels for Submitting Grievances

Potential communication channels for submitting grievances could include those identified in the table below. When confirmed, this information will be readily available throughout project implementation and communicated during engagement activities

Table 8 Communication Channels for Submitting Grievances

Communication Channel	Description
Engagement Activities	<ul style="list-style-type: none">Grievances can be communicated during engagement activities verbally and/or written and submitted in to a comment box
Verbal	<ul style="list-style-type: none">Grievances can be communicated directly to project focal points
Phone	<ul style="list-style-type: none">Phone Number to be provided in relevant ESMPPhone Number to be provided on billboard at project site locationCalls will be received from: 9AM - 5PM
WhatsApp	<ul style="list-style-type: none">Phone Number to be provided in relevant ESMPPhone Number to be provided on billboard at project site locationGrievances can be communicated through WhatsApp instant messaging system with audio and video support if required
Email	<ul style="list-style-type: none">Email to be provided in relevant ESMPWritten grievances can be communicated through email
Comment Box	<ul style="list-style-type: none">A comment box will be available at all engagement activities and at Management Team office for written grievances

Receiving Grievances

Grievances will be recorded in a Grievance Form and Grievance Register by the project's focal points within two days of receipt. A template for a Grievance Form will be developed. The project grievance focal point will assist the applicant at all stages of their grievance and ensure that their grievance is properly handled and addressed by the appropriate party. The following is the procedure for receiving grievances:

Receive a grievance: Stakeholders shall be able to use the following methods to submit a grievance:

- Phone / WhatsApp
- Email
- Verbally to project focal point

The grievance is recorded in the Grievance Form and classified in a Grievance Register by the project's grievance focal point.

If the Complaint is readily resolvable and can be dealt with immediately, the project grievance focal point takes action to address the issue directly and records the details in the Grievance Register.

- 1. Grievance is formally acknowledged** through a personal meeting, phone call, or letter as appropriate, within 5 working days of submission. If the grievance is not well understood or if additional information is required, clarification should be sought from the complainant during this step.
- 2. The project grievance focal point delegates the grievance** in writing to the relevant department(s)/personnel / contractor for development of an appropriate response. The project grievance focal point will estimate the subject matter of this grievance and identify the risk category. If required, the grievance may be sent for consideration of the senior management.
- 3. A response is developed** by the delegated team and the project grievance focal point, with input from senior management and others, as necessary.
- 4. Required actions are implemented** to deal with the issue, and completion of these is recorded on the Grievance Register.
- 5. The response is signed-off** by the project grievance focal point. The sign-off may be a signature on the grievance form or in correspondence, which should be filed with the grievance to indicate agreement.
- 6. The response is communicated to the affected party;** the response should be carefully coordinated. The project grievance focal point ensures that a suitable approach to communicating the response to the affected party is agreed and implemented. The response to a grievance will be provided 20 working days after receipt of the grievance.
- 7. The response of the complainant is recorded** to help assess whether the grievance is closed or whether further action is needed. The project grievance focal point will use appropriate communication channels, most likely telephone or face-to-face meeting, to confirm whether the complainant has understood and is satisfied with the response. The complainants' response should be recorded in the Grievance Register.

8. The grievance is closed with sign-off from the project grievance focal point, who determines whether the grievance can be closed or whether further attention and action is required. If further attention is required the project grievance focal point should return to Step 2 to re-assess the grievance and then take appropriate action. Once the project grievance focal point has assessed whether the grievance can be closed, they will sign off to approve closure of the grievance on the grievance log or by written communication.

In case the affected person is not satisfied with the decision resulting from the consideration of grievance, a stakeholder may turn to court in accordance with the existing legislation of Syria.

Table 9 grievance form

Grievance Form	
Reference No:	
<i>Please enter your contact information and grievance. This information will be dealt with confidential.</i>	
<i>Please note: If you wish to remain anonymous please enter your comment/grievance in the box below without indicating any contact information – your comments will still be considered.</i>	
Full Name	_____
Anonymous submission	<input type="checkbox"/> I want to remain anonymous
Please mark how you wish to be contacted (mail, telephone, e-mail).	<input type="checkbox"/> By Mail (Please provide mailing address): _____ _____ <input type="checkbox"/> By Telephone (Please provide Telephone number): _____ <input type="checkbox"/> By E-mail (please provide E-Mail address): _____
Preferred Language for communication	<input type="checkbox"/> Arabic <input type="checkbox"/> English <input type="checkbox"/> Other, please specify: _____
Description of Incident or Grievance: What happened? Where did it happen? Who did it happen to? What is the result of the problem?	
Date of Incident/Grievance: _____	<input type="checkbox"/> One time incident/grievance (date _____) <input type="checkbox"/> Happened more than once (how many times? _____) <input type="checkbox"/> On-going (currently experiencing problem)
What would you like to see happen to resolve the problem?	

ANNEX 1: [details on risks screening, project categorisation and impacts assessments conducted during project preparation.](#)

Overview / summary of project risks management approach

The following table provides an overview/summary of the management approach for project risks. Additional detail for project-level mitigations, verification and monitoring is provided in Table 46.

Table 10 overview / summary of project risks management approach.

ESP principle	Initial environmental or social risks present Y/N	Potential risk description	Impacts assessment	Safeguard measures	Monitoring indicator(s) and method	Responsibility and frequency
1 - Compliance with the law	Yes	Potential low risk of non-compliance with laws/standards		Include standard clause in MoU / all contract with reference to laws / standards	Review MoUs, all contracts	UN-H with MoLAE Inception phase
2 - Access and equity	No					
3 – Marginalized and vulnerable Groups	Yes, potentially	Potential adverse impacts on vulnerable groups have been identified in general. However, not all specific needs, limitation and constraints / concerns may be identified / up to date when the project commences.	Specific needs, limitation and constraints of target groups may not be fully identified / up to date when project commences Target population: T: 81,700 W: 50-60% Y: 32-37 % F: 30-95%	All beneficiary groups will be consulted again during the inception phase to verify and further identify all specific needs, limitation and constraints. Related to that the ESMF/P will be updated.	Check consultation reports with latest data on identified specific needs, limitation and constraints of beneficiary groups; updated ESMF/P	UN-H in coordination with MoLAE, UNDP and FAO Inception phase and any consultation report
4 – Human rights	No					
5 – Gender equality and women's empowerment	Yes	Potential low risk related to limited awareness of gender approach and baseline		Share information on gender policies and approach and baseline with project actors	Keep Minutes of consultation meetings and review of grievance register	UN-H/ UNDP and FAO Regular monitoring
6 – Core labour rights	Yes	Potential low risk of non-involvement of local employment, non-local procurement, non-compliance worker rights and limited facilities		Include measures to maximise local employment and procurement, include standard clauses in all MoUs and contracts on worker rights and have Contractor provide or facilitate access to facilities	Review of local procurement and employment records; workers grievance mechanism in place, review of grievance register; and appropriate H&S and sanitary facilities provided	Contractor/ UNDP and FAO Inception phase and regular site inspections
7 – Indigenous peoples	No					

ESP principle	Initial environmental or social risks present Y/N	Potential risk description	Impacts assessment	Safeguard measures	Monitoring indicator(s) and method	Responsibility and frequency
8 – Involuntary resettlement	No					
9 – Protection of natural habitats	No					
10 – Conservation of biological diversity	No					
11 – Climate change	Yes	Potential low risk of increased GHG Emissions due to Project Emissions (such as pumping)		Exact project-related energy use to be determined during project inception phase and where feasible, 'extra' energy use to be compensated through installation of solar PV	Recording, monitoring and review of energy use	Contractor/ UNDP and FAO Regular monitoring
12 – Pollution prevention and resource efficiency	Yes	Potential low risk of lack of waste management procedure and risks related to potential spills		A Waste Management Procedure / plan will be developed A Spill Prevention and Response Procedure must be developed	Regular site inspections	Contractor/ UNDP and FAO Regular site inspections
13 – Public health	Yes	Potential low risks related to Handling of Untreated Effluent and other Workplace Hazards; Negative Contractor-Community Interactions; Social Cohesion; Vector borne diseases; Health and Safety Incidents; Emergency Response and Preparedness; Security; Covid-19		Mitigations include development of: <ul style="list-style-type: none"> Occupational Health and safety Plan Worker Code of Conduct/Training Vector Borne and Communicable Diseases Procedure Stakeholder Engagement Plan and Grievance Management System Emergency Preparedness and Response Procedure Security and Human Rights Management Procedure Covid-19 Protocol 		Contractor/ UNDP and FAO Inception phase and regular site inspections
14 – Physical and cultural heritage	Yes	Potential low risk of chance finds		Chance Finds Procedure will be developed	Site inspection	Contractor/ UNDP and FAO

ESP principle	Initial environmental or social risks present Y/N	Potential risk description	Impacts assessment	Safeguard measures	Monitoring indicator(s) and method	Responsibility and frequency
						Site inspection as required
15 – Lands and soil conservation	No					

1.1. Screening and categorization

Based on the screening against the 15 AF principles, the project has been categorised as a “B” category project in terms of the environmental and social risks it poses. See Part II.L.

Normative, planning and capacity development activities under Component 1 consist of assessments and strategy development and capacity development. The project will ensure beneficiary groups will be equally represented and equal benefit from the project activities. This is done through a participatory planning approach. Quotas will be used ensure different groups are represented equally.

Activities under Components 2 and 3 are ‘concrete’ adaptation actions. Because of the scope of the proposed activities, which are numerous and localized, and, where possible, managed by communities who have a stake in avoiding environmental and social risks and impacts, potential direct impacts will be minimal and indirect impacts and transboundary impacts are highly unlikely. Given this, cumulative impacts are also unlikely. As a result, the entire project is regarded as a medium risk (Category B) project. As for the proposed WWTP (output 2.3), measures are taken to ensure water quality is in compliance with standards for irrigation.

In compliance with the Syrian EIA Regulations, particularly Environmental protection law (2012) and Executive order for EIA, 2008 and 2013, environmental approval has been granted for all proposed project activities, meaning no further ESIA's are required by Syrian law (see also part II.E)

For an overview of project activities’ screening results against the 15 AF principles see below table. For details, see the next section.

Table 11 Overview of environmental and social impacts and risks for which further assessments and management are required*

Checklist of environmental and social principles	No further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
1. <i>Compliance with the Law</i>	X	
2. <i>Access and Equity</i>	X	
3. <i>Marginalized and Vulnerable Groups</i>		X
4. <i>Human Rights</i>	X	
5. <i>Gender Equity and Women’s Empowerment</i>	X	
6. <i>Core Labour Rights</i>	X	
7. <i>Indigenous Peoples</i>	X	
8. <i>Involuntary Resettlement</i>	X	
9. <i>Protection of Natural Habitats</i>	X	
10. <i>Conservation of Biological Diversity</i>	X	
11. <i>Climate Change</i>	X	
12. <i>Pollution Prevention and Resource Efficiency</i>	X	
13. <i>Public Health</i>	X	
14. <i>Physical and Cultural Heritage</i>	X	
15. <i>Lands and Soil Conservation</i>	X	

Table 12 Summary of typical potential environmental and social risk (low risk) for which typical risks avoidance / mitigation measures are proposed*

Checklist of environmental and social principles	Typical potential risk/impact areas for which risks avoidance measures are proposed and managed / monitored.
<i>Principle 1: Compliance with the Law</i>	<ul style="list-style-type: none"> Sucontractor non-compliance with laws / standards

<i>Principle 3: Marginalised and Vulnerable Groups</i>	<ul style="list-style-type: none"> • Adverse impacts on vulnerable groups
<i>Principle 6: Core Labour Rights</i>	<ul style="list-style-type: none"> • Non-involvement of local employment • Non-local procurement • Non-compliance for worker rights • Limited facilities
<i>Principle 11: Climate Change</i>	<ul style="list-style-type: none"> • Increased GHG Emissions due to Project Emissions (such as pumping)
<i>Principle 12: Pollution Prevention and Resource Efficiency</i>	<ul style="list-style-type: none"> • Lack of waste management procedure • Spills
<i>Principle 13: Public Health</i>	<ul style="list-style-type: none"> • Worker contact with untreated effluent and other workplace hazards • Negative contractor-community interactions • Security incidents (Contextual security risk is moderate to high in Eastern Ghouta which is to be monitored over the course of the project) • Increase in vector borne and communicable diseases • Health and safety incidents • Social cohesion • Theft and/or stolen items • Covid-19 transmission
<i>Principle 14: Physical and Cultural Heritage</i>	<ul style="list-style-type: none"> • Chance finds (archaeological, graves)

Table 13 Overview of project activities' screening results against the 15 AF risk areas / principles (in line with table 39). For more details see country-specific ESIA reports. This table is in line with table 39 and the risks screening sheets presented later, as these are directly related to project activities and not typical or general risks.

Detailed outputs / activities	Risk screening result	Explanation why triggered or not
Component 1:		
1.1. Inception workshop and coordination mechanism	No potential risk identified	<p>Activities involve assessment and planning processes. Potential risks considered are those related to unequal access and equity, also for vulnerable groups and gender, throughout the assessment and planning processes and identification of gender sensitive action plans.</p> <p>UN-H, UNDP and FAO will involve beneficiary groups, including identified vulnerable groups (and women and youth) in the activities. Targets and quotas will be used. These will be verified during the project inception phase specific baseline and targets and action plans per execution entity, also to involve women and youth and other vulnerable groups. Therefore, no potential risk is identified.</p>
1.2. Capacity strengthening package		
1.3. Hydrogeological study, CC VA and future outlook for the region		
1.4. Gaps analyses and recommendations for managing water and land		
1.5. INRM Strategy and action plan (with CC mainstreamed)		
1.6. M & E plan for above + replication mechanism		
1.7. Formal adoption of strategy document		
Component 2:		
2.1. Assessment and verification / technical specification and engineering studies, including surveys required for detailed design of below interventions	Potential risks identified related to AF risk area 3: Marginalized and vulnerable Groups a	<p>Potential adverse impact of vulnerable groups has been identified in general. However, not all specific needs, limitation and constraints / concerns may be identified / up to date when the project commences. Moreover, there may be a risk of workers coming into contact with effluent through damaged networks and existing sources of effluent discharge</p> <p>As for other potential risks, these have not been triggered because of the information provided and project activity design aiming to reduce any risk - see also risks screening sheets.</p>
2.2. Rehabilitated sewage network to divert wastewater towards the WWTPs (concrete intervention)		
2.3. Installed mobile wastewater treatment plants to use non-conventional water resources identified (concrete intervention)		
2.4 Rehabilitated irrigation canals to divert treated water for irrigation purposed (concrete intervention)		
Component 3:		
3.1. Studies and assessments to detail the proposed interventions	Potential risks identified related to AF risk area 3: Marginalized and vulnerable Groups	<p>Potential adverse impact of vulnerable groups has been identified in general. However, not all specific needs, limitation and constraints / concerns may be identified / up to date when the project commences.</p> <p>As for other potential risks, these have not been triggered because of the information provided and project activity design aiming to reduce any risk - see also risks screening sheets.</p>
3.1. Introduction of water efficient agricultural technology		
3.2. Adoption of climate-smart agriculture practices for improved soil fertility and enhanced water use efficiency		
3.3. Promote alternate sustainable livelihood opportunities in silage crops and trees residues and organic fertilizer production		

Details and results of the risks screening process

This section discusses both the potential environmental and social risks identified directly linked to proposed project activities and the typical potential risks in the context of projects in Syria. The latter are regarded as low risks but risk avoidance / mitigation measures are proposed to ensure no negative impacts will occur.

Principle 1: *Compliance with the Law.*

Screening result: Potential low risk of sub-consultant non-compliance with laws and standards

Explanation: During project preparation, all relevant rules, regulations and standards have been identified for all proposed project activities, including procedures / steps to comply to these. These are shown in Part II.E. The MoLAE has provided environmental approval (see document below) of the proposed project activities, which means no further ESIA's are required by Syrian law no / 12 / 2012. Therefore, no potential risk of non-compliance with national law exists. A translation of the letter can be found below the letter.

A low potential risk exists with project-based subcontractors meeting national and project requirements during project execution including primarily meeting worker health and safety requirements. Project mitigations are to include ensuring all necessary legal clauses and requirements are included in project-based contracts and agreements with monitoring of performance during execution.

Figure 129 Environmental approval letter from the MoLAE (stating no further ESIA is required by Syrian law)

Syrian Arab Republic
Ministry of Local Administration & Environment



الجمهورية العربية السورية
وزارة الإدارة المحلية والبيئة

رقم: / ٤٤١ / ٤٠١٦
تاريخ: ٤٠١٦ / ٤٠١٦

الموضوع : خطاب موافقة ، بخصوص عدم الحاجة إلى مزيد من دراسة اضافية لتقييم الأثر البيئي لجميع الأنشطة

إشارة إلى مقترح مشروع " تعزيز قدرة المجتمعات على مواجهة تغير المناخ من خلال الإدارة المتكاملة للموارد الطبيعية في الغوطة الشرقية بمحافظة ريف دمشق والتدخلات الفورية للتكيف والمقدم لمصندوق التكيف " والمتضمن أنشطة تنفيذية للمكونات ١ و ٢ و ٣ ، الواردة ضمن وثيقة المشروع واستناداً إلى التعليمات التنفيذية لتقييم الأثر البيئي رقم ٨١٨ لعام ٢٠١٣ ، نؤكد أن الأنشطة المتعلقة بالمشروع تتوافق مع القانون البيئي رقم ١٢ لعام ٢٠١٢ ، ولا تحتاج إلى دراسة اضافية لتقييم الأثر البيئي وبالمقابل ستقوم الوزارة بتحديد الاشتراطات البيئية لكامل الأنشطة التنفيذية في مرحلة بدء المشروع وفق المعايير البيئية الوطنية .

مديرة السلامة البيئية /خبيرة تقييم الأثر البيئي/

م.رويدة النهار

معاون وزير الإدارة المحلية والبيئة

المهندس حسن جنيدان

للتنفيذ

Syria- Damascus, Yousef Azmeh Seq

Tel: +963 11 2318682/3
Fax: +963 11 2320726

web: www.mola.gov.sy
Email: info@mola.gov.sy



Date: 17-02-2021

Ref: 2 / 7

subject: Approval letter, regarding no further EIA screening needed for all the activities.

Reference to the final AF CC project "Increasing the climate change resilience of communities in Eastern Ghoutta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions"

which contain the executing activities related to component 1 , 2 and 3 in the full proposal Document ,And based on the executive instructions of the Environmental Impact Assessment No. 818 of 2013, we affirm that the project's related activities, are in compliance with the Environmental LAW N 12 year 2012 and don't need further EIA ,However ,the Ministry of local Administration and Environment will define requirements conditions for all the activities at the inception phase of project aligned with the national environment regulations .

Safety Atmosphere Directorate

Eng. Rouida Alnahar / EIA Expert /

**Deputy Minister of Local Administration and
Environment**

Eng. Hassan Jneidan

Syria- Damascus, Yousef Azmeh Seq

Tel: +963 11 2318682/3
Fax: +963 11 2320726

web: www.mola.gov.sy
Email: info@mola.gov.sy

During the inception phase a detailed list of environmental conditions will be identified related to laws / standards (in line with part II.E) for the proposed project activities.

Principle 2: Access and Equity.

Screening result: no potential risk

Explanation: Project beneficiaries (i.e. population; groups) have been mapped (see tables 1 and 6). Community consultations and focus groups discussions have been conducted per beneficiary group to identify possible rivals, disputants and concerns related to equal access of project benefits (see part II.H). There will be neither discrimination nor favouritism in accessing project/programme benefits. Project benefits will be allocated and distributed equally through a participatory process and through joint decision-making using water user and agriculture and water use associations and women and youth groups. Under component 1, various groups will be equally involved, in assessment and planning processes (if needed through quotas).

Principle 3: Marginalized and Vulnerable Groups.

Screening result: potential risk that not specific needs, limitation and constraints / concerns may be identified / up to date when the project commences.

Explanation: Project beneficiaries (i.e. population; groups) have been mapped (see tables 1 and 6), including marginalised and vulnerable groups. Disaggregated data at the district and municipal and activity beneficiary level has been used to identify and quantify marginalized and vulnerable groups. Also, UNHCR has been consulted to specifically identify potential risks and needs of marginalised and vulnerable groups. Community consultations and focus groups discussions have been conducted (see part II.H.) to specific needs, limitations, constraints / concerns. However, not all specific needs, limitations, constraints / concerns may have been captured or are up-to-date.

Principle 4: Human Rights.

Screening result: no potential risk

Explanation: The MoLAE states that ‘the Syrian Constitution assures all Syrian citizen human rights.’ During project preparation and execution, international human rights are respected and where applicable, promoted. During project preparation, possible human rights issues have been identified by assessing whether human rights have been ratified or not (see below), and to confirm and understand possible issues through consultation with OHCHR.

Principle 5: Gender Equality and Women’s Empowerment.

Screening result: potential low risk of limited awareness of gender approach and baseline

Explanation: A potential low risk to the project is in the use of outside labour by contractors during construction of the project. Additionally, the potential exists that local contractors will not ensure that workers understand their rights under the law or have access to appropriate site-based facilities including toilets and hand sanitisation stations. Proposed mitigations regarding the establishment of local content for employment, health and safety requirements and inclusion and communication of a workforce code of conduct will mitigate this risk.

The project ensures that gender equality and women’s and youth empowerment is ensured for all project activities. During project preparation, this has been done through detailed stakeholder mapping (see also principle 3) including identification of specific needs of women and youth. UN Women and UNICEF have also been consulted to specifically identify potential risks and needs of women. A specific ‘gender’ approach and baseline section has been developed. While there is the potential risk that project beneficiaries will not be made aware of the gender approach to the project, specific mitigations and arrangements that ensure equal participation in project activities and consultations and equal access to benefits have been identified in this gender approach and baseline.

Effective monitoring of ILO compliance is required throughout project execution in particular to ensure freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour and the elimination of discrimination in respect of employment and occupation.

Principle 6: Core Labour Rights.

Screening result: potential low risk to participation of local labour and to worker rights

Explanation: the project ensures that all project activities meet the core labour rights and that possible risks have been identified and if existing, prevented or mitigated. During project preparation, this was done by identifying possible compliance issues by analysing if Syria ratified the conventions and to confirm and understand possible issues through consultations with ILO. Any agreement / contract signed will include reference to compliance with ILO labour standards. Moreover, the executing entities are UN agencies, which should comply to the ILO labour standards as a principle.

Principle 7: Indigenous Peoples.

Screening result: no potential risk

Explanation: the project ensures that project activities are consistent with the rights and responsibilities set forth in the UN Declaration on the Rights of Indigenous Peoples by ensuring that possible issues are identified and mitigated / prevented. During project preparation, the project determined that no indigenous people are present in the project / programme target areas. This

has been determined through stakeholder mapping (through desk research and expert and community consultations). Although Syria did not ratify the ILO Convention 169 and other applicable international instruments relating to indigenous peoples, this is not a major issue as no indigenous people are present in the target area and because of standard measures under safeguard area 6 (see above).

Principle 8: Involuntary Resettlement.

Screening result: no potential risk

Explanation: the project determined that no physical or economic displacement will take place due to the project/programme. This has been determined by mapping project target sites land ownership (private, public) and land use, also informally, and through consulting communities / users on the possible risk of resettlement and to get agreement on proposed interventions (i.e. no interventions will take place without the consent of inhabitants in the targeted areas). Land owners, private or public, have agreed with using their land for project activities. Additionally, all land and land access provided for the irrigation channels are to be located on state land or voluntarily dedicated to the project by project beneficiaries. Project beneficiaries voluntarily dedicate access where necessary to facilitate irrigation connections to farmland in exchange for connection to irrigation benefits. These connections are to be captured in agreements where landowners provide consent and convey access rights (where necessary) for irrigation points.

Principle 9: Protection of Natural Habitats.

Screening result: no potential risk

Explanation: the project ensures that no unjustified conversion or degradation of critical natural habitats will take place because of project activities. During project preparation, it has been checked if any critical natural habitats exist in the target location, including their location, characteristics and critical value (i.e. legal protection status, common knowledge or traditional knowledge), as well as possible negative impacts on these due to project activities. This has been done by checking below.

National plans and legal documents:	20 km north / east of the target area is recognised natural habitat for fauna; however, due to the crisis situation, many species were lost
Convention on Wetlands (Ramsar, Iran, 1971) ¹	Not in or close to target area
UNESCO Man and the Biosphere Programme ²	Not in or close to target area

Principle 10: Conservation of Biological Diversity.

Screening result: no potential risk

Explanation: the project ensures that any significant or unjustified reduction or loss of biological diversity because of project activities will be avoided. During project preparation, it has been checked if any important biodiversity exist in the target location, including their protection status and other recognised inventories as well as possible negative impacts on these due to project activities. According to the IUCN red list the only critically endangered species in the project target area is the Barada Spring Minnow (fish). The project won't have a negative impact on this species because the target streams are polluted and limited life exist in it. However, the project could have a positive impact on restoring the species.

National plans and legal documents:	Due to the crisis, many agriculture fruit trees were lost in the target area
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¹ <https://www.ramsar.org/wetland/syrian-arab-republic>

² <https://en.unesco.org/biosphere/arab-states>

IUCN Red List of Threatened Species:³

Barada spring minnow.

The Barada spring minnow is non-existent in the target area due to pollution of streams and drought.

Principle 11: Climate Change.

Screening result: potential low risk of increased GHG Emissions

Explanation: The potential for increased GHG emissions exists due to project based emissions as a requirement of energy demand for pumping and other functions in the distribution system. While it is the policy of the project to ensure that project activities will not result in any significant or unjustified increase in greenhouse gas emissions or other drivers of climate change, exact project-related energy use is to be determined during project inception phase and where feasible, 'extra' energy use to be compensated through installation of solar PV

The wastewater treatment plant is an automated unit and requires continuous electricity as per internal available similar the use of electricity is 8-10 KW/hr (Max). Details of energy use will be required within the specification. In the evaluation of the proposal, energy use will be a key element to be assessed. Energy use will be generated / compensated by solar PV and backed-up by a generator. Power generation options will be further reviewed during project implementation. As for the irrigation systems and related energy use for pumping and distribution of water, this will also be compensated with solar PV.

Principle 12: Pollution Prevention and Resource Efficiency.

Screening result: potential low risk of improper waste disposal and spills

Explanation: Waste management in Syria is usually managed by the local municipality in Syria. In the Syrian context, capacity of waste management collection and disposal is challenging. The project aims to maximize energy efficiency and minimizing material resource and prevents waste and pollution due to project activities through analysis of possible risks of inefficiencies in energy and material resource use and waste and pollution risks of each activity – which has been done during project preparation. The whole project is designed to use resources as efficient as possible by reducing pollution and using treated wastewater as a source for agriculture irrigation. In addition to the project design features, the Project will further mitigate risk through a waste management procedure and a spill prevention and response procedure.

Principle 13: Public Health.

Screening result: potential low risk to Occupational Health and Safety, Contractor-Community Interactions and Security, Vector-Borne Diseases, Social Cohesion, Emergency Response and Preparedness and Security

Explanation:

Due to the nature of the activities associated with repairing and extending existing sewage distribution systems, there is a risk of contractors and labourers coming into contact with untreated effluent. In order to ensure that project activities are carried out in a manner consistent with international practices, project-based health and safety mitigations will be required that include an Occupational Health and Safety Plan to address working with hazardous materials.

Altering sewage distribution and creating irrigation networks and distribution sites may lead to changes in vector-borne illnesses such as malaria. It is anticipated that incidences of illness will decrease within the project area due to the treatment of waste. The Project will monitor for any changes in incidences of community-based illness.

There is the potential low risk of temporary noise, dust and air emissions due to project activities including truck movements, clearing of channels, loading and lay down areas, local vehicle emissions and backfilling and filling of sewage and irrigation channels. These risks are acceptable with project-based mitigations.

Project activities present opportunity for a risk of increased transmission of Covid 19 due to interactions of project-based contractors and staff internally and externally with communities.

³ <https://www.iucnredlist.org/search/map?query=syria&searchType=species>

Mitigations will include PPE and hand sanitation facilities at project site which among others will be captured within a Covid-19 protocol.

Lastly, there is a risk of theft of project materials at the project site. Project-based mitigations will include a security plan to ensure effective storage of project-based materials.

Although the project intends to improve the quality of water for irrigation, water quality monitoring will take place as part of core activities. It is policy of the project to ensure that potentially negative impacts on public health are avoided. To avoid potential negative health impacts for project activities and other activities safety signs and equipment will be provided in line with core labour rights (155 and 187) as well.

Contextual Public Health Risk:

Additionally, within the context of the Syrian crises there is a potential low security risk to project contractors and workers due to security checkpoints or community opposition to project activities based on perceptions of project beneficiaries. Project risk will be mitigated through a Security and Human Rights Management Procedure that utilises UN security assessment information to keep track of the political status of the region and ensure potential flashpoints are identified and avoided. Risk to social cohesion is present across all of Syria with respect to project implementation due to the nature of the conflict and the general lack of services available to residents including the potential increase in social tensions or changes to social dynamics due to unforeseen interactions between various community groups and perceptions of unequal distribution of community benefits or benefits accruing to elites or controversial actors. Project mitigations include a stakeholder consultation and grievance management process to ensure Project effectiveness in interactions with the community. Additionally, all subcontracting is to be confirmed against UN exclusion lists to ensure no controversial actors benefit from project implementation. Furthermore, integration of project planning within UN Security updates is critical to project implementation. Generally, social risk is acceptable with mitigations in place.

Principle 14: Physical and Cultural Heritage.

Screening result: potential low risk of chance finds

Explanation: the project ensures that the alteration, damage, or removal of any physical cultural resources, cultural sites, and sites with unique natural values recognized as such at the community, national or international level due to project activities will be avoided. During project preparation, It has been checked if physical or cultural heritage sites are present or near project sites, as well as possible risks of impacts on these due to project activities. According to the Syrian government and UNESCO⁴, the Ancient city of Damascus is a heritage site close to the project target area. However, the proposed project interventions will have no impact on the city. There is, however, the low risk of chance finds due to project activities.

Principle 15: Lands and Soil Conservation.

Screening result: no potential risk

Explanation: The project ensures no negative impacts lands and soil conservation will result from project activities. All proposed project activities aim to enhance sustainable land and soil use, especially for agriculture use. No excavations will take place.

1.2. Environmental and social impact assessment

Table 14 summary of project activities' screening and assessment results against the 15 AF risk areas / principles. Here, only the risks identified directly linked to the project activities is discussed.

Output / activities	Potential risk / impact	Impact assessment
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⁴ <https://whc.unesco.org/en/statesparties/sy>

2.1	Risk area 3:	Specific needs, limitation and constraints of target
2.2	Potential adverse impacts on vulnerable	groups may not be fully identified / up to date when
2.3	groups have been identified in general.	project commences
2.4	However, not all specific needs, limitation	
3.1	and constraints / concerns may be identified	Target population:
3.2	/ up to date when the project commences.	T: 81,700
3.3		W: 50-60%
3.4		Y: 32-37 %
		F: 30-95%

7. AF Syria Project gender and youth baseline, approach and actions plan



Food and Agriculture Organization of the United Nations



Gender and youth baseline, approach and action plan

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions

Changes between the ProDoc and the inception of the project baseline are shown in track changes

Purpose

The purpose of this gender and youth baseline, approach and action plan is to demonstrate (in an overview) how this project will comply to the Adaptation Fund (AF) Gender Policy (GP) and what actions will be taken to support gender and youth participation and benefits. A and age sensitive gender approach and data baseline has been established, which is necessary at the project start against which implementation progress and results can be measured.

In line with UN-Habitat's ESSP, the approach includes the identification and of promotion of economic, social and environmental benefits and opportunities for different gender and age groups particularly women and youth for each project activity (which can be seen as an additional safeguard area).

Though the project focuses mainly on infrastructure component, yet it aims to ensure equal access to services in targeted area. Hence, and during project preparation a 'gender and age analysis assessment' has been conducted to understand different roles and dynamics in targeted community, then identify & design potential responsive project to gender equality, empower women and youth accordingly, and extend opportunities as context allows. The assessment's outcomes are summarized below, as well as planned sensitive measures that will be adopted during project implementation to comply to the AF the Fund's GP, including to show how the project contributes to improving gender equality, the empowerment of women and youth and the project interventions' suitability to meet the adaptation needs of targeted women and men, and youth.

During the project implementation, this gender and youth action plan may be updated and adjusted, based on new information available.

Methodology

During the project preparation phase, potential gender equality and women's and youth empowerment challenges and opportunities have been identified through initial data analysis / desk review research, surveys and focus group discussions with different groups including women, and youth. Adopted method, facilitated identification of specific direct needs, perceptions, and potential gender-related risks for local women and youth, which may impact proposed project activities.

Specific considerations and phases

1. Determinants for gender-responsive stakeholder consultations

Table 1 Stakeholders consulted to develop gender approach

Type of stakeholder	Specific stakeholder
UN agencies	- UN Women - UNICEF - FAO
Community level	- Community consultations and focus group discussions with women and youth

*See also part II.I

2. Initial Gender Assessment

- a. Data baseline – overview of disaggregated data (beneficiaries) in target areas.

The following is an initial data baseline based on a regional analysis to begin to establish project beneficiaries in the target area. Further detailed understanding of each Project Component's project footprint and area of influence will inform robust stakeholder mapping as part of a targeted engagement plan to identify and define beneficiary needs. The engagement plan will define engagement activities with multiple focus groups (women, youth, families) to discuss their needs and priorities and define how each Project Component can meet those needs.

Table 2 Data baseline – women and youth

Project components	Direct		Indirect	
	Women	Youth	Women	Youth
1	50-60% of 81,700 Participation workshop: 20-40 % of 200	32-37% of 81,700	50-60% of 145,000	32-37% of 145,000
2	50-60% of 66,000 Participation workshop: 20-40 % of 30	32-37% of 66,000	50-60% of 145,000	32-37% of 145,000
3	50-60% of 26,000 Participation workshop: 20-40 % of 30	32-37% of 26,000	50-60% of 145,000	32-37% of 145,000

b. Context:

Table 3 analysis of gender-specific legal and cultural / religious context

Analysis of legal status of women	Syria has ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).
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c. Differentiated climate change impacts on men and women and their differentiated capacities do adopt to these, gender division of labour and gender-based power structures.

Climate change has a strong impact on agricultural production systems. Rural communities are in the front lines in the battle to improve food security. At the same time, these communities must also cope with changing climate conditions. People are affected by climate change impacts is partly a function of their social status, gender, poverty, power, and access to and control over resources. For instance, Women in targeted rural area “eastern Ghouta” are mainly relied on to carry out difficult agricultural labor (12 hrs/day on average) and livestock raising. Reliance on women for hard rural labor increased because of the crisis, with a fall in male populations. Emigration of a large proportion of Syrian youth outside the country, in addition to an increase proportion of people with disabilities as a result of the conflict, further worsened this problem. Women are also responsible for caring for the family and raising children – also unpaid work – in addition to other social responsibilities, which places a triple burden on them. Despite women doing most of rural work, they are rarely represented in farmer associations. A local active stakeholder equated the role of women in agricultural labor to that of free slave labor. Women and youth still have lesser economic, and legal clout. These challenges are coupled with climate change issues which makes women and young girls are less able to cope with—and are more exposed to—the adverse effects of the changing climate, similar to different crisis countries. From more technical point of view, accurate climate information, access to it and the ability to interpret it allows farmers to plan and make better decisions on how to adapt to climate change. Hence, gender is one critical dimension of this diversity.

Table 4 Differentiated climate change impacts on men and women

Sector / Livelihood relevant to the project	Climate change impact	Gender and youth equality and empowerment issues, incl. specific Vulnerabilities / barriers to adapt	Capacity to adapt and opportunities for promoting a 'women' and 'youth' as agents of change
Agriculture	Drought / less work/ low productivity, Lower livelihood	High dependency on agriculture sector for income (around 45% women involved in agriculture; <u>some reports indicates that number is underestimated due to</u>	Opportunities: - Interventions will be gender-responsive in their design and implementation, meaning that FAO will ensure equal opportunities for men and women to

	opportunities and family income	<u>consideration of substance and unpaid care work</u> 50-60 % women headed households	participate in and benefits from the whole activities training and awareness among component-3.
Water (domestic and for irrigation)	Drought / less work	If women can't have the capacity to diversify their income resources and make informed decisions, they will be among the most affected in the rural communities. At the same time, the knowledge of women on how they manage some agriculture activities and take care of their families' nutrition, could be underestimated in some rural communities. Under climate change conditions, the power in making decision and management of resources could not take into account women role and knowledge.	<ul style="list-style-type: none"> - Involve women and youth unions and women through water user associations - Target women-headed households - <u>Design specific interventions for youth and to empower rural women and meet their special requirements</u> - <u>UNDP is working through rehabilitation of Irrigation water canals to responding to a deeper constraints and specific challenges increasing burden to local communities and women farmers particularly, less use to buckets, bowls and hand distribution to water. it would increase the ability to switch to higher value crops, more harvests per year and less reliance on increasingly variable rainfall. This would lead to higher annual income. Since empowering women farmers takes more than simply making new technologies available to them, UNDP through local networks & in collaboration with FAO would ensure accessibility to information and backbone empowering activities to ensure complementarity and holistic support.</u> - <u>Rehabilitation of swage network in addition to installation of mobile whets water treatment are as well contributing to reduce burden on women who are the cornerstone of families in east Ghouta, shock absorber and main caregiver.</u>

d. Capacity gaps affecting GP compliance

Table 5 Capacity of potential executing entities to carry-out gender responsive activities.

Potential executing entity	Skills and expertise to provide gender mainstreaming inputs	Specific requirements execution entities for compliance	Capacity building needs
UNDP	Yes (UN core value)	<ul style="list-style-type: none"> - <u>Appoint ESP a compliance and gender analyst and focal point (present in country office)</u> - <u>PSEA policy & referral channel in place to ensure stakeholders and beneficiaries protection. (Focal points available at national and field level).</u> - <u>Assess suppliers & stakeholders to ensure that are complying to gender and protection principles.</u> - Capacity to comply to the AF ESP and implementation of the ESMP guided by UN-Habitat - Capacity to comply to the AF GP (see annex 6). 	<ul style="list-style-type: none"> - <u>Awareness on requirements</u> - <u>Share PSEA reference / complain number disseminated in project implementation location.</u> - Share guidelines for execution entities to comply and to ensure 'opportunities' are identified and exploited
FAO			

MoLAE (non execution)	Limited (as government entity)	<ul style="list-style-type: none"> - Appoint ESP a compliance and gender focal point: MoLAE proposed the director of Rural Woman Development of the Ministry of Agriculture and Agrarian Reform - Capacity to comply to the AF ESP and implementation of the ESMP guided by UN-Habitat - Capacity to comply to the AF GP (see annex 6). 	<ul style="list-style-type: none"> - Awareness on requirements - Share guidelines for execution entities to comply and to ensure 'opportunities' are identified and exploited - Support development baseline and approach before project start + reporting requirements
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Recognizing that gender Justice is a precondition and accelerator for achieving the Sustainable Development Goals, UNDP is committed to strengthening gender equality and women's empowerment. UNDP adopts women's right at heart of all its work, community centred approach, nexus and survival centred approach. UNDP supports the gender justice and empowerment of women and girls through targeted gender-specific interventions and addresses gender concerns by integrating and mainstreaming Gender throughout the project cycle including HR processes, extending opportunities to access leadership, job, information, etc. which is measured by IASC Gender and Age monitoring tool (GAM). To achieve this, UNDP will rely on gender analysis and sex-disaggregated data and pursue integrated, cross-sectoral approaches to address interconnected development challenges. UNDP gender mainstreaming is grounded in the core principles: a) human rights, b) Women and men active agents of change, c) "Leaving no one behind", d) Transforming gender and power relations, e) Engaging men and boys, f) Contextualization, and g) Innovation. UNDP has a dedicated gender analyst capacity supported with focal points and project staff. They work on ensuring that project staff and volunteers are gender sensitive by providing required technical support and trainings. Annex 1: attached UNDP Gender Equality Strategy 2018-2021)

Gender equality is also central to FAO's mandate to achieve food security for all by raising levels of nutrition, improving agricultural productivity and natural resource management, and improving the lives of rural populations. FAO can achieve its goals only if it simultaneously works towards gender equality and supports women's diverse roles in agriculture and rural development. Women and men often have different rights and access to and control over productive resources, services and decision-making power. They also allocate time differently, and have their own needs and priorities. It is essential that during each phase of project implementation, these differences are adequately reflected, and that gender issues are addressed from the very start and throughout the AF project cycle.

FAO will do a need assessment and will integrate the gender concept while implementing it, in order to explore the situation of rural women compared to men's and to understand the extent to which they are able to realize their rights and potential in areas where FAO is mandated to deliver the activities under the three component.

FAO interventions will be gender-responsive in their design and implementation, meaning that FAO will ensure equal opportunities for men and women to participate in and benefits from the whole activities training and awareness among the three component.

FAO is committed to placing accountability to people affected by disaster and conflict at the core of its emergency policy and practice, from preparedness and the onset of an emergency, through all phases of the program cycle. Accountability to affected populations (AAP) is a people-centred approach, sensitive to the dignity of all human beings, the varying needs of different segments within a community, and the importance of ensuring that women, men, girls and boys can equally access and benefit from assistance.

e. Opportunities for promoting a 'women' and 'youth' as agents of change

The project aims to target women (and youth) in community level skill building and trainings and to especially target women-headed households. Opportunities include:

- Target and strengthen women and youth unions and ensure participation in assessment and planning processes
- Include women and youth considerations / roles in strategies and plans
- Women to be involved in agriculture activities

- Youth to be target and if possible, lead awareness raising campaigns on adaptation to water scarcity.
- Conduct consultation to identify more specific needs and possible concerns at inception phase

3. Project gender and youth action plan

Table 6 Gender baseline, goals and activities. A detailed action plan will be developed at inception phase

Project outputs	Disaggregated beneficiaries, gender specific issues and needs / baseline	Key gender goals (to improve equality)	Entry points (to integrate gender considerations / empower women / youth)	Suitable interventions to meet specific needs and built on women and youth skills and knowledge	Additional activities needed to ensure gender perspective, incl. potential risk mitigation measures	Specific 'gender' output Indicator	Specific 'gender' targets	Budget required and allocated
1.1. 1.2. 1.3. 1.4 1.5 1.6 1.7	Limited participation of women and youth in assessment and planning processes	Women to be involved in assessment, <u>designing</u> and planning (and if possible youth)	Women and youth groups / <u>local informal network</u> /unions	Involve women and youth groups / unions. If non-existing, create these <u>and rely on already supported local informal women and youth networks.</u>	Use quota if needed Check women and youth considerations in plans	% women and youth participation in assessment and planning Women and youth considerations in plans	Participation: Women: 20-40 % Youth: 15 %	A dedicated safeguard compliance staff time is allocated under project execution fees for USD 34,100
2.1. 2.2. 2.3 2.4	Proposed activities will benefit all inhabitants in the target area	None and proposed activities will benefit all inhabitants	Workers participate in water associations					This persons will ensure compliance and develop ESP and GP compliance guidelines for execution entities with support from specialists at ROAS and HQ
3.1. 3.2. 3.3. 3.4	Women and youth need to be involved where possible, especially women-headed households	Involve women and youth in O & M of systems	Inception phase (output 3.1.) of the project with detailed designs, capacity strengthening activities and project activities	Women and / or youth focus point from women and youth groups / unions. Identify specific roles	Follow-up on selected focal point Use quota if needed	Focal point identified % women and youth participation	Participation: Women: 20-40 % Youth: 15 %	

4. Project implementation

UN-Habitat aims to have a gender responsive and adaptable management approach in place which, when needed, allows adjustment based on learning from earlier decisions and interventions and received feedback. This is done through having gender expertise and focal points in place, whom should identify & address challenges, barriers or restrictions that arise during project/programme implementation, which might hinder the equal participation of men and women in activities. Furthermore, gender responsive actions are considered through different types of interventions starting with awareness sessions, ensure access to information, and reduce burden associated with certain roles in targeted communities through improved services and infrastructure.

Execution entities will be supported to ensure gender and age responsive actions are mainstreamed and to identify any challenges that may arise during project/programme implementation, which might hinder the equal participation of men and women in activities. This requires appointing a gender focal point and having quota targets for women and youth participation in project activities. Gender focal points from the government will be part of the steering committees.

The project Grievance mechanism established in the ESMF will be capable to accept grievances and complaints specifically related to gender equality and women's empowerment

5. Performance Monitoring and Evaluation

The gender responsive management approach includes gender responsive monitoring and evaluation, which is participatory and where 'gender disaggregated data' will be collected and analysed. Where possible, women and youth will be encouraged to participate in monitoring activities. Gender responsive monitoring and evaluation is required as outlined in the ESMF as part of Environmental and Social Safeguard (ESS) and Gender compliance reporting as well as through the required annual Project Performance Report (PPR). Key Performance Indicators (KPIs) will include gender-related components to track Program performance in regards to mainstreaming gender throughout the project lifecycle.

6. Knowledge Management, Information Sharing and Reporting

UN-Habitat aims to have a gender responsive knowledge management approach in place, where specific gender considerations are highlighted through reporting on the project/programme's commitment to gender equality and women's empowerment in all outreach, communication and information sharing efforts.

8. AF Syria Project Knowledge Management, Advocacy and Communication Strategy



UN HABITAT
FOR A BETTER URBAN FUTURE



Food and Agriculture
Organization of the
United Nations



Knowledge Management, Advocacy & Communications Strategy & Work Plan

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions

Changes between the ProDoc and the inception of the project baseline are shown in track change

Introduction

Drawing on the objectives and best practices of both the AF and UN-Habitat regarding knowledge management (KM), advocacy and communications, this document outlines the strategic framework for the KM, Advocacy & Communication Strategy (KMAS) specific to this project. Furthermore, the second section of this document provides a comprehensive work plan, which is to be adopted by all project partners and executing partners throughout the project to achieve the overarching project objective and expected accomplishments as well as those sub-expected accomplishments specific to KM, advocacy, and communications.

Key Terminology¹

Data	Are discrete, objective facts about events, including numbers, letters, and images without context.
Information	Is data with some level of meaning. It is usually presented to describe a situation or condition and, therefore, has added value over data.
Knowledge	Is built on data and information and created within the individual [or the organizational unit]. It is the understanding of a reality based on people's experience, analysis, and exchange.
Knowledge Management (KM)	Is a participative process involving deliberate and systematic coordination of the people, technology, processes and structure of an organization to add value through knowledge reuse and innovation. This is achieved through promoting the <u>creation</u> , <u>sharing</u> and <u>application</u> of knowledge as well as through the feeding back of valuable lessons learned and best practices to various levels of organization.
Advocacy	Is defined as a set of targeted actions directed at policy and decision makers in support of a specific issue in order to influence decision-making at the local, national and international level to create positive change for people and their environment.
Communication	Refers to the specific tools and platforms utilised to efficiently and effectively disseminate knowledge and information so that it reaches target audiences and the public

Rationale

Knowledge Management, Advocacy and Communications at the Organizational Level

Both UN-Habitat and the Adaptation Fund firmly adhere to the principles of strategic KM, advocacy and communications. Embedded in the principles of Results Based Management (RBM) in both organisations, strategic and coordinated KM, advocacy and communications are considered imperative for ensuring effective, results oriented project management and implementation. Beyond specific projects, this leads to increased capacity for knowledge sharing and learning at various levels: individual, community, national, international & organisational.

Knowledge Management is achieved through the development of appropriate actions (gathering data; analysing processes, results, and personal experiences; generating and disseminating knowledge

¹ Joint Inspection Unit (2016) Knowledge Management in the United Nations System, Geneva: United Nations

products and lessons learned, etc.) so that the knowledge captured and generated at the individual and project level is systematized and shared to reach the largest number of beneficiaries as quickly as possible.²

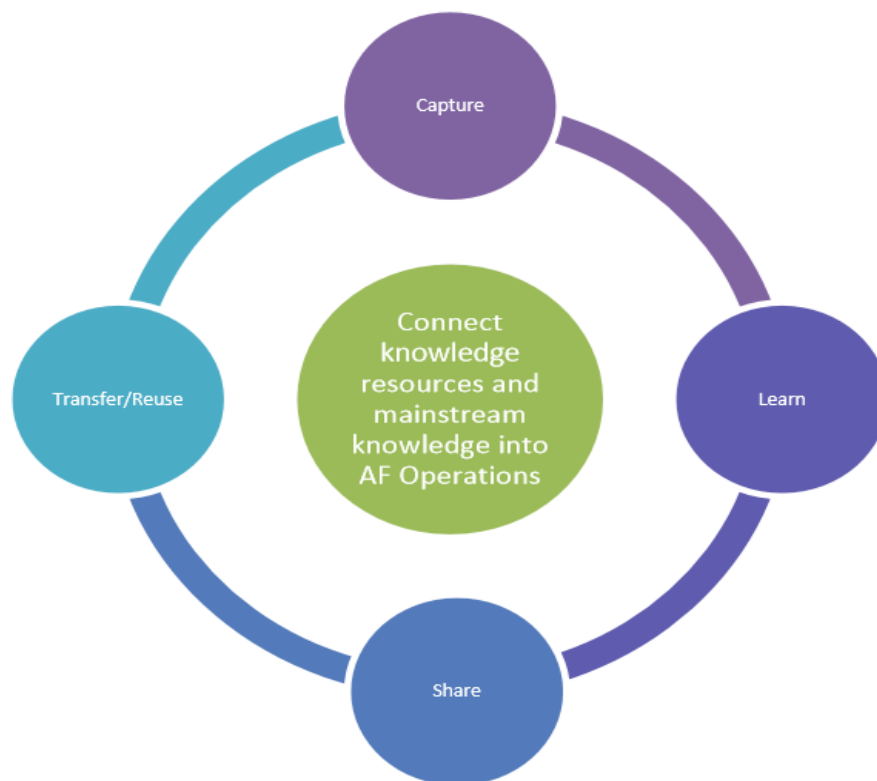
Advocacy and Communications This project aims to achieve full transparency in all project activities and results. A strong and actionable work plan allows for this. Moreover, for effective knowledge sharing, advocacy and communications provide the next logical phase for a results-oriented KM approach. Once knowledge products and lessons learned have been generated and developed, it is necessary to effectively communicate and share these with specific target groups and audiences as well as the public.

Principles

The core benefits of a successful KMAS within this project are outlined below:

- Improves visibility of project activities and results to raise awareness on climate change impacts and adaptation
- Enhances capacity for knowledge retention and reuse (at community, national and international level)
- Enhances knowledge sharing and increases collaboration (within and across communities, relevant institutions, and organisations)
- Improves learning (organisationally, locally, and globally)
- Strengthens accountability vis-à-vis project delivery and compliance with environmental, social, gender, youth, and human rights standards.
- Increases project impact through learning and access to information
- Avoids duplication
- Facilitates modification of current and future projects based on lessons learned
- Strengthens stakeholder/knowledge networks
- Contributes to normative work of the Government
-

Figure 1 – Adaptation Fund’s Knowledge Process³



² Joint Inspection Unit (2016) Knowledge Management in the United Nations System, Geneva: United Nations

³ Adaptation Fund – Knowledge Management Strategy and Action Plan

Knowledge Management, Advocacy & Communications Framework

Introduction

Throughout this project, an abundance of data, information, and valuable knowledge concerning community vulnerabilities and resilience to climate change will be generated at the community, municipal and watershed levels. Additionally, useful lessons will be learned, and concrete experiences gained in the field of climate adaptation, especially related to water, and land management strategies and concrete adaptation activities. To ensure that this knowledge is successfully captured, retained, utilized, and shared, it is necessary to outline a clear strategic framework and an accompanying actionable work plan as a point of reference for all project staff and implementing partners. Adhering to this strategic framework and work plan will facilitate the effective coordination of resources and efforts at all stages of the project implementation, monitoring, and evaluation.

This strategic framework in Figure 2 sets out the overarching Objective of the KMAC strategy for this project and outlines the two guiding Expected Accomplishments. Together, these three elements provide the basis and logical framework for the work plan in section 2.

Figure 2 – Strategic Framework

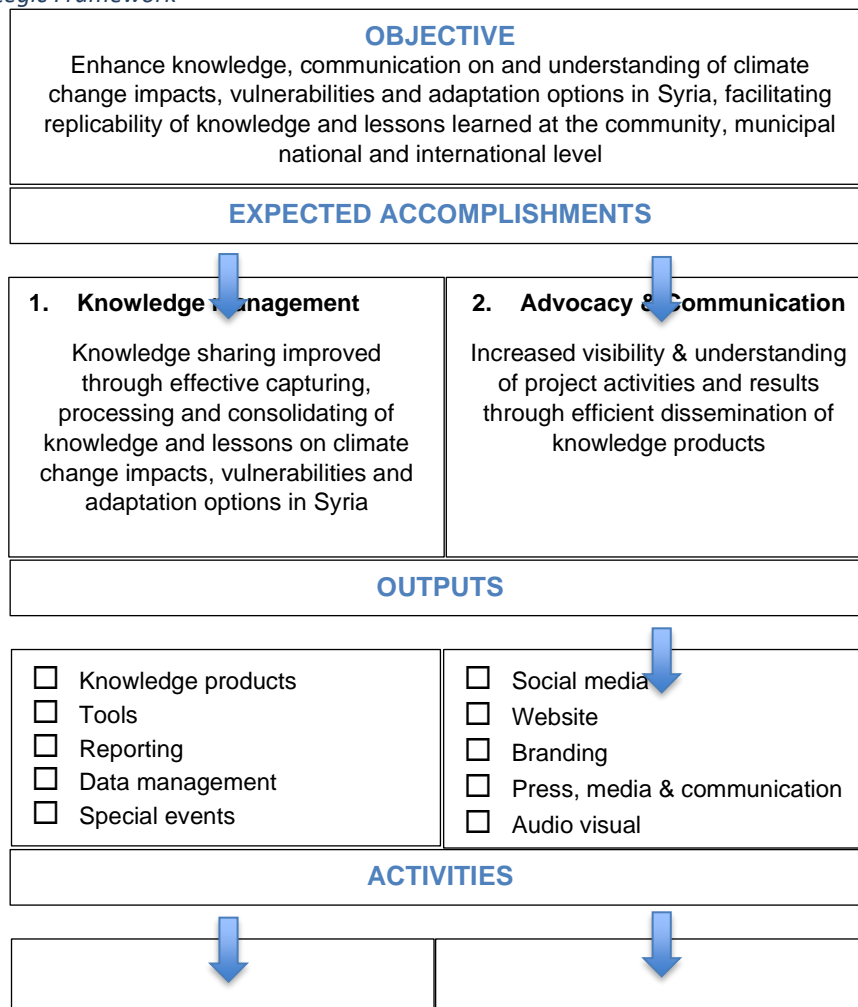
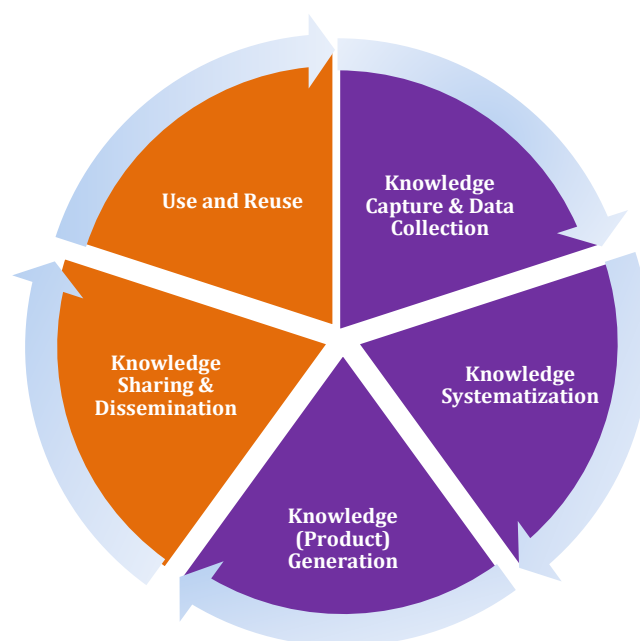


Figure 2 – Knowledge Management Cycle



Expected Accomplishment 1
Knowledge Management

Expected Accomplishment 2
Advocacy & Communications

NB: This KM cycle shows the overlap between KM and Advocacy and Communications. It is important to note, however, that whilst the advocacy and communications component of this project complements KM, it also goes beyond this to serve a broader advocacy purpose on the issues pertaining to community vulnerabilities and adaptation to climate change, both locally and internationally.

Project KM approach as per the ProDoc

The proposed project intends to collect, and share acquired knowledge from the project and to replicate the assessment and planning approach used under component 1 in other areas, as well as the techniques used under component 2 and 3. Whilst component 1 provides the cornerstone for capturing and disseminating lessons learned through dedicated activities, activities under components 2 and 3 directly contribute to knowledge management mechanisms and dissemination of lessons learned.

Because of increasing relative stability in large parts of the country, a transition from humanitarian response to sustainable response, including responding to climate change, especially in the water sector, is required. Assessment, planning and management approaches and low-cost innovative techniques that address direct and long-term water scarcity challenges benefitting the most vulnerable, need to be urgently showcased for replication throughout the country. Capacities of stakeholders at the national government and local level authorities will be strengthened to replicate these approaches and techniques. The Ministry of Local Administration and Environment Affairs (MoLAE) will capture lessons and share these among ministries, sub-national government bodies and the wider public (through the governance system presented in the ProDoc). Acquired project knowledge will also be shared through UN-Habitat, UNDP and FAO (as executing partners) through the Resident Coordinator. Knowledge sharing tools used will include social media streams, press release, plans and guidelines. Also, videos will be produced showing the baseline and the results.

Lessons will be relevant beyond the Syrian context. Therefore, the project team will also share lessons through international events, with relevant climate change bodies such as the UNFCCC and the Global centre on Adaptation and with UN agency offices, especially in the MENA region, including UN ESCWA. The latter will be directly accessed through the AF-UN-Habitat Jordan and Lebanon project, in which similar adaptation measures will be implemented. Therefore, also lessons will be shared between the UN-Habitat Jordan, Lebanon and Syria offices, as well as through the UN-Habitat regional office

(ROAS) and HQ. There will be direct communication / coordination between the UN-Habitat Jordan / Lebanon and Syria offices (project coordinators and managers and KM staff will be put in touch. Knowledge and lessons learned will also be shared through UN-Habitat Community of Practice on climate change (currently being set-up by UN-Habitat HQ).

Strengthening local capacity, building knowledge and coordination between stakeholders within Syria, and scaling up or replicating project activities in other areas of the country will be done through:

- Municipal capacity building units (which exist in more than 85 municipalities in Syria), which monitor the implementation of action plans on the ground, detect the gaps and define the lessons learned. The capacity units in Rural Damascus are in Mleiha and Jaramana
- Community environment centers
- Including the lessons from the implementation of the WWTP in the National master plan for wastewater treatment with recommendations for replication (through MoLAE)
- UN Habitat, UNDP and FAO supporting greater uptake of lessons as well as enhanced coordination with central authorities (eg. MoLAE, MoWR, MoA) with planned workshops under component 1, 2 and 3 and through project steering committee and advisory / technical committee. Also, there will be field visits for local experts and farmers from other areas to demonstrate the success and the practical achievements. Farmer's field school has been also proven to be a successful tool for efficient knowledge/information sharing.
- The UN Strategic Framework in Syria. UN Habitat, UNDP and FAO will promote greater uptake within the UN system on measures to support natural resource management and climate change resilience at central (UNCT) and local level (Hubs), as well as the integration of measures into environmental safeguards assessment and risk mitigation tools.

Target Audiences

For this KMAS to prove effective, it is vital to consider all target audiences and beneficiaries from the outset and throughout.

Target communities and municipalities	To raise awareness and generate support for addressing the issues pertaining to community vulnerabilities to climate change and adaptive capacity. Thus, targeting communities and municipalities will directly support the implementation and the sustainability of project activities. The knowledge generated at the local level is to inform local (city-wide) and national planning and programming.
Target governorates	Knowledge generated throughout this project directly feeds into target governorate administration to strengthen community action and to inform planning.
National Government	Various ministries (MoLAE, MoWR, MoA) and their officers are involved in this project as designated authority, member of the steering committee or as other stakeholders in the project. Raising the awareness of officers involved on issues of sub-national / urban vulnerability and resilience, community action, partnership approaches etc. can generate support for addressing these issues, including through knowledge sharing between the two countries. Such engagement will also pave the way for policy review to ensure the project's sustainability and the development of a conducive policy environment.
Project Steering Committee (PSC)	The PSC is comprised of representatives from National Government and target municipalities. Different ministries will be engaged as well as other key actors. The PSC is responsible for overseeing efficient project implementation; it is vital that its members are familiar with the KMAS and that Knowledge Products are shared effectively.
UN Country Team	All elements of this KMAS should be shared with the UN Country Team in Syria. All Knowledge Products and lessons learned/experiences derived from the project implementation have the potential to inform operations and the Pacific Strategy implementation.
NGOs	Local NGOs in the project area can potentially benefit from the data, information and knowledge products collected and produced throughout the project.

<p>UN-Habitat (Regional Office and Headquarters).</p>	<p>Effective dissemination of such products with these NGOs is therefore necessary.</p> <p>UN-Habitat, in particular the Climate Change Planning Unit has a stake in this project. In line with the agency's knowledge management strategy processes outputs and outcomes will inform the development of regional and global capacity development tools and normative products</p>
<p>Adaptation Fund and International Community</p>	<p>To enhance knowledge and inform normative operations and decision making around community vulnerability and adaptation to the impacts of climate change, it is vital that feedback channels are established for the dissemination of knowledge (products) generated through the project to both the <i>Adaptation Fund</i> and UN-Habitat.</p> <p>At the international level, knowledge products, lessons learned and best practices from this project will be of direct relevance and use to entities working on climate change, water and land management and urban development. These include the UNFCCC, the Global Center of Adaptation and UN ESCWA.</p>

Outputs

Expected Accomplishment 1 – Knowledge Management

Knowledge Products

The strategies / plans, guideline documents, and reports produced throughout this project constitute knowledge products (KPs). These documents are produced as a result of the collection, processing, and consolidation of data, information, and knowledge through various project activities. Once generated, these knowledge products will be published and shared on multiple platforms such as social media, on associated and relevant websites, and via the press to efficiently reach the maximum number of beneficiaries, contributing to the visibility of the project. Moreover, it is also likely that specific Knowledge Products will be shared directly with target audiences, facilitating the effective use and reuse of the knowledge within. As well as the primary benefits of these Knowledge Products, their production and dissemination will also enhance capacity for more efficient and reliable project reporting, thus contributing to the monitoring and evaluation element of project implementation.

Tools

A number of tools will be developed from the direct and indirect contribution of data collected and knowledge generated throughout this project. These **project tools** will be developed to facilitate the replication of project activities across the project area and beyond. Lessons from other projects will also be further mapped and used.

Reporting

Project reporting will be conducted in compliance with formal guidelines issued by the Adaptation Fund, UN-Habitat and the government of Syria. To monitor and evaluate project activities and progress, reporting will be carried out against the project results framework. Whilst project reports (annual, mid-term, terminal evaluation) constitute substantive outputs, they can also be utilised to allow for the more efficient development of other knowledge products.

Data Management

Data collection, collation and processing constitutes a significant element of this project, particularly in collecting disaggregated data and climate change risks and vulnerability data. As data differs in nature from information and knowledge, it requires different methods of collection and dissemination. To be classified as an output, it will be necessary to develop an appropriate means of interpreting and presenting data. A website (linked to UN-Habitat's website) will make key documents easily available and will serve as repository.

Special Events

Lessons learned, experiences and best practices from this project have the potential to inform future efforts toward building adaptive capacity in communities vulnerable to the impacts of climate change

internationally. One of the means of ensuring this is to consolidate the knowledge generated from the project and present findings/results to the international community (related organisations, academics, funding bodies, national governments etc). Conference papers, presentations and participation in international events are platforms for the sharing this relevant knowledge and information. This output directly contributes to the advocacy element of this knowledge management, advocacy and communications strategy.

Expected Accomplishment 2 – Advocacy and Communications

Print Material

Traditional project information in the form of a project flyer and project updates remain relevant – yet to a degree well below that preceding social media. However, it is expected that only a relatively small number of such materials will be printed for specific events (such as inception meetings, international climate change / water events, selected stakeholder consultations and to have some material available in the project office). Such materials are more important for the project's online presence.

Social Media

Social media is an effective means of communicating the knowledge generated by the project to the largest number of beneficiaries. For this project **Facebook** provides a useful platform to share project results, progress and important information with target communities in Syria, thus making knowledge and information more accessible to those directly impacted by the project. Social media provides a means of sharing those outputs generated in the knowledge management component of the project. Facebook Accounts from UN-Habitat Syria and ROAS will used (Instagram, youtube and others to be decided). Tagging the Adaptation Fund (@Adaptationfund) and UN-Habitat (@UNHABITAT) is critical, as well as @UNDP and @FAO. Also, linkages with UNDP and FAO Syria Facebook and twitter accounts will be made, @UNinSyria.

Online

Webpages of the Adaptation Fund, UNCT Syria, UN-Habitat and associated networks, including UNDP and FAO provide appropriate platforms for the sharing of project results and relevant knowledge products with both target audiences and the wider public. This is also an effective means of ensuring branding of the project is correctly achieved. A webpage for the project will be created at <https://unhabitat.org/syrian-arab-republic>

Branding

Effective project branding has multiple intertwining benefits for the KMAS. It ensures transparent implementation in accurately reporting project activities, progress and results, branding directly strengthens accountability of all organisations involved. Moreover, effective branding of the project ensures that knowledge products produced can reach a wider audience. A visual identity (not overly prescriptive) should be developed. Logos, banners, the project flyer, PowerPoint presentations and stationery will be developed.

Press, Media & Communications

Throughout project implementation, press releases, journalist engagement, videography and sharing project stories present effective mechanisms for both advocacy and communications in terms of reaching the largest number of beneficiaries in sharing project related information and knowledge. Press releases provide an additional platform for sharing knowledge products, whilst journalist sensitisation workshops can potentially contribute to the sharing of project and climate change related knowledge with local communities and the wider public in Syria.

Audio visual presence

High quality images of community realities (before/after) and processes (consultations, construction) say more than a thousand words and need to support all other activities here. In addition, images could be used for a photo book or an online slide show. A project video (before and after, with results) is planned. High quality video coverage of events (as above) would be useful to supplement this (if of professional quality).

Alignment

This KMAS, its objective, expected accomplishments, related activities and outputs must all align with and adhere to the commitments made in terms of the following:

- Project results framework
- Project M & E Plan
- ESMPs

Implementation

Knowledge management, advocacy and communication are an integral part of all activities and as such all-task managers must contribute to the successful roll-out of this strategy. The knowledge management and communication staff under the project manager will provide basic capacity development and day-to-day support to the project team.

The KMAC manager will further support the project manager in the oversight function on KMAC. The PSC will receive updates on KMAC at every meeting.

UN-Habitat (ROAP and HQ) will liaise with the Adaptation Fund to ensure compliance and maximum benefit of the strategy.

Work Plan

In compliance with the Adaptation Fund & UN-Habitat and the government of Syria guidelines, protocols and standards, effective KM, advocacy and communication requires the strategic use of a diverse range of **data sources, methods, frequencies of collection and assignment of responsibilities**. Therefore, this work plan sets out a logical framework of activities and outputs identifying **how, when** and **by whom** data is to be collected, information processed, knowledge (products) generated, lessons learned recorded and reported, and knowledge disseminated throughout the project. The work plan below aims to achieve the objective of ensuring enhanced knowledge and understanding on climate change impacts and adaptation options in Syria at the community, national, international level.

Expected Accomplishment 1

Knowledge products

Ensure knowledge demands are met, local knowledge is enhanced, and steps are taken to ensure sustainability, knowledge generated by project activities is collected and codified and project management receives useful information that help monitor the project's progress

Cluster	Output / activity	Product / tool (indicator)	Target Audience	Timeline	Responsible	Means of sharing	Linkages	Status
Knowledge Products and tools	1.1. Inception workshop and coordination mechanism	<ul style="list-style-type: none"> - Awareness raising materials to ensure MoLAE, MoWR, MoA, target municipalities and key stakeholders are aware of the project and of comp 1 - Training materials for ES-CCU 	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities / community - UNCT 	Dec '21	<ul style="list-style-type: none"> - Project manager - KM staff 	<ul style="list-style-type: none"> - Ministry website - UN-H / Project website - Social media (activities) 	<ul style="list-style-type: none"> Project flyer Outputs 1.2-7 UNDP and FAO outcomes Press release start of the project 	Training materials to be developed
	1.2. Capacity strengthening package	<ul style="list-style-type: none"> - Capacity strengthening / training package for below outputs, incl. - Report of capacity gaps and needs - Training Guidelines - Map lessons learned and potential replication options from other relevant projects (see ProDoc part II.F) to be integrated into project 	<ul style="list-style-type: none"> - MoLAE (ES-CCU) - PAC - Target Municipalities / community 	Jan '22-Aug '23	<ul style="list-style-type: none"> - Project manager - KM staff - UNDP and FAO 	<ul style="list-style-type: none"> - UN-H / Project website - Social media (activities) 	<ul style="list-style-type: none"> For all outputs Coordinate with UNDP and FAO on mapping other projects 	
	1.3. Detailed hydrogeological study, CC VA and future outlook for the region	<ul style="list-style-type: none"> - Data collection and processing method and model - Information apps for field collected data and Geo data base - Hydrology study, incl. list and maps of available water and land resources (supply options) within the target watershed - CC VA, incl. list and map of climate change risks / vulnerabilities (e.g., hotspot areas of water scarcity, floods, etc.) - List and map of adaptation response needs / options, including crisis response needs (i.e. damages and water quality / pollution) - Area-based plan with above, incl. list and map of water and land demand, now and in the future - Scenarios + future outlook (combining above) 	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities / community - UNCT 	<ul style="list-style-type: none"> Mar '22 Apr '22 Aug '22 Aug '22 Sep '22 Sep '22 Oct '22 	<ul style="list-style-type: none"> - Project manager - Climate change specialist - Hydrology specialist - Governance expert - KM staff 	<ul style="list-style-type: none"> - Ministry website - Municipal websites - UN-H / Project website - Social media (activities) - Dissemination of the study report with relevant project counterparts and UNCT? (once endorsed and agreed by the 	<ul style="list-style-type: none"> Coordinate with UNDP and FAO on assessments 	

						government, we may able to go public)		
1.4. Gaps analyses and recommendations for managing water and land	<ul style="list-style-type: none"> - Stocktaking and gap analyses report of current policies, strategies / plans, regulations 			Dec '23	<ul style="list-style-type: none"> - Project manager - KM staff 	<ul style="list-style-type: none"> - UN-H / Project website - Social media (activities) 	Previous outputs	
1.5. INRM Strategy and action plan (with CC mainstreamed)	<ul style="list-style-type: none"> - INRM strategy and action plan, incl. - List and map of identified efficient water and land use options, including concrete measures - List and prioritization of potential additional adaptation investment options - Specific consideration roles women and youth - Recommendations to reform / adjust or develop policies, strategies / plans, regulations, knowledge management mechanism - Replication mechanism of approach and techniques - Long term investment plan per scenario with scoring on KPI's 			Apr '24	<ul style="list-style-type: none"> - Project manager - KM staff 	<ul style="list-style-type: none"> - Ministry website - Municipal websites - UN-H / Project website - Social media (activities) - Printing 	Coordinate with UNDP and FAO on plans	
1.6. M & E plan for above + replication mechanism	<ul style="list-style-type: none"> - Project baseline video - M & E plan - Exit strategy - Replication mechanism (incl. MoLAE visiting events) - Project results video 			Mar '22 Nov '24 Nov '24 Various	<ul style="list-style-type: none"> - Project manager - KM staff 		Coordinate with UNDP and FAO on exit strategy and replication mechanism	
1.7. Formal adoption of strategy document	<ul style="list-style-type: none"> - Formal adoption of strategy document - List of potential budget sources and other funding options 	<ul style="list-style-type: none"> - Above + potential donors 		Jul '24	<ul style="list-style-type: none"> - Project manager - KM staff 		Coordinate with government, UNDP and FAO on funding options	
2.1 Assessment and verification / technical specification and engineering studies, including	<ul style="list-style-type: none"> - Detailed design of below interventions - Inputs into baseline video <p>*in alignment with UNDP and FAO work</p>	<ul style="list-style-type: none"> - PSC / PAC - MoLAE (ES-CCU) - Target Municipalities / community 		Aug '22	<ul style="list-style-type: none"> - Project manager - KM staff - UNDP 	<ul style="list-style-type: none"> - UNDP website - UN-H / Project website - Social media (activities) 	Coordinate with UNDP	

	surveys required for detailed design of below interventions		- UNCT					
	2.2 Rehabilitated sewage network to divert wastewater towards the WWTPs (concrete intervention)	<ul style="list-style-type: none"> Showcased best practice models (also to include in project result video above) Guidelines for operation, maintenance and replication, incl. specific consideration roles women and youth Exit strategy Lessons from the implementation of the WWTP to be integrated in the national strategy for wastewater treatment with purpose of supporting replication 		Nov '22		<ul style="list-style-type: none"> UNDP website UN-H / Project website Social media Video Presentations 	Based on output 2.1. Coordination MoLAE – UN-H – UNDP - FAO	
	2.3 Installed mobile wastewater treatment plants to use non-conventional water resources identified (concrete intervention)			Jul '24				
	2.4 Rehabilitated irrigation canals to divert treated water for irrigation purposed (concrete intervention)			Nov '22				
	3.1. Studies and assessments to detail the proposed interventions	<ul style="list-style-type: none"> Detailed design of below interventions Inputs into baseline video 	<ul style="list-style-type: none"> PSC / PAC MoLAE (ES-CCU) Target Municipalities / community UNCT 	Aug '22	<ul style="list-style-type: none"> Project manager KM staff FAO 	<ul style="list-style-type: none"> FAO website UN-H / Project website Social media (activities) Video Presentations 	Coordinate with FAO	
	3.2. Introduction of water efficient agricultural technology	<ul style="list-style-type: none"> Showcased best practice models (also to include in project result video above) Guidelines for operation, maintenance and replication, incl. specific consideration roles 		Jan '25			Based on output 3.1.	

	3.3. Adoption of climate-smart agriculture practices for improved soil fertility and enhanced water use efficiency	women and youth - Exit strategy - Lessons from the implementation of the interventions		Jan '25			Coordination MoLAE – UN-H – UNDP - FAO	
	3.4. Promote sustainable livelihood opportunity through crop residuals management and support to rural women			Jan '25				
Reporting	Inception workshop (18 Oct 2021)	- Project Inception Report	- AF - UN-H - PSC + PAC	Nov '21	- Project coordinator - Project manager - ROAS	- UN-H / Project website	All reporting Coordinate with UNDP and FAO	
	Project Performance Report (PPR)	- Annual Project Report	- AF - UN-H - PSC	Oct '22 Annually	- Project coordinator - Project manager - ROAS			
	PSC and PAC reports	- PSC meeting reports	- AF - UN-H - PSC	Every half year	- National project coordinator			
	Project completion report	- Project completion report	- AF - UN-H - PSC	Aug '25	- Project coordinator - Project manager - ROAS			
	Final evaluation	- Final Evaluation Report (AF) – independent evaluation	- AF - UN-H - PSC	Jul '25	- Project coordinator - Project manager - ROAS			
	Final audit	- Final audited financial statement – independent	- AF - UN-H	June '25	- Project coordinator - Project manager - ROAS			
	Reports of all workshops, (training) events, etc.	- Reports produced for all (training) events	- UN-H	As per event schedule	- Project manager			
	Half year progress Report	- UN-H progress report	- UN-H	Every half year	- Project manager			

Data Management	<ul style="list-style-type: none"> - Data collection and processing method and model - Information apps for field collected data and Geo data base 	<ul style="list-style-type: none"> - Database at MoLAE - Database at capacity unit in Rural Damascus in Mleiha and community environment center with: <ul style="list-style-type: none"> o Climate change risks and vulnerability data and maps for target area o Hydrological data for target area o Disaggregated data for target area o GIS 	<ul style="list-style-type: none"> - UN-H, UNDP and FAO - MoLAE - Target Municipalities 		- Project manager	- Database	Mostly comp 1	
	Beneficiary database of direct beneficiaries and stakeholders for the project – with gender/age disaggregated data.	<ul style="list-style-type: none"> - PPR - UN-habitat excel 	<ul style="list-style-type: none"> - UN-H, UNDP and FAO - MoLAE - Target Municipalities 	Annually	<ul style="list-style-type: none"> - National project coordinator - M & E staff 	- Project website	PPR	
Special events and academic papers etc	International events / seminars on climate change, urban development and water	<ul style="list-style-type: none"> - Presentation - Brochure and / or video <p>Identify impactful events</p>		Once results available in 2024/25		<ul style="list-style-type: none"> - Presentations on international events / seminars 	Output 1.6 (knowledge sharing by MoLAE)	
	Best practices and lessons learned	<ul style="list-style-type: none"> - Article 				<ul style="list-style-type: none"> - Magazine - UN-H / Project website 	Outputs comp 1, 2 and 3	

Expected Accomplishment 2									
Advocacy and Communications									
Ensure increased visibility & understanding of project activities, results and lessons learned through efficient dissemination of knowledge (<i>products</i>)									
Cluster	Activity	Output (indicator)		Target audience	Timeline	Responsible	Means of sharing (and verification)	Linkages	Status
Project Information									
Print Material	Project overview flyer / poster (2-pager)	- Flyer / poster 2021 with key messages project – very visual	Printed	- Ministries	Oct '21	- Project manager - KM staff	Posters in UN-H, at project partners, ministries, municipalities Online, where appropriate	Incorporate adjustments / updates	Flyer to be improved
		- Flyer / poster 2025 with results		- Municipalities - Partners - Donors	Jan 25			Coordinate with MoLAE, UNDP and FAO	

								+ include links to Facebook, website and grievance mechanism	(also to include grievance mech)
Social Media – Facebook	Post summary of / key points taken from each event / Publicises knowledge products and advocacy and communications products (leaflets, videos....)	Syria Facebook (UN-H, FAO and UNDP)	Facebook posts	<ul style="list-style-type: none"> - Municipalities - Communities - Partners 	After events	<ul style="list-style-type: none"> - Project manager - KM staff 	Facebook	UNDP and FAO to contribute and or align with their FB pages.	
	Respond to all messages received				As required				
	moderate posts				As required				
	Post summaries of key events and project milestones using photos	General public	As required						
	Post 4x per year updates/major milestones on UN-Habitat work	ROAP Facebook		Wider public	4x per year	<ul style="list-style-type: none"> - Project manager - KM staff - ROAP 	ROAP Facebook page		
Online / web	Develop and publish posts providing project updates and detailing key progress areas. Provide links to all relevant reports, guidelines, publications, and tools published	UN-H Syria / project website	Upload all documents, photos, etc.	<ul style="list-style-type: none"> - Ministries - Municipalities - Communities - Partners 	Every quarter	<ul style="list-style-type: none"> - Project manager - KM staff 	Website	<ul style="list-style-type: none"> - ROAP website - ESCWA website - UNDP website - FAO website 	
		UN-H ROAP website UNDP website FAO website					Bi-annually	<ul style="list-style-type: none"> - Project manager - ROAP 	Website
	Develop, maintain, and submit relevant project information, reporting progress and milestones	Adaptation Fund sub-webpage		General public		Bi-annually	<ul style="list-style-type: none"> - Regional project coordinator - ROAP 	AF	Website

Press, Media & Communications	Develop and share a project video on all social media and online platforms mentioned above	Project baseline video including human-interest stories, showing climate change issues and needs in Eastern Ghouta Project results / process video, incl. drone images and human-interest stories, showing project results and benefits and innovations and replicable adaptation options	Government; General public; development partners	Mar '21 Jun '21	- Project manager - KM staff	Online platforms	Project baseline Project results Coordinate with MoLAE, FAO and UNDP	
	Develop and share Human Impact Stories on all social media and online platforms mentioned above	Human interest / personal videos of beneficiaries	General public; development partners	When appropriate				
	Develop and issue press releases after all major events & completion of project works and invite journalists	Use branding material, video, etc. Press releases Journalist articles	All	As per schedule and event		UN-H platform Main events, incl. COP-26 News articles	Inception workshop	
Audio-visual presence	Ensure video and photo documentation of all project events at the national/city level and in particular at the community level.	- (Searchable) photo archive with high quality images - (searchable) video archive with high quality audio and video - slideshow on websites - YouTube videos	UN-H, UNDP, FAO and wider public		- Project manager - KM staff	Websites, youtube, conferences	See press, media & communications	
Branding	Ensure use of project logo for all presentations, meeting invitations, letter heads, reports, press releases, banners etc.	Develop project logo, showing climate change-related water adaptation in Eastern Ghouta (with identify Eastern Ghouta, e.g. showing flow of water and fruit tree with urban background). Logo to be on all presentations, meeting invitations, letter heads, reports, press releases, banners etc.	All	Oct '21 (develop logo) At all times	- Project manager - KM staff	Logos available	Coordinate with MoLAE, UNDP and FAO – ensure alignment of KM and communication	
	Banners in all project documents	Advertise AF, MoLAE, UN-H, UNDP and FAO Get banners from UNDP, FAO and MoLAE	All	Oct '21 (develop banner) In all documents	- Project manager - KM staff	Banner available	Coordinate with MoLAE, UNDP and FAO – ensure alignment of KM and communication	

Annex 1: Knowledge Management in the Adaptation Fund

The Adaptation Fund has included knowledge management as part of its Results-Based Management Framework at the Fund level. While Knowledge Management (KM) is critical for any organization, it is even more so for the Adaptation Fund for two reasons: projects and programmes are still relatively new, and the Fund is piloting direct access to countries. Project proponents must therefore systematically keep track of experiences gained from the Fund and analyze them periodically both to enrich the global knowledge on climate change adaptation and to accelerate understanding about what kinds of interventions work.

KM activities can be carried out in a variety of ways based on the environment and resources available. The following key concepts, however, are essential for any KM path:

1. **Strategy:** A KM strategy sets the long-term direction, scope, and objectives (short- and long-term) that are systematically pursued and eventually achieved through proper resource planning. It includes an action plan to achieve the goal of learning from experience and sharing that knowledge with all stakeholders and with the global community as reference for future projects.
2. **Change Management:** To be effective, KM activities need the support of project managers and “willing” actors. If the environment is unprepared for KM activities, the “culture” and work mentality of project team members and key stakeholders ideally need to change. It is essential to build consensus among project team members and key stakeholders on why and how KM can improve the project itself, and how it can raise awareness on the importance of capturing and sharing lessons learned locally, regionally, and globally.

How to develop a km strategy for an adaptation project

Follow these steps to develop a KM Strategy:

Step 1: Analyze existing knowledge, data, and communication products and media

Each country is unique when it comes to creating a capacity and knowledge baseline. For this reason, most projects will include preparation work to improve knowledge management, collect and processing missing data, and assess communication needs and tools. This stage is crucial for both the project’s success and the quality of the assessment, and has a direct impact on results.

Actions identified for completing Step 1

- Assess Human Resources
- Assess Financial and Infrastructure Resources
- Analyze Stakeholders
- Assess Overall Context
- Develop Knowledge Map

Step 2: Design the KM strategy

The strategy regulates the production, management, discussion, and dissemination of knowledge and information; its design should involve the entire project team and key stakeholders. Developing a strategy entails adopting a long-term vision, setting KM goals, and identifying annual work plans to put the strategy into action and help monitor its implementation.

A KM strategy should answer the following questions:

- Whom to share knowledge with?
- What type of knowledge to share?
- How to share knowledge (means and actions)?
- What are the expected results?

Trying to answer these questions can help the project team determine the most effective actions and KM results most consistent with overall project objectives. Tailor a KM strategy to the project, considering the size, requirements, and the overall objectives. At the same time, consider beneficiaries, the government, the Adaptation Fund and other institutions related to the project, as well as the profile of the implementing team, the context, and available resources.

Actions identified for completing Step 2

1. Define KM and create a consensus about its use in the project
2. Set implementation goals and the scope of the KM strategy
3. Identify and profile target audience
4. Establish strategic alliances
5. Define monitoring and evaluation indicators (also see page 7 on this issue)
6. Establish the budget and identify source of financing
7. Identify human resources required and assign responsibilities
8. Develop an action plan
9. Develop a timeline for activities and products

Step 3: KM Strategy Implementation and Monitoring

Implementation and monitoring of the KM strategy should begin at the start of project implementation. Designing the strategy is complex, but its implementation even more so: many unexpected obstacles require quick adjustments and alternative solutions. For this reason, it's important to monitor and evaluate implementation periodically.

Results to be expected during the implementation of the KM strategy

- Knowledge demands are met in a timely and effective manner
- Local knowledge is enhanced and steps are taken to ensure sustainability
- Knowledge generated by project activities is collected and codified
- Project management receives useful information that helps monitor the project's progress

Actions identified for completing Step 3

1. Develop Internal KM activities on internal capacity building and change management
2. Undertake External KM activities to ease access to information, as well as dialogue between stakeholders.

Step 4: Evaluate, generate lessons learned, and disseminate

At project completion, the KM strategy and activities are evaluated along with the rest of the project. During this period, generate and disseminate lessons learned. Generating lessons learned should begin with selecting the important local development experiences that represent valuable lessons for other projects.

The legacy of KM should include the creation of knowledge products (lessons learned, data, and information on the processes) that are publicly accessible and widely disseminated, as well as increased capacity/knowledge among all stakeholders.

Actions identified for completing Step 4

1. Evaluate KM
2. Systemize and disseminate lessons learned

Core KM indicator for the Adaptation Fund

<p>Outcome 3: Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level</p> <p>Indicator 3.1: Percentage of targeted population aware of predicted adverse impacts of climate change, and of appropriate responses</p> <p>Indicator 3.3: Modification in targeted population behavior (survey)</p>	<p>Output 3: Targeted population groups participating in adaptation risk reduction awareness activities</p> <p>Indicator 3.1: No. and type of risk reduction actions or strategies introduced at local level</p> <p>Indicator 3.2: No. of news outlets in the local press and media that have covered the topic</p>
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Annex 2: Branding

Project Logo (English)



Climate Resilience Project

Project Logo (Arabic)

الصمود في مواجهة التغير المناخي



Project logo with slogan (English)



Climate Resilience Project

**TOGETHER! Towards a Climate
Change Resilient Future in Syria**

Project logo with slogan (Arabic)

الصمود في مواجهة التغير المناخي



معاً نساهم في تحقيق مستقبل لمواجهة التغير المناخي والتأقلم في سورية

Banner (English)



Climate Resilience Project

TOGETHER, Towards a Climate Change Resilient Future in Syria

Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions



UN HABITAT
FOR A BETTER URBAN FUTURE

Food and Agriculture Organization of the United Nations



UNDP



ADAPTATION FUND



**الصمود في مواجهة
التغير المناخي**

لنساهم معاً في بناء مجتمع قادر على
الصمود في مواجهة تغيرات المناخ في سورية

تعزيز قدرة المجتمعات المحلية في الغوطة الشرقية
بريف دمشق على مواجهة تغير المناخ وتحديات نقص
المياه من خلال الإدارة المتكاملة للموارد الطبيعية
وتدخلات التكيف الفورية





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Logos partners



Titles:

	English	Arabic (approved by MOLAE)
Project title	Climate Resilience Project	الصمود في مواجهة التغير المناخي
Slogan	TOGETHER, Towards a Climate Change Resilient Future in Syria	لنساهم معاً في بناء مجتمع قادر على الصمود في مواجهة تغيرات المناخ في سورية
Project Name	Increasing the climate change resilience of communities in Eastern Ghouta in Rural Damascus to water scarcity challenges through integrated natural resource management and immediate adaptation interventions	تعزيز قدرة المجتمعات المحلية في الغوطة الشرقية بريف دمشق على مواجهة تغير المناخ وتحديات نقص المياه من خلال الإدارة المتكاملة للموارد الطبيعية وتدخلات التكيف الفورية

Annex 3: AF Story Telling Template

This template is designed to be used at face to face events such as seminars, webinars and workshops to transfer tacit knowledge. The stories should be recorded via video and transcribed and made available via the central repository. The approach could be used for the baseline and results videos

Goal: Sharing our knowledge through stories and past projects.

Theme: Identify content gaps/costs/peak experiences Instructions to participants:

Please share a story/ experience of really complex challenge, how you found the information to work on this challenge, highlighting what you were/were not able to find.

Please share what worked and knowledge gaps from your perspective.

In conclusion, please tell us what you would like to see changed and share any ideas that you might have to facilitate that change.

As you think about the experience, please use this guide to help you.

- Title of story
- Name of original teller
- Landscape: set the scene in time and space
- Dwelling place: describe the precise location where action occurred.
- Characters: provide a cast list, descriptive attributes and roles in story
- Challenge: report the problem or task that triggered the action
- Action: describe the sequence of events before, during and after your turning point
- Turning point: pinpoint the moment when the change happens
- Resolution: relate ending, including moral, lesson learned or message
- Key visual hooks: supply mnemonics to assist partner retelling the story

9. AF Syria Project IW attendance list

	Name	position
1	Hussein Makhlouf	Minister of Local Administration and Environment
2	Hassan Jalilna	Minister of Agriculture and Agrarian Reform
3	Tamam Raied	Minister of Water Resources
4	Fadi al-Salt	Head of the PICC
5	Moutaz Jamran	Governor of the Rural Damascus
6	Moutaz Douji	Deputy Minister, Chairman of the Steering Committee
7	Ruayda al-Nahar	Environmental Safety Director, Steering Committee Member
8	Ahmed Kiani	Director of Development in Picc, Steering Committee Member
9	Efren Zazbeh	Agriculture Director, Steering Committee Member
10	Mahmoud Al-Kaar	Water Resources Director, Steering Committee Member
11	Bilal Al-Hayek	Biodiversity Manager, Steering Committee Member
12	Rawnaq Jabbour	Laboratory Manager Member of a Steering Committee
13	Sonia Alseih	Director of International Cooperation, Member of the Steering Committee
14	Ahmed Al-Nouman	Environmental Research Director, Steering Committee Member
15	Al-Muhanna Ghanem	Director of the Environment of Rural Damascus, Head of the Technical Committee
16	Ruan Al-Azm	Adaptation Fund Coordinator, Technical Committee Member
17	Farouk El-Eizer	Head of the Chemical Safety Department, Member of the Technical Committee
18	Mohamed Daher	Head of the Water Safety Department, Member of the Technical Committee
19	Ibrahim Alan	Head of the Atmospheric Safety Department, Member of the Technical Committee
20	Sahar Al-Haidar	Ministry of Water Resources, Member of the Technical Committee
21	Ibrahim Abdel Rahman	Sanitation Company, member of the committee
22	Osama Al-Asfour	Ministry of Agriculture, Member of the Technical Committee
23	Emad Al Marsi	Head of the Land Department/ MOLAE
24	Rania Rog	Head of Quality Department/ MOLAE
25	Muhammad Iyad Al-Shama'a	Local council manager/ MOLAE
26	Shuhra Jamaa	participant/ MOLAE
27	Iman Al-Yassin	Head of the Environmental Awareness Department/MOLAE
28	Wissam Ismail	participant/ MOLAE
29	Maryada Saad	participant/ MOLAE
30	Sabih Adra	participant/ MOLAE
31	Mervat Bashmani	participant/ MOLAE
32	Rudna Kafra	participant/ MOLAE
33	Mariam Zahid	participant/ MOLAE
34	Hanin Nakara	participant/ MOLAE
35	Abdul Nasser Al-Amer	public relations manager/ MOLAE
36	Hani Al-Hamwi	participant/ MOLAE
37	Reem al-Hindi	participant/ MOLAE
38	Firas Suleiman	participant/ MOLAE
39	Reem Shaaban	Damascus Governorate
40	Imad Rajeh	participant/ MOLAE
41	Bashar Al-Daye	Head of the Environmental Impact Assessment Department/MOLAE
42	Ahmed Al-Haidar	Head of the Environmental Observatory Department/MOLAE
43	Ali Suleiman	Head of the inorganic analysis department/MOLAE
44	Miss Gergenzi	Head of the Environmental Research Department/MOLAE
45	هيا علي حسن	participant/ MOLAE
46	Louay Aslan	Deputy Minister of Agriculture
47	Riad Al-Muzayin	participant/ MOA
48	Fathi Ghannam	participant/ PICC
49	Youssef Rahal	participant/ MOWR
50	Mazen Al-Ahmad	participant/ Rural Damascus Governorate
51	Hamid Al-Afara	participant/ Rural Damascus Governorate
52	Bassam Askarah	sewage company manager
53	Husain Miah	participant/ MOWR
54	Hussein Al-Abdullah	participant/ Rural Damascus Governorate
55	Iyad Al Nader	participant/ Rural Damascus Governorate
56	Ghassan Al Jassim	Director of Technical Services in Rural Damascus
57	Mohamed Khakouf	President of the Farmers' Union
58	Youssef Hammoud	Deputy Governor of Rural Damascus
59	Ahmed Abdallah	participant/ Rural Damascus Governorate
60	Emad Nuseirat	participant/ Rural Damascus Governorate
61	Amnar Hassan	participant/ Rural Damascus Governorate
62	Ali Shawish	participant/ Rural Damascus Governorate
63	Omar al-Nserat	participant/ Rural Damascus Governorate
64	Abel Shaaban	participant/ Rural Damascus Governorate
65	Megdi Miah	Agricultural Research Authority
66	Jalal Ghazala	Land and water manager/ MOA
67	Hsham Shrefa	participant/ MOA
68	Sleman al-Hsian	participant/ MOLAE
69	Waled al-Falah	participant/ MOLAE
70	Mohamed Ghahab	participant/ MOLAE
71	abraham Mwasa	participant/ MOLAE
72	Gheath Siman	participant/ MOLAE
73	Hasan Abbas	participant/ MOLAE
74	Huda shekh Sok	participant/ MOLAE
75	Sofiah Abdullah	participant/ MOLAE
76	Bahgat Ibrahim	participant/ MOLAE
77	Hussain Al-Lahham	participant/ MOLAE
78	Manar Al Baour	Melha municipality/ local community
79	Taher Al-Asas	Melha municipality/ local community
80	Mohamed Said Arafa	Melha municipality/ local community
81	Abdel Fatiah Arafa	Melha municipality/ local community
82	Mohamed Najj	Melha municipality/ local community
83	Hisham Al Khalili	Melha municipality/ local community
84	Mohammed Omari	Melha municipality/ local community
85	Issam Ayoub	Melha municipality/ local community
86	Ahmed Arafa Al-Lahham	Melha municipality/ local community
87	Adnan al-Sabaa	Melha municipality/ local community
88	Ayman Musa	Marj alSoltan municipality/ local community
89	Maher Deridi	Melha municipality/ local community
90	Walid Al-Houry	Marj alSoltan municipality/ local community
91	Hatham Al-Nasif	Marj alSoltan municipality/ local community
92	Asim Ayoub	Melha municipality/ local community
93	Nihad Jabarti	Mayor of Marj Al-Sultan Municipality
94	Salam al'awl	Mayor of Zabadine Municipality
95	Ahmed Ghazi	zabadine municipality/ local community
96	Sahar Qatat	Deir Al Asafir Technical Office
97	Alaa Hazbar	Deir Al Asafir Technical Office
98	Abdel Nasser Boudan	President of the Agricultural Association / Al-Malha
99	Nourddine Boudan	Melha municipality/ local community
100	Ibrahim Bukal	zabadine municipality/ local community
101	Adnan Salameh	zabadine municipality/ local community
102	Omar Al-Asas	Mayor of Melha Municipality
103	Ehsan Baabaki	Melha municipality/ local community
104	Basim Khakouf	Melha municipality/ local community
105	Youssef Al-Khalib	President of the Agricultural Association / Zabadine
106	Osama Al-Qasf	Marj alSoltan municipality/ local community
107	Dalal Qousha	Marj alSoltan municipality/ local community
108	Duaa al-abad	Melha municipality/ local community
109	Tharwa Mastani	Melha municipality/ local community
110	Ahmed Al-Qasf	President of the Agricultural Association / Marj alSoltan
111	Muhammad Ebda	Marj alSoltan municipality/ local community
112	Tariq Yaqoub	Marj alSoltan municipality/ local community
113	Jarbiat Shikai	Marj alSoltan municipality/ local community
114	Marwan Ooghmarsh	Melha municipality/ local community
115	Fadi Al Reem	Dir Asafir municipality/ local community
116	Mazhar abdlah	Marj alSoltan municipality/ local community
117	Bassam Al-Bunni	zabadine municipality/ local community
118	Muafaq Jedani	zabadine municipality/ local community
119	Hatham Mahaini	zabadine municipality/ local community
120	Ayman Mahayni	zabadine municipality/ local community
121	Mehmoud Mustafa	zabadine municipality/ local community
122	Ayman Al-Bunni	zabadine municipality/ local community
123	Anas Al-Masry	zabadine municipality/ local community
124	Radwan Hazaa	Dir Asafir municipality/ local community
125	Hassan Al Hassan	Mayor of Dir Asafir Municipality
126	Das Ezz El Din	Dir Asafir municipality/ local community
127	Ahmed Al-Hassan	Dir Asafir municipality/ local community
128	Abdul Razzaq Kalat	Dir Asafir municipality/ local community
129	Mohamed Jagmra	Dir Asafir municipality/ local community
130	Solman Talab	Dir Asafir municipality/ local community
131	Ismael Al Muhanna	Dir Asafir municipality/ local community
132	Emad Alan	Melha municipality/ local community
133	Qasim Saleh	Melha municipality/ local community
134	Muzher Muhasin	Melha municipality/ local community
135	Mansour Mohsen	Melha municipality/ local community
136	Anas Al Sali	Melha municipality/ local community
137	Bassam Issa	Melha municipality/ local community
138	Muhammad Al-Muhammed	Melha municipality/ local community
139	Muhammad Issa	Melha municipality/ local community
140	Rami Al Saadi	Melha municipality/ local community
141	Khaled Saqr	Melha municipality/ local community
142	Marwan Mohammed	Melha municipality/ local community
143	Issa Sara	Melha municipality/ local community
144	Mahmoud Shahadesh	Melha municipality/ local community
145	Mohammed Al-Hassan	Melha municipality/ local community