This strategy was developed by the WFP Syria Country Office with support from WFP Regional Bureau Cairo.

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1 Annex I outlines the key steps involved in developing this strategy. For further information please contact Javed Yousifi
Executive Summary

The ongoing conflict in Syria has resulted in a devastating humanitarian crisis creating major displacement, damage to vital infrastructure, and an increase in the population’s vulnerabilities and poverty levels. In addition to the conflict and insecurity leading to overwhelming internal migration and displacement, the development of sustainable and diversified livelihood and social systems in Syria have also been eroded, causing immeasurable losses for both current and future generations.

After four years of conflict it is estimated that over 12 million people in Syria are in need of humanitarian assistance, with almost 10 million estimated to be food insecure. Food security levels have continued to deteriorate exacerbated by the impact of natural shocks, including a low rainfall 2013/14 affecting cereal production and a severe winter in 2014. These factors have drastically compromised human, physical and financial capacity to carry out adequate food production and livelihood activities to cover basic household needs. In addition high levels of unemployment and rapidly increasing prices of basic commodities, particularly for those living in rural areas, make it increasingly difficult for households to meet basic needs.

While maintaining a strong humanitarian response capacity in Syria, WFP recognizes that there is a pressing need to engage in activities which protect people’s livelihood assets, supporting them to rebuild livelihoods where possible and promote longer term resilience. In 2015, WFP embarked on the process of developing a framework to respond to this need, involving internal and external local consultations with partners, beneficiaries and other stakeholders.

The WFP Syria Livelihoods and Resilience Strategy has the broad objective of protecting and restoring livelihoods and food security for conflict affected Syrians through support to household livelihoods, contribute to revitalizing local economy and strengthening resilience to ongoing and future shocks. This will be achieved through the following pillars: 1) Protecting and promoting household livelihood security through food production, assets rehabilitation and income generation; 2) Strengthening local markets and services through economic recovery projects; and 3) Supporting institutions and building an evidence base for food and nutrition security at all levels.

Implementation of the strategy will commence in 2015 through a phased approach, whereby WFP will work with partners to pilot activities at a small scale this year and gradually increased in the coming 2-5 years, as the situation permits. The strategy encompasses a range of interventions focusing on both household level food security and livelihoods, and interventions which aim to stimulate local economic activity.
**Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AAP</td>
<td>Accountability to Affected Populations</td>
</tr>
<tr>
<td>CBS</td>
<td>Syrian Central Bureau of Statistics</td>
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<tr>
<td>CO</td>
<td>WFP Country Office (Syria)</td>
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<tr>
<td>CFSAM</td>
<td>Comprehensive Food Security Assessment Mission</td>
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<tr>
<td>DRR (M)</td>
<td>Disaster Risk Reduction (Management)</td>
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<tr>
<td>EMOP</td>
<td>Emergency Operation (WFP)</td>
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<tr>
<td>FAO</td>
<td>Food and Agricultural Organization of the United Nations</td>
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<tr>
<td>FFA</td>
<td>Food Assistance for Assets</td>
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<tr>
<td>FFT</td>
<td>Food Assistance for Training</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
</tr>
<tr>
<td>IDP</td>
<td>Internally Displaced Person</td>
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<tr>
<td>MSNA</td>
<td>Multi Sectoral Need Assessment</td>
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<tr>
<td>NGO</td>
<td>Non-governmental Organisation</td>
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<tr>
<td>NFI</td>
<td>Non-food Item</td>
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<tr>
<td>PICC</td>
<td>Syrian Planning and International Cooperation Commission</td>
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<tr>
<td>RBC</td>
<td>WFP Middle East, North Africa, Central Asia and Eastern Europe Regional Bureau</td>
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<tr>
<td>SARC</td>
<td>Syrian Association of the Red Crescent</td>
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<tr>
<td>SCPR</td>
<td>Syrian Centre for Policy and Research</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNHCR</td>
<td>Office of the United Nations High Commissioner for Refugees</td>
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<td>UNRWA</td>
<td>United Nations Relief Works Agency</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>WFP</td>
<td>World Food Programme</td>
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Background and Context

General Context

The ongoing conflict in Syria continues to manifest in a devastating humanitarian crisis creating major displacement, damage to vital infrastructure, and an increase in the population’s vulnerabilities and poverty levels. Syria has lost four decades of human development gains and fallen into extreme poverty. Currently it is estimated that four out of every five Syrians are poor. As the crisis becomes increasingly protracted its multi-dimensional consequences are harshly felt by individuals and communities throughout Syria. In addition to the conflict leading to huge waves of internal migration and displacement, it has eroded the development of sustainable and diversified livelihood and social systems in Syria causing costly losses for both current and future generations.

Social and Economic Context

The population of Syria prior to the crises was estimated at about 21.5 million people with a growth rate of 3.4% per annum. Over half of the total population (around 55 percent) were living in urban areas, with Aleppo and Rural Damascus hosting the majority of the population. The crisis has led to the displacement of over 7 million people inside Syria, and another 4.1 million people are refugees mainly in Lebanon, Jordan, Turkey, Iraq and Egypt. Many displaced families have been uprooted multiple times as they seek safety amidst shifting front lines, whilst trying to survive on depleting resources.

Syria’s economy as a whole is facing enormous challenges, with estimated total losses of approximately USD206 billion across all sectors, resulting in loss of employment and income generation. Unemployment has risen from 10.3 percent in 2011 to an estimated 57.7 percent in 2014, a factor which is leading to an increasing number of people migrating to seek livelihoods. The fact that approximately 60 percent (almost 11 million people) are under the age of twenty-four puts further pressure on the current and future employment market.

Agriculture, industries, services and trading were the major pre-crisis livelihood systems in Syria, with agriculture and livestock being the backbone of rural life, (over 80 percent of the country’s rural population dependent on agriculture either as a livelihood or for household food consumption). Due to poor rainfall in 2014, wheat production fell to 1.865 million tonnes, its lowest level for 25 years and less than 50 percent of the previous ten year average. Other crops, such as vegetable and olive production have experienced similar losses mainly due to the widespread loss of assets, combined with the reduced availability and increased price of agricultural inputs.

The livestock sector, has also been seriously affected. Depletion of government veterinary services, and the short supply of vaccines and other livestock medicines have combined to reduce livestock numbers in the country. Poultry production is estimated to be down by more than 50 percent from 2011, and sheep and cattle numbers are down approximately 35 percent and 25 percent respectively.

The Syrian industry and mining sector contributed around 25 percent of the GDP and around 16 percent of the labour force were engaged in this sector, particularly in petroleum and natural gas. Cotton and textiles were registered as the second largest source of export revenue after petroleum. The other main industrial products/manufacturers were agriculture and food processing, chemicals, pharmaceuticals, engineering manufacturers and textiles. Before the conflict there were over 99,700 industrial

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2 Impact of Syria crises report 2014 – Syrian Centre for Policy & Research, UNDP and UNRWA
3 http://esa.un.org/unpd/wpp/index.htm
4 SHAPR (Syrian Arab Republic Humanitarian Assistance Response Plan)
5 FAO: Syrian Arab Republic Crop Production Review, November 2014
6 Agro-ecologically Syria is divided into five zones with each defining agricultural typologies and characteristics (Annex II provides an overview of these zones).
7 UN Joint need assessment 2009
8 Syrian Central Bureau of Statistics
9 The Cotton textile industry in Syria- An overview of the ministry of industry 2003
establishments across the country and with most (60 percent) concentrated in Damascus, Aleppo and Rural Damascus.\(^\text{10}\)

Syria is also prone to natural disaster hazards predominantly linked to precipitation. Prior to the 2014 poor rainfall, the five year drought from 2006 to 2010 affected around 1.3 million people and the livelihoods of an estimated 800,000 farmers and herders were almost entirely destroyed, primarily in Al-Hasakah, Al-Raqqah and Deir-ez-Zor governorates. Floods, often associated with winter rains and snowmelt are also a common hazard. Syria also experiences extremely dry, hot temperature in the summers which often expose people to the risk of fire related hazards\(^\text{11}\) and harsh winters that can damage crops and agricultural infrastructure.

In general markets across all governorates have been functioning during the crisis, however, quantities for sale in local markets have drastically reduced due to access constraints interrupting the regular flow of commercial goods and commodities. High fuel prices and the hyperinflation of the Syrian pound has significantly increased the price of food and other basic commodities in markets across the country. The prices of wheat flour and rice have increased dramatically. From March 2011 to February 2015 the price of wheat flour increased by 204 percent and rice by 447 percent. The average monthly prices of public (subsidized) bread and commercial bread have increased by 168 and 144 percent respectively, mainly due to inflation and the recent increase in the official price of bread, fuel and gas\(^\text{12}\).

International sanctions continue to play a role in devastating markets through the import-export restrictions, and blocking financial transactions and insurance services. The sanctions have drastically increased the cost of imports, including livelihood inputs for farmers and manufacturers. Moreover, as one of the main employers of low-skilled workers, cutbacks and closures in the import/export sectors have resulted in the shedding of tens of thousands of jobs\(^\text{13}\).

These factors combined mean that most Syrians have been left with extremely limited strategies to cope with the ongoing crisis. After four years of conflict, it is estimated that over 12 million people in Syria are in need of humanitarian assistance. With almost 10 million estimated to be food insecure\(^\text{14}\), the most critical constraint to meeting basic food requirements is increasingly lack of purchasing power to meet basic food requirements\(^\text{15}\).

Affected families not able to meet food needs have been forced to engage in negative coping strategies such as reducing the number of meals per day, eating lower quality and less nutritious food, buying food on credit or borrowing money to purchase food and a reduction in essential non-food expenditures\(^\text{16}\).

**Context for Livelihoods Programming**

As the conflict in Syria becomes increasingly protracted, in addition to continuing to experience high levels of household food insecurity and displacement, people’s livelihood strategies are becoming intractably changed, with people most affected having little resilience to absorb, adapt and prepare for the range of shocks facing both households, communities and the Syrian economy as a whole. Table 1 outlines indicative shocks and possible entry points for addressing these, as identified through in-country consultations with WFP staff and partners in early 2015.

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\(^\text{10}\) Syrian Central Bureau of Statistics
\(^\text{11}\) UN Joint Needs Assessment 2009.
\(^\text{12}\) WFP market price watch - march 2015
\(^\text{13}\) Syrian Centre for Policy and Research
\(^\text{14}\) Strategic Response Plan for Syria (SRP), 2014
\(^\text{15}\) Syria Multi-sector Needs Assessment, 2014
\(^\text{16}\) WFP M&E Data
<table>
<thead>
<tr>
<th>Conflict and Displacement</th>
<th>Socio-Economic Impact on household/economy</th>
<th>Highly impacted groups</th>
<th>Indicative Coping Strategies (taken from various reports and consultations)</th>
<th>Programme entry points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unable to meet household food needs</td>
<td>Most vulnerable HH and IDPs</td>
<td>Reducing the number of meals per day, eating lower quality and less nutritious food, buying food on credit or borrowing money to purchase food and a reduction in essential non-food expenditures Selling assets, taking high-risk/illegal jobs, and child labour Further displacement/economic migration</td>
<td>Sustain the provision of essential life-saving food assistance to the most vulnerable and affected population. Employment/livelihoods creation and rehabilitation for those who are able to work.</td>
<td></td>
</tr>
<tr>
<td>Unemployment and loss of livelihood assets</td>
<td>IDPs, youth, (widespread impact), farmers</td>
<td>More households are increasingly reliant on labour and petty trade to fill the household income gap. Child labour is frequent even amongst the better off Other coping strategies including engagement in armed groups, and early marriage.</td>
<td>Rehabilitation and creation of household and community physical &amp; natural assets to contribute to livelihoods security. Development and enhancing skills among IDPs, Youths and other affected groups. Invest in programmes to support increased economic activity and therefore job opportunities.</td>
<td></td>
</tr>
<tr>
<td>Limited physical access to markets</td>
<td>Farmers, traders, consumers</td>
<td>Creation and expansion of unofficial markets including smuggling of goods. Farmers previously earning agricultural livelihoods have adapted to producing only for household consumption. Shifting crop production from staples crops (such as wheat) to cash crops.</td>
<td>Investment in restoration of the functionality of damaged/destroyed markets (Investment in rehabilitation of market infrastructure, supply of goods required in the market and the provision of business start-up support.) Business and capacity support for farmers and their institutions through marketing, transport of products, creating and rehabilitating trading platforms and investment in information generation (i.e. price watch and update).</td>
<td></td>
</tr>
<tr>
<td>Overburdening of services and infrastructure</td>
<td>Host communities, IDPs</td>
<td>In north and northeast regions, households have been forced to buy drinking water, and participate in private electricity generating service to cope with the lack of water and power outage. Reduction in the quality of basic services: education, health, water and sanitation etc.</td>
<td>Investments in improving infrastructure, and institutional capacity at the different levels of service provision systems</td>
<td></td>
</tr>
<tr>
<td>Economic stagnation</td>
<td>Widespread</td>
<td>Selling assets, taking high-risk/illegal jobs, and child labour to cover for the economic losses at the household level Increasingly widespread unemployment</td>
<td>Raise productivity and employment capacity of the household and workforce among the IDPs and other affected population. Support to revive local economies/businesses</td>
<td></td>
</tr>
<tr>
<td>Breakdown of economic systems</td>
<td>Widespread</td>
<td>Reliance (almost solely) on remittances sent from abroad Selling assets, taking high-risk/illegal jobs, and child labour to cover for the economic losses at the household level.</td>
<td>Supporting agricultural and business rehabilitation and recovery.</td>
<td></td>
</tr>
<tr>
<td>Climate Shocks</td>
<td>Loss of harvest/livelihoods</td>
<td>Small scale producers, processors.</td>
<td>Migration to cities and other places. Heavy reliance on remittances and humanitarian assistance</td>
<td>Reducing disaster risk and building resilience of communities for future shocks</td>
</tr>
</tbody>
</table>
WFP Current Operations

WFP has been responding to the immediate needs of conflict affected Syrians since 2011, rapidly scaling up as the crisis has spread and vulnerabilities increased. Through its Emergency Operation (EMOP) 200339, WFP monthly life-saving food assistance to vulnerable conflict-affected populations across all 14 Syrian governorates, currently targeting 4.25 million people through this support.\(^{17}\)

To address the increasingly alarming malnutrition levels in the county, WFP has introduced activities to complement general food assistance, targeting vulnerable beneficiary groups with specific nutrition requirements. Nutrition interventions include a blanket supplementary feeding programme to prevent acute malnutrition and micronutrient deficiencies among children under the age of five and voucher-based nutrition support to improve the dietary diversity of 5,000 vulnerable pregnant and lactating women.

In August 2014 WFP launched a school feeding programme in collaboration with the Ministry of Education and UNICEF, to provide daily rations of fortified date bars to boost enrolment rates and regular attendance, while at the same time increasing children’s micronutrient intake. An expansion of the programme is underway with a plan to reach a total of 500,000 primary school children across Syria by the end of 2015.

Livelihoods programmes will aim to leverage existing programmes, partners and operational presence to address the increasingly debilitating impacts of the conflict on both household incomes and local economies.

Livelihoods and Resilience Strategy for Syria

Overall Framework

While maintaining a strong humanitarian response capacity in Syria, WFP recognizes that there is a pressing need to engage in activities which protect people’s livelihoods assets, supporting them to rebuild livelihoods where possible and promote longer term resilience. In 2015, WFP embarked on the process of developing a framework to respond to this need, including internal and external local consultations with partners, beneficiaries and other stakeholders, review of secondary data and a technical mission from the WFP Regional Bureau Cairo (RBC) in April-May 2015.

The WFP Syria Livelihoods and Resilience Strategy aims to protect and restore livelihoods and food security for conflict affected Syrians through support to household livelihoods, rehabilitation of local economy and strengthening resilience to ongoing and future shocks. The strategy takes a short to medium term view of actions which will enable affected Syrian households to protect, sustain and re-establish livelihoods within a longer term resilience building goal.

This overarching objective will be achieved through the following three pillars of programmes: (i) Protecting and promoting household livelihood security through small-scale food production, assets rehabilitation and income generation (ii) Strengthening local markets and services through economic recovery projects; and (iii) Supporting institutions and building an evidence base for food and nutrition security at all levels.

The strategy envisages the 2015 introduction of programmes which focus on protecting and restoring livelihoods for moderately food insecure families in addition to continuing to provide life-saving relief to the most vulnerable and food insecure. WFP will work with partners to pilot activities and gradually scale up in the coming 2-5 years, as the situation permits.

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\(^{17}\) General food assistance is provided in the form of monthly food rations consisting of rice, bulgur wheat, pasta, dried and canned pulses, vegetable oil, tomato paste, salt and sugar.
Activities:

Under each pillar, a range of interventions/activities will could serve to strengthen livelihoods at household level, whilst leveraging opportunities to stimulate the local economy and alleviate the burden of the conflict on essential services. A context and feasibility analysis will be conducted at regional level to identify specific interventions within a given geographic area.

1. Protecting, restoring and promoting household livelihood security through food production, assets rehabilitation and income generation

Focusing on household livelihoods, Pillar 1 aims to restore, rebuild, protect and create livelihood assets and incomes for conflicted affected Syrians in addition to promoting greater resilience to natural risks and hazards in the longer term. Depending on the identified needs, contexts, target groups and partnerships, activities may include:

- Provision of agricultural inputs, and technical assistance to households in rural areas; including household food production where land is available. Activities may include agricultural inputs to restore farming livelihoods, inputs and training for IDPs to improve and diversify household food consumption, start-up input support for livelihoods initiatives that support both household incomes and improve food consumption.

- Rehabilitation and creation of household and community physical and natural assets to contribute to livelihoods security. Activities may include rehabilitation of irrigation infrastructure, creation of livestock and poultry production facilities and nurseries (to produce sapling/seedlings).

- Skills development, with a specific focus on women and youth. Participants will be trained based on local labour market needs and supported to enter the labour market or provided start up for small business. (Possible areas include agriculture and farming, livestock care, poultry, honey production, food preservation, marketing & storage and handicrafts.)

- Labour opportunities for IDPs and host communities through productive (labour based) safety net programmes linked to improving community services and infrastructure. Options could include public work programmes in urban areas hosting large numbers of displaced families, labour intensive farming or conservation projects etc.

2. Strengthening local markets and services through economic recovery projects

The protracted conflict has led to limited commercial investment in construction, commercial agriculture, manufacturing and services, resulting in a stagnant economy and staggering levels of unemployment. Damage to service and industrial infrastructure has also debilitated both the economy and effective delivery of essential services such as electricity, water and sanitation. Pillar 2 focuses on strengthening local economic recovery and basic service provision, with the aim of stimulating employment for conflict affected families and laying the foundation for socio-economic recovery with a focus on small to medium market economies. Indicative activities include:

- Enhancing local food value chains and post-harvest handling to promote greater access to markets for conflict affected farmers and access to labour opportunities for IDPs. Value chain analysis for specific food commodities will provide entry points for production and market support, revitalizing capacity in selected sectors whilst providing employment opportunities for specific groups. Where feasible, local production will be linked to WFP’s voucher expansion, whereby local producers are linked to participating voucher vendors to stimulate local economies along the value chain.

- Technical support small to medium size producers and manufacturers to optimize food production processes in order to meet international standards for local fortified food procurement. Technical support to food fortification and food safety standards coupled with equipment and other inputs to contribute to the recovery of commercial agriculture and food production (such as bakeries). This activity will be linked to local procurement of food commodities purchased for WFP food assistance.
• Public works projects to rehabilitate service infrastructure or delivery in areas of high IDP population density or to support safe return. Activities could include enhancing services in areas hosting high populations of IDPs (such as rehabilitating roads, water infrastructure) through labour based work projects, rehabilitation of key infrastructure in areas of safe return through a Food Assistance for Assets (FFA) modality.

3. Supporting institutions and building an evidence base for food and nutrition security at all levels.

Pillar 3 highlights WFP’s focus on strengthening the capacity of national partners to rebuild an evidence base for food security and livelihoods patterns, whilst ensuring that local actors are better able to respond to ongoing and future shocks. Focus areas may include:

• WFP will work with partners, local authorities, national technical agencies to develop updated baseline and monitoring systems for food security and livelihoods. This will include ongoing assessments (CFSAM and household) being conducted in partnership with FAO and national authorities.
• Market and price monitoring to identify trends in food and other basic commodities.
• Capacity development of national partners to absorb, adapt and prepare for economic and livelihoods shocks.
• Research and analysis with partners to identify the impact of livelihoods shocks on household food security.

Links to Climatic Shocks

Whilst this strategy is focused on alleviating the immediate shocks on household food security and livelihoods related to the ongoing conflict, it is important to note the links between man-made shocks which serve to erode livelihoods and assets of households and communities, and the impact of short and longer term changes climatic shocks that have determined livelihoods security historically in the country. As a country heavily dependent on agriculture as main source of household and national income, Syria has long been, and will continue to be highly vulnerable to recurrent droughts, pest infestations and other natural shocks. The impact of the 2014 drought on farming households is difficult to quantify due to the multiple other factors impacting on harvest that year, however it is estimated that the 2014 wheat harvest was reduced by over 50 percent - a combination of loss of livelihoods assets from conflict, displacement and poor rainfall18. In addition, the links between the government’s challenges in managing the socio-economic impact of the 5 year drought preceding the current conflict, and the conflict itself have been noted widely19. Given the intrinsic links between these overlapping shocks and food insecurity, climate risk considerations within the timeframe of this strategy could include the following:

• Support partners’ efforts to update climate vulnerability specific analysis to understand the compounding factors linked to livelihoods and resilience, as the situation allows.
• Incorporate DRR/climate sensitive programming throughout WFP’s planned livelihoods activities. This would involve, where possible, taking stock of climatic and ecological factors that impact programme delivery at field level and supporting initiatives that promote natural resources and disaster risk management.
• Develop WFP staff and partner capacity (in field locations, especially in the four states prioritized for livelihoods programming) in assessing risk and designing livelihoods programmes which incorporate DRR principles in specific locations in the medium term.

18 FAO, 2015
19 IFPRI, 2015, How to Build Resilience to Conflict: the role of food security.
Policy Framework and Linkages

WFP Policy Alignment

The strategy falls within the parameters of WFP’s Policy on Building Resilience for Food Security and Nutrition (2015), where WFP defines resilience as ‘ensuring that shocks and stressors do not have long-lasting adverse development consequences’. As per the policy, WFP’s has an operational commitment in Syria to working with local partners to build resilience where possible while remaining conflict-sensitive and realistic about what can be achieved in conflict settings.

The strategy is also guided by the organization’s policies on humanitarian principles (2004), humanitarian protection (2012) peacebuilding in transition settings (2013) updated gender policy (2015) and the Disaster Risk Reduction and Management Policy (2011). Furthermore, WFP commitments on accountability to affected populations (AAP) provide foundational principles through which it will continue to support the capacities of vulnerable food insecure households and communities and promotes strong and collaborative partnerships to bridge humanitarian and development actions.

Alignment with National Frameworks

WFP’s approach to strengthening livelihoods and building resilience in Syria is aligned with a range of national level strategies and frameworks. These include the UN Strategic Response Plan for Syria (2015) within both its Food Security and Agriculture, and Early Recovery and Livelihoods Sectors, and the ongoing formulation of the UN Strategic Framework 2016-2017, which emphasizes innovative and adaptive longer term interventions aimed at supporting increased service delivery, strengthening resilience and rebuilding livelihoods as well as contribute to local socio-economic recovery and stabilization.

Annex I provides further details on alignment with the various existing and ongoing UN strategies and frameworks.

Targeting

Geographical Priorities

In terms of geographical landscape, culture and livelihoods, Syria represents a vast array of contexts in which to engage in programmes that promote livelihoods and resilience. Considering the continued instability, diverse livelihood zones and current population concentrations. Livelihoods activities will be focused on areas which meet the following criterion:

Need:

- Districts in with high concentrations of food insecure people are residing;
- Areas in which high levels of damage to agricultural and economic assets have been experienced; and
- Locations where displaced populations are returning (and economy and services can be revitalised)

Feasibility:

- Districts in which WFP can sustain access for monitoring and safe programming; and
- Where there is a presence of capable partners to implement livelihoods programmes.

WFP has identified potential entry points for livelihoods activities in the following Governorates: Rural Damascus, Al-Hasakah, As-Sweida, Homs, Hama, Tartous and Lattakia - with the options of Aleppo and other northern governorates to be further explored. Annex III provides an overview of current opportunities for engaging in activities which protect and promote livelihoods and resilience building in

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20 WFP has adopted a common definition of resilience with other Rome Based Agencies
21 WFP is currently working in partnership with the Syrian National Planning Commission (PICC) and the Syrian Central Bureau of Statistics (CBS) to conduct a national Syrian Household Food Security Assessment that will provide further guidance on priority areas of need as a starting point for implementation.
these governorates. A phased approach will allow WFP to monitor the operating context regularly and target livelihoods activities based regular need and risk assessment.

**Household Targeting**

Livelihoods activities will prioritise three general groups. These are:

1. Moderately food-insecure households whose livelihood assets and incomes have been lost and damaged due to the conflict;
2. Severely food insecure households who are able to engage in livelihoods activities; and
3. Small-medium producers, processors and manufactures impacted by the conflict who have the capacity to generate employment and stimulate markets.

A more defined targeting criterion will be developed at governorate level upon the completion of the ongoing national and household assessments being conducted by WFP with government and UN partners.

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**Gender Considerations:**

The overarching goal of WFP’s recently approved Gender Policy (2015) is ‘to enable WFP to integrate gender equality and women’s empowerment into all of its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed’. The document acknowledges that humanitarian crises, whether human-made or natural hazards, almost always aggravate food insecurity and undernutrition, exacerbate gender inequalities, and have different impacts on women, men, girls and boys, with the potential to reverse hard-won development gains.

In the context of Syria, where gender, household and community dynamics have been fundamentally transformed due to the conflict, it is critical to ensure that gender analysis forms a core component of project design. Planning for community based activities (particularly FFA) could consider aspects such as:

- The impact of displacement on household dynamics, role of bread-winners and distribution of household tasks;
- Social and cultural aspects which may frame the role of women/men/girls/boys within a household or community, and how planned interventions may influence these (positively or negatively);
- The need to accommodate specific requirements for those households over-burdened with children or other responsibilities but willing to participate in activities;
- The integration of measures that enhance protection (e.g. enhance safety, equity and social cohesion); and
- The management of assets and related aspects of tenure, to ensure that women and specific vulnerable groups have access to the assets created and retain ownership or share the benefits related to these assets.

It is also important to consider pre-crisis gender dynamics. Female participation in the labour market is historically low. According to the 2008 labour force survey, 75 percent of women were not employed or following education. Barriers to employment for women include illiteracy, social norms, inadequate access to financial resources and limited land rights. Over 40 percent of respondents to a 2008 survey were generally unfavorable to women’s employment. As a result, female-headed households are particularly vulnerable, as they have limited income opportunities. (IFAD 2011, WFP 2012/06)

To ensure gender and protection considerations are integrated from the outset into WFP’s planning for livelihoods activities, the CO should engage its own and partners’ technical gender expertise from the design phase at both CO and sub-office level.

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This matrix is indicative at the time of writing, however as the context of access, security and partner capacity continues to evolve across the country, WFP’s approach to targeting should remain flexible to expand and contract as the situation dictates.
Implementation Modalities

The following implementation modalities will be applied to operationalize this strategy.

**Food Assistance for Assets (FFA):** Through FFA, WFP provides food/cash as an incentive to support community or household self-help initiatives to rebuild, maintain and create assets to improve livelihoods and build resilience.

**Vocational/Skill Trainings:** Vocational/skill trainings will build and strengthen human capital and increase access to work/employment opportunities to ensure livelihood and food security of the targeted households. Programme design will be based on a sound analysis of both local labour demand and skills markets.

**Provision of Inputs:** Provision of tools, inputs and equipment both as direct inputs to support livelihood recovery and protection (e.g. agricultural inputs) as well as an inputs which complement existing programmes or enhance opportunities for beneficiary households after livelihoods activities have ended (e.g. business start-up kits for skills training graduates).

**Capacity Building**

WFP will pay particular attention to developing local level partner’s capacity to ensure programme scale, quality and sustainability. The main activities will be: (i) capacity needs assessment of local level partners ii) the development of program for building and enhancing local level partner in partnership and cooperation with other stakeholders.

**Partnerships**

Strong strategic and operating partnerships will form the core of WFP’s livelihoods and resilience approach in Syria, acknowledging that adequately meeting the combined, multi-sectoral efforts, following are suggested entry points for livelihoods partnerships:

- **Communities:** For the success, quality and scale of livelihood activities, community level planning and contribution are critical. As such participation of communities and community level entities in planning, implementation and monitoring of livelihood activities will be ensured.

- **UN Agencies:** Through strategic partnerships, building on global agreements, WFP will work closely with UN sister agencies, including FAO, UNDP, UN Habitat and UNICEF to reinforce and build on existing programmes, thereby learning lessons, and building on ‘what works’. The approach will be to maximise technical capacity and utilize resources to prolong and multiply livelihood programming gains through close coordination, leveraging complementarities and working together to each agencies’ comparative strengths.

- **Syrian Association of the Red Crescent (SARC):** SARC remains WFP’s single biggest operational partner in Syria, responsible for delivering over 80 percent of food assistance across the country. Whilst the association’s core capacity lies in its logistical capacity to deliver humanitarian aid, SARC will remain a key partner in the implementation of livelihoods activities. WFP will explore opportunities to expand its partnership with SARC to provide complement food assistance transfers with livelihoods inputs, in addition to supporting SARC’s livelihoods programming capacities.

- **NGO/CBO Partners:** There are many NGOs both National and International with whom WFP has existing r partnerships, both through coordination and project implementation at the field level. WFP will continue to explore the possibility of engaging NGOs as partners for the implementation of the livelihood activities acknowledging their technical know-how, local knowledge, and capacity for community outreach.

- **National/Local Government:** Continued engagement with the Syrian Planning and International Cooperation Commission (PICC) and Ministry of Social Welfare (MoSA) as strategic partners as livelihoods and resilience programmes are introduced. Further engagement with the Ministry of Agriculture (MoA), as the ministry is responsible for agriculture reform and development, will be a
priority. Given the expertise and knowledge of local level government as well as the presence of MoSA and MoA at local levels, WFP will pursue engagement with local level government in coordinating and implementing livelihood and resilience building projects.

- **Private Sector:** The private sector remains a potential critical ally for both programme strategy and implementation moving forward – particularly for implementing programmes at scale which can be sustained in the longer term. A more in-depth engagement with national and governorate level Chambers of Commerce is recommended to identify entry points for more livelihoods partnerships.

**Monitoring and Evaluation**

Monitoring of livelihoods activities will be conducted at three levels:

1. Output monitoring of on-going projects focusing on measuring progress and technical quality throughout project implementation;
2. Post-Implementation monitoring of completed projects focusing on the results of completed projects, sustainability (the community has adequate arrangements for operations and maintenance), and the outcome of livelihoods projects; and
3. Programme Evaluation to provide a more in-depth assessment of a) development outcomes and impacts, and b) the effectiveness and efficiency of implementation (institutional arrangements, policies, procedures, and management systems).

Acknowledging the challenge that ongoing difficulties gaining humanitarian access pose for effective monitoring in Syria, livelihoods projects will be prioritised in areas where WFP can sustain access, and therefore monitor. Further exploration of innovative monitoring technologies which can provide adequate oversight and learning will also be explored for piloting under this strategy.

**Risks and Mitigation Actions**

Given the complex nature of the protracted crisis in Syria and the uniqueness of livelihoods programming in such a context, the related risks related to introducing and developing livelihoods and resilience building programming should be acknowledged. Based on a country based risk analysis conducted as part of the strategy development, Annex V provides a summary of principle risks with WFP’s proposed mitigation strategies. The analysis will be reviewed periodically, or in the case of a significant shift in operating environment.
Annex I: WFP Syria – Livelihoods and Resilience Strategy Process

In 2015, WFP embarked on a process of developing a strategy to respond to the needs of and livelihood of Syrian affected by current crises. This strategy has been prepared through a three stage process.

1. **Secondary data review and evaluation:** Relevant secondary data were reviewed by WFP RB and CO, which guided the overall structure and development of this strategy, including identifying key areas for WFP engagement and baseline indicators.

2. **Community consultations:** WFP Syria Country Office held local level consultations and meetings in the Governorates of Al-Hasakah, Tartous, Lattakia, As-Sweida, local government, community members, UN agencies, and NGOs. These participatory consultations, which aimed to identify perspectives and priorities of local level stakeholders had four elements: 1) To establish the history of the areas with a focus on livelihood systems and resources; 2) To develop a map of current livelihood systems and options with a focus understanding existing livelihoods strategies and projects (who is doing what? What are the resources/characteristics for each of the livelihood system? And where do people earn their livelihood? 3) To map out main activities and events for each livelihood system in a calendar year in order to define the seasonality of different livelihood systems, and 4) To identify issues impacting on livelihoods both positively and negatively. This element analysed drivers and obstacles to local livelihood systems.

3. **Technical Mission from WFP Regional Bureau Cairo:** WFP RB mission member held a series of meeting with government, non-government organization and UN agencies. In addition a number of field visits were made to assess and evaluate the situation on the ground including meeting and interviews with local communities and current WFP beneficiaries.
Annex II: Agro-ecological zones

First Zone: This zone includes the coastal areas, the Golan Heights, the northern part of Aleppo Governorate, the borderline area with Turkey in Al-Hasakah, and the mountainous area in Suweida fall in this zone. In this zone the rainfall exceeds 350 mm annually and the main crops in this zone are fruits, vegetables, barley, wheat, corn, sugar beet and cotton.

Second zone: This zone stretches across the governorates of Al Hasakah, Aleppo, and some small portion of Ar-Raqqa, Edlib, Hama and Homs. Further in the south some parts of Suweida, Dara and Damascus also fall in this zone and receive 250 – 350 mm/year rainfall. The main agriculture crops are barley and other summer crops.

Third zone: The annual rainfall in this zone is about 200-250mm/year. This is a smaller zone and stretches across part of As-Sweida, Damascus, Homs, Hama, Aleppo, Al-Raqqa and Al-Hasakah. The main crop here is barley. While this zone is also used as pasture for cattle and sheep.

Fourth zone: It constitutes about 20% of the total country area and is suitable only for pastures. It can be cultivated with barley only in good years, because the average annual rainfall is below 200 mm/year.

Fifth zone: This zone is the biggest of all and constitutes more than 40% of the total country area. The rainfall here is always less than 200 mm/year and it is not suitable for rain fed farming. It is used for free-range pastures, with low animal density and Bedouins who raise sheep and goats.
## Annex III: Livelihoods Systems and Programme Options by Governorate

<table>
<thead>
<tr>
<th>Governorate</th>
<th>Main Livelihood system</th>
<th>Opportunities for livelihood programming</th>
<th>Programme Options</th>
<th>Potential partners</th>
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<tbody>
<tr>
<td><strong>Al Hasakah</strong></td>
<td>Around 60 percent of the population reportedly work in agriculture and animal husbandry. In addition the governorate is also rich in oil.</td>
<td>Kitchen gardening, poultry, food processing, trainings, provision of inputs into improve production of both farm related in non-farm production sector, value chain support (dairy?) Small scale assets rehabilitation and creation (riverbed protection, street and roads maintenance and cleaning).</td>
<td>FFA, Provision of inputs (NFIs), Community service projects Support to local agricultural producers (value chain support) with IDP employees.</td>
<td>Charities (Al-Birr, Armenian Church, and Al-Ihsan and Al-Mawda), SARC, UNDP, FAO and UN-Habitat and Governorate sectorial ministries</td>
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<td><strong>Hama</strong></td>
<td>Majority of the population in the governorate earn their livelihood from agriculture, livestock, and Tourism.</td>
<td>Establishing poultry farms, Fruit tree nurseries and orchards, trainings, and provision of NFIs to the farm and non-farm production services.</td>
<td>FFA, FFT, Provision of inputs and services</td>
<td>Charities (Social Care Society), SARC AKDN, FAO, UNDP and Government ministries</td>
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<td><strong>Homs</strong></td>
<td>Industry, agriculture, and transportation/tourism are the main economic drivers. But agricultural activities mainly production of fruits and vegetables are significant part of the family’s livelihoods in rural areas.</td>
<td>Vocational training both for IDPs and local residents in Homs city, Rehabilitation of livelihood assets and infrastructure.</td>
<td>FFA, FFT, agricultural inputs.</td>
<td>Charities (AlBirr and Social Services Association) SARC, FAO, UNDP, UN-Habitat and government ministries</td>
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<td><strong>Lattakia and Tartous</strong></td>
<td>Agriculture (vegetable and citrus) industries, import and export business, and services are the main source of income of the people in these</td>
<td>Skills training, vegetable gardening, tree nurseries and orchards, honey production and processing.</td>
<td>FFA, FFT</td>
<td>Charities (AL-Batoul and Al-Ika’a), Department of agriculture, FAO, UNICEF, UNHCR and UNDP</td>
</tr>
<tr>
<td>D_amascus &amp; Rural &amp; Damascus</td>
<td>Industry, agriculture and services are the main livelihood systems for the people</td>
<td>Areas with IDPs concentration could be supported by vocational training and food processing, while in areas with relative peace small scale agricultural activities could also be undertaken.</td>
<td>FFT and FFA</td>
<td>Charities (Kiswa Charity, Ina’ash AlFaqeer in AlTal, Mobadaret Ahl AlSham, AlBirr and AlIhsan), FAO and UNHCR</td>
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<td>As-Sweida</td>
<td>Agriculture mainly orchards (apple, grapes, and others) are the main source of income for the people in the governorate. Livestock and poultry also contribute to people’s income.</td>
<td>Agricultural gardening (nurseries, tree plantation and orchard) Poultry, trainings and provision of agriculture inputs.</td>
<td>FFA, Agricultural inputs for IDPs.</td>
<td>Charities (Social care society), Department of Agriculture, and FAO</td>
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<tr>
<td>Aleppo</td>
<td>Industries, Agriculture &amp; Livestock and tourism are the main source of income for the people in the governorate. Aleppo City, considered the largest City in Syria, was the economical capital for Syria before the crises, with the biggest productive factories in the country covering many sectors (includes the country’s largest milling capacity)</td>
<td>There are very limited livelihood activities due to the insecurity. However, the city is full of IDPs and have the necessary capacity and skills in small business mainly Agro-processing, food-processing, soap production, cotton fabric production) Although because of unpredictable security situation it remains difficult to mobilize labour intensive FFA or C/V to clear the city from the debris but small scale FFW and CFW is one feasible activity. Despite conflict agricultural activities in the Rural areas are still ongoing but difficult to access.</td>
<td>FFA, C/V for work and provision of inputs including NFI for housing and shelter Rehabilitation of mills linked to local procurement of food assistance</td>
<td>4 local NGOs charity and SARC INGOs (People in Need, SCI) for northern Department of Health and Education.</td>
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<td>Idleb (rural)</td>
<td>Idleb is largely an agricultural area - part of the country’s vegetable and Olive trees production areas (28% of the national potatoes production and 17% share of the total Olive production).</td>
<td>Although access remains a challenge for the UN, NGOs have sustained access to farming communities and are operating smaller scale, although effective rural rehabilitation activities.</td>
<td>Provision of agricultural inputs to support small scale farmers, rehabilitation of irrigation systems.</td>
<td>INGOs (GOAL, People in Need, IRC). FAO</td>
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### Annex IV: Programme Alignment with National Level Policies

#### Programming Alignment with National Level Policies

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<tr>
<th>Policy framework</th>
<th>Relevant Area</th>
<th>Relevant Objective/Outcome</th>
<th>WFP Contribution</th>
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</table>
| **Strategic Response Plan – Syrian Arab Republic 2015** | Sector: Food Security and Agriculture | **Strategic Objective 1**: Provide life-saving and life sustaining assistance to meet the food needs of the most vulnerable crisis affected groups.  
**Strategic Objective 2**: Protect and strengthen the assets base, support income generating activities and increase agricultural production and providing other livelihoods support. | Addressing the immediate needs of the affected population for food and nutrition through provision of food and nutrition aimed at reducing the risk of losing livelihood assets and coping strategies.  
Supporting communities to restore and rebuild their lives and livelihoods by increasing access to productive assets, and thus contribute to building resilience. |
| | Sector: Early Recovery and Livelihoods | **Strategic Objective 1**: Enhancing the resilience of affected people and institutions through labor-intensive rehabilitation of basic and social infrastructure,  
**Strategic Objective 2**: Strengthen the coping mechanisms and enhance resilience of affected people through restoration of disrupted livelihoods and;  
**Strategic Objective 3**: Enhance the resilience of vulnerable groups through targeted rehabilitation and livelihood support. | Build on increasing productivity and employment capacity of the affected Syrian by developing skills and provision of employment and income generation opportunities.  
Enhancing opportunities for income generation through strengthened engagement with private sector and setting up small scale business and production capacities.  
Promoting small land owner production of agriculture crops, crops diversification, improve farmers’ access to agriculture assets and infrastructures, and business and institutional building. |
| **UN Strategic Framework 2016-2017** | In formulation (UNCT) | The Strategic Framework will emphasize innovative and adaptive longer term interventions aimed at supporting increased service delivery, strengthening resilience and rebuilding livelihoods as well as contribute to local socio-economic recovery and stabilization. | In process |
## Annex V: Risk Matrix

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<th>Risk</th>
<th>Risk Overview</th>
<th>Mitigation Approach</th>
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| Limited Access to beneficiaries due to Security Constraints          | Security in Syria is a major concern for the implementation of any project activity. Where livelihoods activities are being implemented, sustained access to monitor outcomes and ensure technical standards is vital. | ▪ Livelihood activities will implemented in areas with relative stability and peace and significant access to the area.  
▪ Exploration of innovative monitoring technologies which can provide adequate oversight and learning (mobile monitoring etc.). |
| Quality and Standards                                               | The absence of strategies and implementation guidelines from the government could become an issue in coordinating livelihood activities.                                                                      | ▪ WFP in close collaboration with other UN agencies will engage with relevant government departments in the preparation and development of standards and guidelines for livelihood activities. |
| Coordination and Synergies                                          | A number of humanitarian actors are positioning themselves to deliver livelihood recovery and resilience building programs, thus coordination and building synergies to maximize the impact of programmes on the livelihoods of affected people may result in overlaps and gaps. | ▪ WFP will continue strong coordination and communication with other actors, through its co-leadership of the Food Security Sector and the UNCT Programme Management Team to minimize gaps and duplication. |
| Weak Syrian Currency and high inflation rate                        | Syria is experiencing a period of significant inflation which is resulting in the devaluation of the Syrian currency. The weak currency and resultant loss of purchasing power will have a significant effect on the livelihoods of households. Although more far-reaching than WFP’s programming, the risk has an impact on the chosen value of food/voucher transfers of WFP livelihoods activities. | ▪ The value of transfer in case of cash & voucher will be reviewed every two to three months to determine if a change in the value is needed. |
| WFP and CP capacities                                               | Livelihood projects and activities will require significant oversight given its’ nature, WFP and CP capacities to ensure proper programme implementation could become an issue. | ▪ Dedicated staff have been recruited for the operations, in addition M&E staff will be trained on the monitoring and evaluation of the livelihood programme operation.  
▪ Monitoring tools have been adapted to account for the livelihood projects and activities in the context of Syria.  
▪ WFP will work with UN and other technical partners to provide CD support. |