

### Budget Revision

Award ID: 00108453

Award Title: Strengthening  
Context Sensitive Programming  
in Syria

Start Year: 2018

End Year: 2020

Implementing Partner:  
UNDP  
Responsible Party:  
UNDP


Revision Type: Substantive  
Revision 1

Budget (US\$) as of 01 March 2018		
	Description	Amount in US\$
Distribution by Donor	12711 UNDP-FW (EDRCR)	1,000,000
Distribution by Output	00108278 - Assistance is Strengthened	711,100
	00109183 - Stabilization of livelihoods	144,450
	00109184 - Solid & Debris Management	144,450
Total Budget (Onward)		1,000,000
Total Expenditure as of 18 Dec 2017		0.00
Award Total		1,500,000
Unprogrammed/Unfunded		500,000

Revision Justification:

To reflect Project Initiation Budget for 2018

Approved By:

 David Akopyan  
UNDP Country Director



Date:

1/3/18



29 January 2018

**RE: Syria - EDRCR Funding Window Allocation**

Dear Mr. Al-Za'tari,

I am pleased to inform you that US\$1,000,000 (US dollars one million) will be allocated from the Emergency Development Response to Crisis and Recovery (EDRCR) Funding Window for the project, "Strengthening conflict sensitive programming in Raqqa and the whole of Syria" (Atlas output# 00108278), based on the agreement signed between UNDP and the Government of Denmark.

You are requested to submit to us a signed project document, including an Atlas-generated Annual Work Plan (AWP), within the next 30 days. Please use the following codes for the EDRCR Funding Window: Atlas fund code: 28400, Donor code: 12711. Upon receipt of these documents, an authorizing spending limit (ASL) will be established in Atlas accordingly. The implementation of this allocation must be completed within 12 months. In accordance with the directives of UNDP's Executive Board, a General Management Support (GMS) rate of 7% applies.

Please ensure that electronic copies of the annual progress reports are uploaded in Atlas. In addition, please share reports, photos and other materials that can be used on the Funding Window website, publications and resource mobilization efforts.

Please do not hesitate to contact [fundingwindows@undp.org](mailto:fundingwindows@undp.org) for any additional support you might require in establishing the project or visit the [Funding Windows website in UNDP intranet](#) for general information.

Yours sincerely,

Magdy Martínez-Solimán  
UN Assistant Secretary-General  
Assistant Administrator and Director  
Bureau for Policy and Programme Support

Mr. Ali Al-Za'tari  
UN Resident Coordinator and UNDP Resident Representative for Syria

cc: Mr. David Akopyan, Country Director, UNDP Syria  
Mr. Mourad Wahba, Assistant Administrator and Director, RBAS  
Mr. Bruno Lemarquis, Director a.i., CRU  
Mr. Donaldo Lopez, Fund Administrator a.i., BMS  
Ms. Maura Lynch, Directorate Manager/ Fund Manager, UNDP Funding Windows



## Management Work Plan

Syrian Arab Republic- Damascus

Project: 00108453

Report Date: 1/3/2018

Project Title: Context Sensitive Programming

Year: 2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget					Amount US\$		
		Start	End		Fund	Donor	Op Unit	Department	Budget Descr			
<b>00108278</b>	<b>Assistance is Strengthened</b>											
	Conflict sensitivity networks			UNDP	20001	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	72100	Contractual Services-Company	5,000.00
				UNDP	20001	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75100	Facilities & Administration	1,435.00
				UNDP	20001	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75700	Training, Workshops and Confer	8,000.00
	Preparation of ongoing conte			UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	71600	Travel	7,500.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	71200	International Consultants	45,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	71400	Contractual Services - Individ	30,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	71600	Travel	7,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	72100	Contractual Services-Company	85,000.00
	Project Management			UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	72300	Materials & Goods	12,079.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75100	Facilities & Administration	12,536.00
	Strengthening Prog Capacity			UNDP	20001	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	64300	Staff Mgmt Costs - IP Staff	100,000.00
				UNDP	20001	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75100	Facilities & Administration	7,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	61100	Salary Costs - NP Staff	300,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	71600	Travel	15,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	72300	Materials & Goods	25,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75100	Facilities & Administration	25,550.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75700	Training, Workshops and Confer	25,000.00
	<b>TOTAL</b>											<b>711,100.00</b>
<b>00109183</b>	<b>Stabilisation of livelihoods</b>											
	Agricultural productive asset			UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	72600	Grants	135,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75100	Facilities & Administration	9,450.00
	<b>TOTAL</b>											<b>144,450.00</b>
<b>00109184</b>	<b>Solid &amp; Debris Management</b>											
	SW Removal & Debris Mana			UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	71400	Contractual Services - Individ	81,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	72600	Grants	54,000.00
				UNDP	28400	UNDP-FW	SYR	B0472	Syrian Arab Republic- Damasc	75100	Facilities & Administration	9,450.00
	<b>TOTAL</b>											<b>144,450.00</b>
	<b>GRAND TOTAL</b>											<b>1,000,000.00</b>



**United Nations Development Programme  
Country: Syria  
Project Document**

**Project Title:** Strengthening Context Sensitive Programming in Syria

**Expected CP Outcome(s):** Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion.

**Expected Output(s):** Output 1: The relevance and impact of assistance provided by the UN and its partners, incorporating a conflict sensitivity perspective, is strengthened.

**Executing Entity:** UNDP

**Implementing Agencies:** UNDP

**Brief Description**

The Strengthening Context Sensitive Programming in Syria project is intended to bolster the capacity of the UN and its partners to deliver in a context sensitive manner in Syria: through ongoing context and risk analyses, and mainstreaming of context sensitivity throughout programming and operation; advice and capacity building linked to programming design, monitoring and evaluation; and the establishment of multi-partner context sensitivity networks across the Syria response.

Programme Period:	2016-2018
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	00108278
Start date:	March 2018
End Date	March 2020
LPAC Meeting Date	1 February 2018
Management Arrangements	_____

Total resources required:	USD 1,500,000
Total allocated resources:	USD 700,000
• Regular	_____
• Other:	_____
Donor: Window Funding, EDRCCR Allocations (Denmark)	
Unfunded budget:	USD 800,000
In-kind Contributions	_____

Agreed by (UNDP):  
David Akopyan  
Syria Country Director



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## LIST OF ACRONYMS

CDA	Conflict-related Development Analysis
CPD	Country Programme Document
DIM	Direct Implementation Modality
DPC	Direct Project Costing
GMS	General Management Service
HCT	Humanitarian Coordination Team
INGOs	International Non-Governmental Organisations
ISC	Inter-Sector Coordination
OCHA	Office for the Coordination of Humanitarian Affairs
OSE	Office of the Special Envoy for Syria
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
USD	United States Dollars

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## **I. SITUATION ANALYSIS**

### **The Context in which aid providers operate in Syria**

Syria's conflict environment is multifaceted. It is rooted in history and has evolved quickly in the last seven years. There are not only national, regional and international conflict dynamics. Conflict dynamics have also localized down to micro-levels, such as neighbourhood and community levels. Conflict factors are multiple and overlapping. They are of security, political, economic, societal and environmental nature. There is a rare complexity of internal and external conflict actors. Syria's social fabric is torn by numerous divides, along political, socio-economic, religious or ethnic lines. They may also occur along geographic distribution and movements of populations (host and displaced communities, returnees and communities of origin, communities living in different regions or countries, etc.).

The context in Syria poses a challenging environment for international actors seeking to deliver assistance. In addition to very real threats to staff, partners and assets, providing assistance in Syria is affected by additional programming risks. The ability to plan and deliver sustainable results is undermined by the ever-changing context. The need to deliver urgent humanitarian and recovery assistance in contexts of active fighting has meant that access and distribution are often determined by armed or political actors with their own agendas. Access challenges, particularly across lines of control, have meant that assistance is provided to some areas more than others. The lack of accessible information about local actors, conditions and needs reduces the responsiveness of programmes and raises the possibility that assistance could complicate inter-group relations in already fragile areas. The fact that assistance delivery has been misused for political or economic interests creates tensions and delegitimizes the assistance providers as impartial actors.

### **Context Sensitivity**

Context sensitivity is an approach to delivering humanitarian and development assistance in a way that takes into account the impact of that assistance on the broader environment. It does this in two ways: it firstly tries to minimise any potential negative impacts of assistance on insecurity and instability through a do no harm approach; and it tries to identify ways to maximise positive impacts of assistance on alleviating tensions.

Context sensitivity is not about transforming every intervention, whether humanitarian, recovery or development oriented, into an explicit peacebuilding project. By understanding the interaction between context and assistance, however, efforts can be made to maximise the positive contributions assistance can provide towards promoting peace, and sustainable development and humanitarian outcomes in a responsible manner.

Context sensitivity requires assistance providers to consider two questions. First is to understand how the environment affects assistance, often by increasing uncertainty and risk, affecting access, changing programming priorities and changing how we work with partners. Second is to understand how assistance affects context. Assistance can influence actors through empowering stakeholders and changing relationships between them. It can also affect the drivers of insecurity and instability, directly or indirectly, positively or negatively, and intentionally or unintentionally.

At the heart of a context sensitive approach is a need for ongoing, high-quality analysis that can identify risk factors, help inform programming design and implementation, and assist with monitoring and evaluation.

### **Existing Context Sensitivity and Analysis Capacity among Assistance Providers in Syria**

Assistance providers do have some capacities for context analysis and context sensitivity. However, there is a lack of local level community-based analysis produced to inform context sensitive programming from within the country. Within the UN family, OSE undertakes political analysis around the track 1 process, OCHA maintains analytical capacity around humanitarian

issues, UNDSS produces analysis for security purposes, and other UN agencies undertake analysis on an as needs basis. The Urban Analysis Network Syria (IMMAP, UN-Habitat, JiPs, HAT, JRC, CSI and UNHCR CCCM/ISMI/PMI) develops 'city-profiles' on issues of damage, displacement, shelter, infrastructure, basic services, and livelihoods. A number of INGOs have engaged conflict advisors, who aim to inform their own INGOs' programming. The Humanitarian Access Team of Mercy Corps, which is based outside of the country, has specialised in macro-level analysis and focused mainly on security and political issues. The International NGO Safety Organisation has produced mainly security and access related analysis, and aims at serving its NGO network rather than the broader community. Peaceful Change Initiative, supported by GIZ, has piloted a process aimed at promoting context sensitivity within the international response in Syria from outside of the country, and does not produce its own analysis.

Several UN agencies and INGOs have demonstrated interest to UNDP in getting support and joining efforts to share context analysis and improve context sensitivity. UNDP has started by sharing its network of analysts and analysis users from UN partners, donors and INGOs across the hubs. It co-organized a 'Gathering of analysts' with 57 experts in October 2017 in Beirut. Participants were invited to share experience, develop a common understanding of challenges, needs and priorities for analysis coverage and context sensitivity in Syria, and identify areas for collective or individual action. It was the first time that such a meeting was organized since the beginning of the Syrian crisis.

Wide consultations with analysis users and analysts working on the country, including on the abovementioned meeting, have shown that the needs of analysis users differ, depending on the nature of their work (humanitarian/development/peacebuilding, strategic/programmatic, etc.) and that analysts exhibit diverse strengths, in terms of geographies, unit of analysis, subject matter, tools and so on. Overall, the following needs have been flagged regarding the approach of context sensitivity and context analysis by international assistance providers:

- Need for analysis to better inform strategic planning – Analysis should be a more integral part of strategic planning and help identify key needs and gaps that should be addressed to promote positive peace in the country and to project scenarios.
- Need for analysis to better inform programming – This implies ensuring that analysis is more relevant to the practical issues faced by implementers, that analysis provides useful advice (not just collecting data) and is easily digestible.
- Need for multi-level analysis – There is much macro-level analysis produced. In view of the high fragmentation of the conflict in terms of stakeholders, factors and dynamics, conflict sensitivity often presupposes a micro-level analysis down to the neighbourhood and village levels.
- Need to access information – Difficulties in getting visas, limited access due to administrative and security concerns, and challenges when conducting interviews and focus groups, mean that research is particularly cumbersome, especially for international actors.
- Need to validate information – Information is often distorted by partisan actors. Greater effort is required to triangulate and verify information in Syria compared with other contexts.
- Need for constantly updating analysis - The rapidly changing nature of the environment means that analysis must be constantly updated.
- Need to strengthen context sensitivity awareness – Many organisations do not have context sensitivity guidelines in place. Where context sensitivity is considered, it is often a 'tick-the-box' exercise rather than an approach embedded within assistance. This requires organisational change.
- Need for capacity building – Capacity building is highly needed for decision-makers and implementers, in the form of trainings but also of on-the-job coaching.

- Need to engage more with local communities and NGOs – Analysis and context sensitivity processes could better engage Syrian actors, both as contributors and as beneficiaries of assistance.
- Need for coordinating and sharing analysis – Analysis would benefit from increased coordination and information sharing among analysts and assistance providers across hubs.
- Need for collective action - Collective action would lead to more efficiently minimising negative impacts and maximising positive impacts of the response on insecurity and instability. A common understanding of what ‘do no harm’ means in Syria could be developed. Mechanisms or spaces for analysis sharing and for an honest assessment of analysts’ work are important. The leadership of such mechanisms should ensure buy-in and the spaces should be neutral. New initiatives should build upon existing mechanisms. Processes could be held at different tracks or in different hubs and be brought together to ensure both overall coherence and proximity to concerned actors.
- Need for resources – In view of the abovementioned needs and constraints, analysis is time-consuming and requires dedicated staff and other resources. Appropriate resources need to be dedicated within programming and by donors to support context sensitive assistance.

UNDP could contribute to respond to those needs by producing context analyses locally and sharing it, by providing capacity building and advice, and by supporting multi-partner networks based on existing mechanisms across hubs.

### **UNDP’s Capacity regarding Context Analysis and Context Sensitivity in Syria**

UNDP has global expertise in terms of both context analysis and context sensitivity. UNDP has invested in incorporating context analysis and context sensitive approaches to programming, developing and utilising, the Conflict-related Development Analysis (CDA) framework, an approach to undertaking context analysis which has been used in many fragile and conflicted contexts around the world to practically inform the organisation’s planning and programming.

Leveraging this global expertise, UNDP’s Social Cohesion and Community Security team - with the support of an international consultant - has produced and updated context analyses of 10 government and opposition areas (from the governorate to the neighbourhood level) within Syria during 2016 and 2017. These analyses help design social cohesion and community security programming targeted to address local dynamics of instability and insecurity, as well as to identify context sensitivity considerations for all UNDP programmes. The analyses are being incorporated into UNDP’s programming and have also been shared with UN agencies and INGOs interested in strengthening their context sensitivity.

In early 2017, UNDP has been tasked by the Humanitarian Country Team (HCT) and the Inter-Sector Coordination (ISC) group to undertake quick context sensitivity analyses on areas that become newly accessible from Damascus, to inform the development of the UN coordination plans for delivering assistance in those areas. In a meeting on 7 September 2017, the ISC confirmed that no such plans would be submitted to the HCT without the prior undertaking of a context sensitive analysis, the discussion of its findings and conclusions in the ISC, and the communication to the HCT of the context sensitive recommendations resulting from that discussion. On the same occasion, the ISC requested to establish a programme for capacity building on context sensitivity.

UNDP has been called upon to feed into strategic analysis on Syria. For example, it has contributed to drafting and updating the context analysis used to inform the Syria Post-Agreement Planning Process, through UNDP’s co-chairmanship of the responsible Inter-Agency Task Force. The Post-Agreement Planning Process originates from a UN commitment made under UN Security Council Resolution 2254 during the Supporting Syria and the Region Conference in 2016. It aims at coordinating civilian stabilisation, post-conflict peacebuilding and recovery efforts to be ready



immediately after an agreement, in accordance with the framework for political transition put down in the Geneva Communique of 2012. While it paves the way for longer-term programming, it identifies so-called 'now' issues for ongoing programming in preparation for the long-term.

This ongoing analysis work benefits from UNDP's strong presence on the ground in its field offices in Aleppo, Rural Damascus, Hama, Hasakah, Homs, Latakia, Tartous, and probably soon in Raqqa. UNDP local staff have been trained in contributing to context analysis and in context sensitive approaches to delivering assistance. At the same time, UNDP is planning to recruit one local staff member in each of its offices with responsibility for social cohesion and community security programming in the area. Part of their job descriptions is to contribute to context analysis at the local level. UNDP's presence throughout Syria, combined with its important network of analysts outside of Syria, allows it to have access to multiple information sources and therefore also to better triangulate information.

UNDP's analysis is informed by focus groups and interviews on the ground with individuals from all backgrounds. The analysis is integrated into UNDP's community-based approach. That approach consists in involving communities in the design, implementation, monitoring and evaluation of area-based interventions. Communities are involved through key players from a variety of socio-economic, religious, ethnical and other backgrounds relevant in the community, including community leaders, religious leaders, members of vulnerable groups, women, youth, IDPs, returnees and residents. Such key actors participate jointly in the context analysis as part of focus groups. Their different perspectives on the issues at stake allow to understand those from multiple angles and to go beyond the mainstream views. This bottom-up approach ensures that the analysis touches upon a wide array of subjects relevant to the communities. It also allows the communities themselves to better understand and critically evaluate the local dynamics. That helps them to be more context sensitive when designing and implementing projects.

UNDP would build upon its existing capacities, expertise, experience and mandate, as described above, to improve its own context sensitivity, while supporting others to do so too.

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## **II. STRATEGY**

### **Theory of Change**

The UN has recognised a need to maintain a better understanding of the conflict situation at both the strategic and local levels in Syria, as well as to have in place more established mechanisms and appropriate capacity-building to ensure staff and assistance are more context sensitive. INGO and local partners have also identified a need for better understanding of the local context and to promote context sensitive approaches within their organisations. This could be further strengthened by better coordination and sharing, with due regard to sensitivities.

By addressing these needs, the effectiveness and relevance of assistance and its positive impact for people in need can be maximised.

Through this project, UNDP intends to strengthen its ability and the ability of other UN organisations and their partners, including donors, to understand context in Syria and to ensure the context sensitivity of the assistance they provide. It will do this by provisioning a dedicated context analysis and context sensitivity capacity, in the form of the project team. The team will be able to develop, maintain and share understanding of conflict dynamics in a wide range of geographical areas and relating to specific thematic issues within Syria. The project team will also provide training and advice to UNDP staff and, upon request, to other UN agencies' staff and partners, to help build their capacity around context sensitivity and to enhance the context sensitivity of assistance. The project team will also work to support context sensitivity networks of UN, INGO, donors and other stakeholders in Damascus and other hubs, and to support context sensitivity. These mechanisms will help better share information and experience and build networks between analysts.

UNDP is the logical home for such activities given its ability to leverage its global expertise in context sensitivity, analysis and linking context analysis with programming, its existing context analysis and context sensitivity work in Syria and its access on the ground, its community-based approach to analysis, as well as its existing role as a leader in promoting context analysis and context sensitivity within the UN family in Syria.

### **Outputs**

Building on the approach outlined in the theory of change, the project has one output:

*Output 1: The relevance and impact of assistance provided by the UN and its partners, incorporating a context sensitivity perspective, is strengthened.*

Under this output, the project team will serve UNDP, UN agencies and its partners, including donors, in Syria through provision of an ongoing analysis capacity, context sensitivity training and advice, and by promoting collaboration, coordination and information sharing about context sensitivity among partners.

### **Links to National Needs**

The project contributes to the 2018 Humanitarian Response Plan's Strategic Objective Two: 'Ensure Protection', as well as to Strategic Objective Three: 'Increase Resilience and Access to Services', which notably aims at strengthening early prevention mechanisms and promoting social cohesion. The project would also contribute to strengthening the UN longer-term recovery and development planning in Syria.

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### III. ACTIVITIES, RESULTS AND PARTNERSHIPS

#### Activities and Expected Results

*Output 1: The relevance and impact of assistance provided by the UN and its partners, incorporating a context sensitivity perspective, is strengthened.*

Output 1 includes three activity results.

#### Activity 1.1: Preparation of ongoing context and risk analyses, and mainstreaming of context sensitivity throughout UNDP's programming and operation

Under activity 1.1, the project team will prepare ongoing context and risk analyses for at least 30 local areas in Syria. 10 of these analyses will build on, update and maintain existing local level context analyses which UNDP has prepared as baselines. Analyses of 20 new areas will also be prepared. Each analysis will be updated on an ongoing basis to reflect changes in the situation. The level of analysis will be adapted according to needs, knowing that town and neighbourhood level analysis is usually used to support programmes and operations, and higher levels of analysis to support more strategic decisions and plans.

The purpose of the analyses will be:

- To feed into and inform the UNCT risk register, and broader mitigation strategies by the UN.
- To inform the design and implementation of existing and new programming by providing reliable data relating to the issues driving instability and insecurity at the local level, as well as the key needs of local communities;
- Provide conflict early warning of local areas to UNDP and its partners through identification of deteriorating trends and of incidents that may trigger violence to be used to inform responses and identify possible opportunities for preventative action;
- Understand the impact of conflict on particular groups, such as women and youth;
- Inform risk mitigation and management for assistance programmes; and
- Contribute to the measuring of impact of assistance on conflict, both directly and indirectly.

Using tools such as the UN Common System CDA framework, the analyses will be directly relevant to the programming needs of UN organisations and partners working, or seeking to work, in those areas. They will include components such as:

- Tracking major risk and conflict events on an ongoing basis;
- Defining key factors which impact instability and insecurity;
- Mapping relevant stakeholders;
- Intervention tracking;
- Identifying opportunities and threats for programming; and
- Making recommendations for context sensitive assistance.

The analysis process and all analyses will incorporate a strong gender and youth perspective, by ensuring that the voices of women and youth are not excluded from research and that analysis explicitly considers the role of women and youth and the issues that they face in terms of conflict.

Research informing the analyses will be drawn from qualitative methods including desk research, interviews with key stakeholders, focus groups, media monitoring, and feedback and contributions from partners, including donors. Each analysis will be updated approximately every three months. Additionally, analyses will be tied into quantitative and semi-quantitative data collected by UNDP and its partners, in order to facilitate the monitoring of risk factors, provide early warning, and contribute to measuring the impact of interventions on conflict risk.

A proposed mechanism for undertaking and updating analyses is included as an annex.

A computer-based context analysis platform will be utilised, either adapted from products available in the market or developed especially, with due regard to sensitivity and security. The computer platform will facilitate updating of analyses and knowledge management and will be designed to complement UNDP's existing quantitative monitoring and evaluation IT platform, providing additional insights into the relationship between assistance and conflict. The computer platform will also be used to more easily and quickly share context analysis information between staff and with partners.

In addition to local area analyses, the project team will prepare up to four thematic reports per year. Thematic reports will investigate the relationship between major factors or issues and conflict across the country. The reports will be designed to be easily accessible and directly relevant to the challenges faced by implementers in Syria. Example thematic reports could include topics such as, but not necessarily limited to: environment/natural resources and conflict; interactions between the conflict and the economy; inter-communal tensions; interactions between Housing Land and Property issues and conflict; the implications of gender and conflict in Syria; or the conflict implications of displacement and return.

The context analyses will be made available to senior UNDP staff, project staff and relevant staff within the UN and with partners as appropriate. Processes and systems will be put in place, and tools and guidelines will be designed, to ensure that the analyses directly inform strategic planning and decision at all levels, programmes and operations. Context sensitivity will be mainstreamed through project design, implementation, monitoring and evaluation. Impact evaluation of context sensitivity mainstreaming will inform adaptation of processes, systems, tools and guidelines, as well as capacity-building design and frequency, to ensure that results are progressively enhanced.

Activity 1.2: Provision of advice to, and strengthening the capacity of, UN agencies and partners regarding programming risk and context sensitivity.

Based on the information gained through activity 1.1, the project team will be available to provide advice to UN agencies and partners, including donors and NGOs, on an as needs basis when requested, regarding context sensitive approaches to identifying needs and gaps, designing programming and implementing activities.

Such advice may include, but is not necessarily limited to:

- Provision of strategic programme advice;
- Scenario planning;
- Contributing to needs assessments of local areas;
- Enhancing the context sensitivity of new projects;
- Development of context sensitivity guidelines and tools; and
- Monitoring and evaluation.

The project team will also conduct a series of trainings for UN staff and partners working in and on Syria. Trainings may cover subjects such as, but not necessary limited to:

- Introduction to context sensitivity and its principles;
- Undertaking practical context analysis;
- Data collection and information management;
- Context sensitivity in practice;
- Context sensitive communications;
- The inter-relation between context and gender sensitivity; and
- Measuring the impact of programming in conflict.

Trainings will be offered in a way that is particularly relevant to Syria. As appropriate, trainings will bring people from different UN organisations together around the specific situation in geographic areas or regarding thematic issues, to foster the sharing of perspectives and collaborative problem solving for context sensitivity.

### Activity 1.3: Facilitate context sensitivity networks among partners.

The project team is intended as an asset for UNDP, all UN agencies and partners. It should also benefit NGO partners and other assistance providers working in and on Syria.

The project team will support the work of context sensitivity technical networks to be established across the Syria response. These networks will bring together focal points of UN agencies, NGOs and donors responsible for promoting context sensitivity outcomes in their organisations.

The purpose of the networks will be to:

- Enhance collective up-to-date awareness of the situation in Syria through the communication and sharing of analysis;
- Review the context sensitivity and risk implications of the changing situation in Syria, based on ongoing analyses; undertake reviews of ongoing and proposed assistance actions from a context sensitivity perspective;
- Collaboratively develop tangible recommendations and guidelines to promote context sensitive responses and assistance in Syria;
- Raise awareness of and advocate for incorporating context sensitivity mechanisms within coordination and other planning processes;
- Share tools for context analysis and context sensitivity;
- Identify the context sensitivity information needs of UN agencies and partners, to help inform the work of the project team.

At least six network meetings are envisaged per year. The project team will support the networks by sharing analysis information, providing technical support around the idea of context sensitivity, and helping to facilitate meetings or trainings as requested.

### **Resources Required to Achieve the Expected Results**

A detailed review of the required resources is provided for within the Multi-Year Workplan below.

The project team will consist of the following:

- An international Expert as Project Manager, full time;
- National experts to act as context analysis and context sensitivity specialists, full time.

UNDP will engage consultants to support various activities during the project period, such as thematic analyses. For examples, the project team may need ad hoc support of economists or lawyers.

Additional procurement requirements are expected to include:

- Provisioning of a computer based context analysis platform, either adapted from products available in the marketplace or developed especially; and
- Travel, training and workshops costs.

### **Complementing Existing Activities**

The project team will work side by side with UNDP's Information Management Unit, which prepares quantitative analyses of the situation in Syria and contributes to monitoring and evaluation. Both teams will benefit by combining the qualitative products of the project with the existing information management unit.

The project team will be part of UNDP's Social Cohesion and Community Resilience team, will work together with other members of the team. In general, social cohesion and community security activities include conducting community based assessments of the situation at local level. This information can feed into UNDP's context analysis work while the project team can also help advise on how to conduct interactive context analysis as part of dialogue processes.

The team will work closely with the Regional Coordinator's Office.

## **Partnerships**

The UNDP project team is intended as a resource for all UN organisations and their partners, including donors. Other UN organisations will be invited to help determine the research priorities of the project team. The project team will work collaboratively with those organisations to share mutually beneficial information as appropriate, respond to the different organisations' information needs, and to be prepared for providing advice and training as requested.

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## **IV. PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

The project promotes cost efficiency and effectiveness by leveraging:

- UNDP's existing staffing capacities through its social cohesion and community resilience programme in field offices around the country to support collection and review of information;
- UNDP's access and networks at the community level within Syria, due to its presence and its extensive programming within the country;
- Complementarities with UNDP's existing knowledge management systems, including its Information Management Unit, through which additional insights regarding the conflict situation and the impact of assistance can be gained by combining qualitative and quantitative data;
- UNDP's existing role as a leader in promoting conflict analysis and conflict sensitivity within the UN system in Syria, and its networks with NGOs, donors and other partners.

Additionally, the project aims to improve the efficiency and effectiveness of conflict analysis as a whole among assistance providers working in and on Syria. It will do this by sharing analysis and facilitating networks aimed at promoting conflict sensitivity, allowing the UN system more broadly, donors, NGOs and other partners to benefit from the project activities.

### **General Management Support**

The GMS fee encompasses costs incurred in providing general management and oversight functions of UNDP as a whole. These represent the costs to UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structures, management and oversight costs of the organisation.

The GMS rate is set by the UNDP Executive Board. For newly signed agreements, the GMS rate is equal to 8% of the programmable budget.

### **Direct Project Costing**

As needed, additional support will be provided to the project team from existing capacity within the UNDP Syria Country Office. Such support may include programme, administrative and operational activities in support of the project, including:

- Project assurance and compliance;
- Human resources;
- Procurement;
- Communications; and
- Administration.

Such support represents direct costs of programme, administrative and operational support activities, contribute to the true cost of achieving results and are part of the project input. In accordance with UNDP policies, these costs are recovered from the project through UNDP's Direct Project Costing (DPC) mechanism. Budget values for DPC for future years have not yet been calculated and will be incorporated by estimating the direct support required from country office to deliver project activities.

### **Communications and Visibility**

UNDP, in consultation with donors, shall take appropriate measures to publicise the project and to give due credit to donors and agencies. UNDP will include and ensure due recognition of the role of donors in all external communications relating to the project, with due regard to risks and sensitivities concerning activities in Syria.

## V. RESULTS FRAMEWORK

Intended Outcome as stated in the 2018 HRP: Strategic Objective Two: 'Ensure Protection' Strategic Objective Three: 'Increase Resilience and Access to Services'									
Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings									
Project title and Atlas Project Number:									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	FINAL		
Output 1: The relevance and impact of assistance provided by the UN and its partners, incorporating a conflict sensitivity perspective, is strengthened.	1.1 Number of local area analyses developed, updated, and integrated into UNDP's programmes and operations	Project reporting	10 developed, 8 updated, all integrated into UNDP's programmes and operations	2017	10 new analyses developed, 10 analyses updated each 3 months, all analysis integrated into UNDP's programmes and operations	10 new analyses developed and 20 analyses updated each 3 months, all analysis integrated into UNDP's programmes and operations	30 analyses developed and updated each 3 months after preparation, all analysis integrated into UNDP's programmes and operations	Project Reporting	
	1.2 Computer Based Analysis Knowledge Management Platform Deployed and Used	Project reporting	No	2017	Yes	Yes	Yes	Project Reporting	
	1.3 Number of Thematic Reports Prepared.	Project reporting	0	2017	4	4	8	Project Reporting	
	1.4 Number of UN and partner organisations having benefitted from context sensitivity advice	Project reporting	0	2017	4 UN agencies in Syria have benefitted from context sensitivity advice	All UN agencies in Syria have benefitted from context sensitivity advice	All UN agencies in Syria have benefitted from context sensitivity advice	Project Reporting	
	1.5 Number of UN and partner staff trained regarding conflict sensitive programming skills.	Project reporting	0	2017	200	200	400	Project Reporting	
	1.6 Number of partner network meetings attended and supported.	Project reporting	0	2017	6	6	12	Project Reporting	



## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the Results Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, annually, and at the end of the project (final report)		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project.	Every six months.	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	
<b>Project Evaluation</b>	In the project's final year, an end-of project evaluation will be conducted to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	End of Project		25,000 (end of project evaluation)

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESP. PARTY	PLANNED BUDGET			
			Funding Source	Budget Description	Amount (USD)	
					2018	2019
<p><b>Output 1: The relevance and impact of assistance provided by the UN and its partners, incorporating a conflict sensitivity perspective, is strengthened.</b></p>	<p>Activity Result 1.1: Preparation of ongoing context analyses, and mainstreaming of context sensitivity throughout UNDP's programming and operation</p>	UNDP		Travel and hospitality (DSA and flights) for focus groups and research.	10,000	10,000
				International Contractual Services	60,000	60,000
				National Expert	30,000	30,000
				Provision of online conflict analysis platform.	48,000	48,000
				Contractual services	50,000	50,000
				Facilities	12,435	12,435
				<b>Sub- Total</b>	<b>210,435</b>	<b>210,435</b>
				International Contractual Services	330,000	330,000
				Workshop and training expenses	25,000	25,000
				Travel and hospitality (DSA and flights) for workshops and training	15,000	15,000
				Contractors for workshops (printing, translation, etc.)	25,000	25,000
				<b>Sub-Total</b>	<b>395,000</b>	<b>395,000</b>
				Workshop and training expenses (venue)	8,000	8,000
				Travel and hospitality (DSA and flights) to attend network meetings	7,500	7,500
				Contractors for workshops (printing, translation, etc.)	5,000	5,000
	<b>Sub-Total</b>	<b>20,500</b>	<b>20,500</b>			
	<b>Total for Output 1</b>		<b>625,935</b>	<b>625,935</b>		
	Direct Project Costing for Output (10%)		<b>75,000</b>	<b>75,000</b>		
<b>General Management Support (8%)</b>			49,065	49,065		
<b>TOTAL</b>			<b>750,000</b>	<b>750,000</b>		

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## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The project will be implemented as a UNDP Direct Implementation Project (DIM) in accordance with UNDP rules, policies and procedures, and the relevant legal frameworks.

### **Project Board**

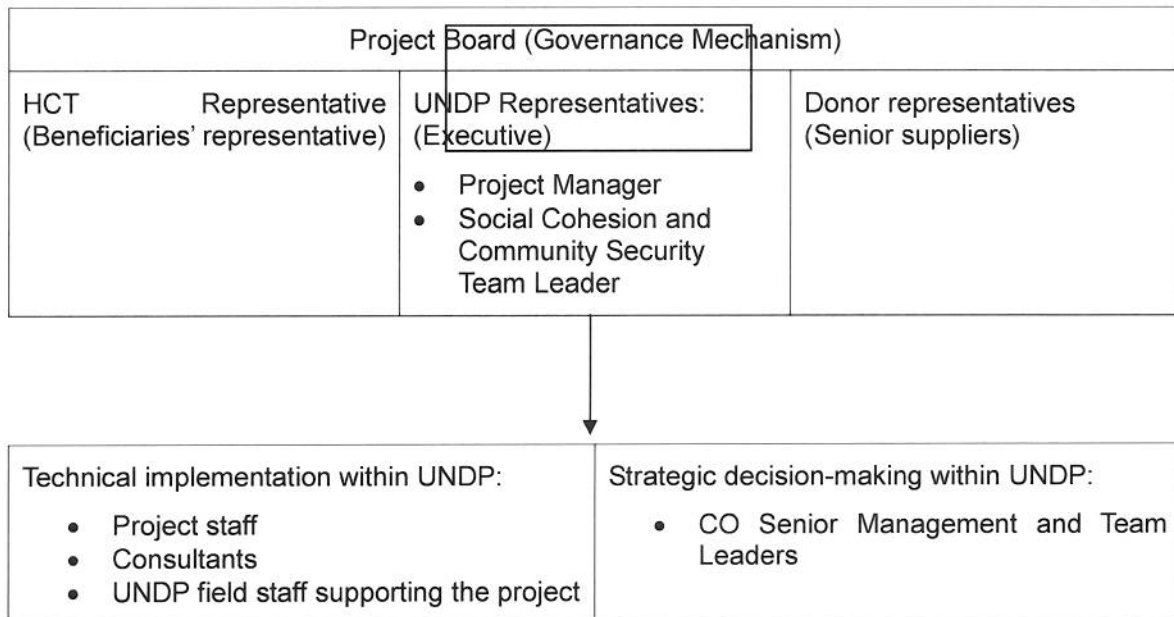
A Project Board will be established to ensure strategic direction and oversee the implementation of the project. The project board will be chaired by UNDP as the Executive and representative(s) of the donor(s) as Key Supplier, and a representative of the HCT as beneficiary. The Project Board will meet every six months to review the project progress, challenges and direction.

The Project Board is the group responsible for making, by consensus, management decisions for the project when guidance is required by the project manager including recommendations for approval of project annual work plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions are made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition processes. In the event a consensus cannot be reached within the Board, the final decision will rest with the UNDP Resident Representative/Country Director as per UNDP policy.

The Project Board has the following responsibilities:

- Provide overall guidance and direction to the project, ensuring its functions within any specified constraints;
- Address challenges raised by the project manager, technical advisors or any project partner;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on the Project Manager's priorities in the Annual Work Plan;
- Conduct regular meetings to review the progress of the project against the workplan, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily, according to plans;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Review and approve the end of project Final Report, and make recommendations for follow-on actions;
- Assess and decide on changes required in project implementation and project activities as well as project budgets through revisions.

## Project Organisational Structure



## IX. RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Resource mobilisation is unsuccessful in fully funding all project activities.	November 2017	Financial	I = 4, P = 2	UNDP interacts closely with donor community on resource mobilisation and conditions assistance based on funds raised; project board priorities activities based on resources mobilised.	Project Manager	Prodoc		
2	Recruitment of qualified project staff takes longer than expected.	November 2017	Organisational	I = 2, P = 3	Prepare recruitment processes early and manage effectively; international project staff roles can be temporarily filled through recruitment of a consultant as technical manager.	Project Manager	Prodoc		
3	Political sensitivities around the issue of conflict analysis means that UN receives pressure from national stakeholders, such as limitation of visas.	November 2017	Organisational	I = 3, P = 2	UNDP communicates the principles and purposes for the conflict sensitivity project team clearly and openly; UNDP identifies ways to work more flexibly, such as through consultants based remotely working with local staff.	Project Manager	Prodoc		
4	Sensitivities and/or security incidents in country undermine access for conflict analysis research	November 2017	Organisational	I = 2, P = 4	UNDP works closely with its national staff already in areas to undertake field research; the project team identifies other ways to get verifiable information.	Project Manager	Prodoc		
5	Procurement of computer based platform is delayed or is more expensive than expected.	November 2017	Organisational	I = 2, P = 3	UNDP reviews existing off the shelf products as well as the possibility of developing new software; UNDP reviews requirements of platform.	Project Manager	Prodoc		

## **ANNEX: PROCESS FOR UNDERTAKING AND UPDATING CONTEXT ANALYSES**

The Local Context Analyses (LCAs) are a series of local level assessments initially produced by UNDP in 2016 and 2017. They are broadly based on UNDP's Conflict-related Development Analysis (CDA) methodology. Each LCA is intended to inform programming in the respective area by identifying key considerations to ensure that assistance provided is context sensitive.

Syria poses major challenges for undertaking conflict analysis. Limited access due to security and administrative restrictions, the sensitivity of discussing conflict related topics and the politicisation of conflict perspectives make it very difficult to collect and verify information. In view of the high fragmentation of the conflict in terms of stakeholders, factors and dynamics, conflict sensitivity often presupposes a granular analysis down to the neighbourhood and village level. The rapidly changing nature of the conflict means that analysis must be constantly updated. Preparing reliable analysis in that context is associated with significant efforts, sensitivity and creativity. It requires dedicated time and resources.

This document outlines processes for undertaking new conflict analyses and for updating existing analyses for UNDP Syria. These processes can be adapted and improved as UNDP staff gain further experience undertaking analyses.

### **Undertaking New Conflict Analyses**

#### *1) Specify the location for conflict analysis*

The area to be analysed is identified based on the needs of analysis users, including within UNDP and with its partners in other organisations. Typically, since analysis should be embedded in programming, new analyses should be prepared on new geographic areas of programming. The analysts will need to understand what sort of information is most relevant for programming. For example, information about socio-economic issues may be more important than a detailed understanding of every armed group in the area. In some cases, it may be more useful to analyse a larger geographic area (such as a governorate) or a smaller area (such as a city, or even area within a city).

#### *2) Conduct an initial desk review of available information relating to the selected area*

Initially, a review of existing conflict or situation analyses, humanitarian data, media reports, and commentary on the area is undertaken to develop a broad understanding of how others see the situation in the area. Information is sourced from publicly available resources as well as from existing reports and information from UNDP and its partners.

#### *3) Organise one or more focus groups with participants from the local area*

Focus groups, involving participants from the local area, are a useful way to get an overall view of issues in the area under analysis. Focus groups call on between 6 and 8 people from the community, representing a diversity of stakeholder groups within the area, including the voices of women and youth. Ideally, focus groups are organised within the local area; however, in some circumstances restrictions on access may mean that groups can be organised elsewhere.

Groups may cover an initial discussion of the general background of the area from participants perspectives and go through a collaborative factor and stakeholder analysis of conflict, designed to understand the way participants from the community view conflict. At this stage in a context analysis process, focus groups are not generally designed to answer detailed questions about conflict factors; however, they may also serve as an opportunity for the analysis team to ask questions that may have been identified in the initial desk review.

4) *Undertake further research on identified factors and stakeholders*

Building on the focus group information, a draft list of conflict factors and stakeholders is developed. Each of these factors and stakeholders is then researched in more detail to better understand the mechanisms by which they influence conflict in the local area. Research relies on existing information identified through desk research as well as one-on-one interviews with multiple key interlocutors from inside and outside the local community who can discuss the relevant issues in detail.

Particular effort should be made to ensure that issues relating to women and youth are included within the analysis. Women and youth interlocutors should be included as interlocutors to ensure their perspectives are captured.

5) *Identify threats and opportunities and key context sensitivity considerations for the local area*

Based on their detailed understanding of factors and stakeholders, the analysis team identifies the key threats and opportunities likely to worsen or improve the situation in the local area within the short to medium term. From this understanding, the analysis team then identifies recommendations for how assistance can minimise harm and maximise the positive impacts of programming from a context sensitivity perspective.

7) *Share draft report with analysis users, including management, and finalise analysis*

The completed draft analysis is shared with analysis users, including UNDP project managers and UNDP's partners, for review. This review is intended to allow analysis users to provide feedback to ensure that the analysis is relevant for their work, to contribute any extra information that may be relevant and to identify further research questions.

After review, the analysis is distributed for use by UNDP and its partners, either in document form or (once it is ready) via the computer platform deployed for the purpose.

**Updating Existing Context Analyses**

Every three months, the LCAs are intended to be updated to reflect recent events and changes in conflict dynamics over time.

1) *Conduct research on recent changes in the context since the last update*

The analysis team tries to maintain a continuously up to date understanding of key conflict dynamics in each area they analyse. However, when revising each analysis, more detailed research of the key changes in the situation in the analysis area is also undertaken. This research may draw on publicly available sources, as well as one-on-one interviews with key interlocutors from within and outside the community. In some cases, the analysis team may decide it is worth organising focus groups to capture a broader range of perspectives.

2) *Convene the analysis team, including field staff, and analysis users to discuss the previous update*

Building on the information gained in step 1, the previous update is reviewed to understand how accurate it has been and to identify any missing elements. Analysis users, including project managers within UNDP and its partners, are consulted to understand any additional questions they may have.

3) *Conduct further research as needed*

Based on any additional questions identified by the analysis team or analysis users, additional research is conducted, including desk research or one-on-one interviews with key interlocutors. Particular effort is made to ensure that issues relating to women and youth also continue to be updated within the analysis.

4) *Review draft and finalise*

The analysis team reviews the list of threats and opportunities and considerations for context sensitive programming, then prepares the new draft for review by analysis users before finalisation and distribution.

### **Verification of Information**

Syria presents a challenging context for conducting research, particularly regarding potentially sensitive topics relating to conflict. The credibility of information is often undermined by the efforts of conflict parties, within and outside the country, to present information, including potentially false information, in ways that further their own objectives. Access can be limited and interlocutors may feel pressure not to talk or to reflect a slanted interpretation of events. Building trust with interlocutors is a key challenge that takes place over time.

The context analysis process aims to use information it has been able to verify. In many cases, the security or political environment means that sources cannot be identified; nevertheless, the analysis process always relies on multiple sources of information and multiple interlocutors are consulted, selected to reflect a range of perspectives regarding conflict on the ground. Each piece of information is evaluated to understand the potential motivations of sources and whether this affects its credibility and focus is placed on information where there are inconsistencies between sources or where the information may be particularly sensitive.

In this, UNDP benefits from its strong networks and its activities on the ground within Syria. UNDP's analysis process benefits from a community approach, which aims to ensure that community members from the areas under analysis, who may not be linked to other analysis processes, are consulted and their



voices captured, either as part of focus groups, through one-on-one interviews or through other interactions with UNDP staff as part of the organisation's programming.

### **Capacity Building of Staff**

Context analysis in Syria requires staff capacity to overcome the complexities of conducting research within the country. UNDP's ability to draw on the experience and knowledge of its national staff in Syria is a significant asset when conducting context analysis. To support this, UNDP is committed to continually strengthening the capacity of its staff to inform and conduct analysis. That requires important dedication of time and resources.

Staff capacity building efforts includes provision of specific training in context analysis skills, as well as context sensitivity. These trainings are also offered to other UN organisations and partners.

Additionally, a primary capacity building focus is on-the-job training and mentoring for UNDP staff involved with context analysis. The analysis expert(s) deployed as part of UNDP's context analysis activities works with national staff both when undertaking analysis and when using analysis to help inform other programming. Over time, national staff are expected to be able to take an increasing role in conducting and drafting analysis, as well as in determining how it should be utilised to inform programming.

### **Relevant documents:**

1. UNDP Conflict Related Analysis Manual;
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## Annex 1: Risk Log

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UNDP Syria

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### **Relevant documents:**

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