

United Nations Development Programme

Country: SYRIA

Project Document

“PLATFORM FOR DEVELOPMENT NGOs IN SYRIA”

SYR/09/005

Brief Description

In 2007-2008 the Syria Trust and UNDP collaborated on an Initiation Plan to establish a platform for development focused Syrian NGOs. The project document is a continuation of this cooperation. Based on input from a national dialogue workshop with participation from the NGO community the NGO Platform would aim at enhancing the development of civil society in Syria by providing capacity development services and an opportunity for organizations to network and coordinate activities. A strengthened civil society in Syria would in turn lead to more inclusive participation in democratic processes and foster better relations between civil society actors and the State. The goal is to establish an NGO Platform as an independent legal entity with three core objectives: (1) provide a Network for development NGOs to communicate and share experiences, (2) strengthen organizational capacities to carry out development projects and (3) build national capacities within NGOs to develop and manage projects.

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Project Title

Platform for Development NGO's in Syria

UNDAF Outcome(s): 2

Efficiency and accountability of governance structures at central and local levels strengthened towards sustainable development by government, civil society organisations and the private sector

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

B.3: an empowered civil society involved in the development and implementation of public policies, planning and programmes

Expected Output(s):

(Those that will result from the project)

Output 1: NGO Platform established as a legal entity
 Output 2: Mechanisms to support and promote the work of NGOs in Syria set up
 Output 3: Strengthened organisational capacities of local NGO's to carry out development projects.

Implementing Partner:

The Syria Trust for Development (with supervision of Ministry of Social Affairs and Labour (MoSAL).

Responsible Parties:

The Syria Trust for Development & MoSAL.

Programme Period:	2007 – 2011
Key Result Area (Strategic Plan)	___ 2.1 ___
Atlas Award ID:	___SYR/09/005___
Start date:	Oct. 2009
End Date	Sep. 2012
PAC Meeting Date	___NA___
Management Arrangements	___NGO___

Total resources required	USD 884,600
Total allocated resources:	USD 394,635
- Regular	USD 143,000
- Other:	
• Great Britain	USD 16,474
• Netherlands	USD 35,161
• Program CS	USD 200,000
Unfunded budget:	USD 489,965
In-kind Contributions:	-- _____

Agreed by H.E. Dr. Tayssir Al-Raddawi, Head of the State Planning Commission

On behalf of the Syrian Government and the State Planning Commission.

Signature: _____

Date: _____

Agreed by H.E. Dr. Diala Al-Haj Aref, Minister of Social Affairs & Labour

On behalf of the Ministry of Social Affairs & Labour,

Signature: _____

Date: 7/10/2009

Agreed by Dr. Nader Kabbani, Director of Research,

On behalf of the Syria Trust for Development, the implementing Partner

Signature: _____

Date: 27/9/2009

Agreed by Ms. Zena Ali Ahmad, UNDP Resident Representative, a.i.

Signature: _____

Date: 27/9/2009

I. SITUATION ANALYSIS

The 2005 Arab States Millennium Development Goals Report highlighted one of the regional challenges as being the enhancement of the coordination and networking among different civil society organisations including NGOs so that they can promote an effective exchange of ideas, experiences, and capacities that can enhance development activities and promote development outcomes.

In Syria this is well reflected and Syrian NGOs are often characterized by two aspects: a) their inability to function effectively due to an absence of institutions or organisations offering support and networking possibilities and b) their shortcomings in terms of organisational management, structures and operative capacities.

It is clear that NGOs remain an untapped resource for international collaboration in development projects and have so far not been able to reach to the required level of partnership with the government in development planning and dialogue.

In order to address these issues the Syrian government committed itself to the empowerment of civil society in the Tenth Five-Year Plan initiated in 2006. In line with the development plans of the government the United Nations Development Assistance Framework 2007-2011 focuses on this through UNDAF Outcome 2: **Efficiency and accountability of governance structures at central and local levels strengthened towards sustainable development by government, civil society organisations and the private sector.**

In 2007, UNDP established a partnership with the Syria Trust for Development (a Syrian NGO) in order to support these initiatives. During 2007-2008 an initiation plan for the establishment of a Platform for Syrian development NGOs was implemented. The project team worked closely with a representative group of NGOs to identify the purpose, objectives, activities and legal status of the Platform. Parallel to this, a local consultant conducted extensive and comparative research on the current status of civil society in Syria and possible scenarios for a Syrian platform for development NGOs. This collaborative process culminated in a National Dialogue Workshop in which all Syrian NGOs as well as representatives from Ministry of Social Affairs and Labour were invited to provide input on the proposed strategy. This project document is based on the outcome of this process incorporating comments and recommendations from all involved parties.

The Platform for Development NGOs would enhance the development of civil society in Syria by providing capacity development services and an opportunity for organisations to network and coordinate activities. Additionally, the Platform will aim at supporting civil society organisations in promoting a stronger cooperation with the government within the legal framework. The project will furthermore adapt a rights-based approach ensuring a strong focus on gender equality and inclusion of vulnerable groups by highlighting these issues within the networking and awareness-building components and through outreach to all kinds of organisations in all parts of Syria. A strengthened civil society in Syria would in turn lead to more inclusive participation in decision making processes and foster better relations between civil society actors and the State.

II. STRATEGY

In the Tenth Five-Year Plan (2006-2010), the Government of Syria outlined a framework for transformation, entailing a new social contract among the main sectors in the Syrian society: the public sector, the private sector and civil society. In keeping with the Tenth Five-Year Plan the UNDAF adopts a rights-based and results-based approach with a strong emphasis on enhancing the role of civil society. A special focus on civil society is highlighted in UNDAF Outcome 2.

UNDAF Outcome 2.4: *An empowered civil society involved in the development and implementation of public policies, planning and programming.*

It is recognised that an active civil society can have a constructive effect on all aspects of development, in addition to promoting transparency and accountability. Much needs to be done, however, to build the capacities of communities, NGOs, private sector associations and specific groups such as women and children to make effective contributions to local and national dialogues on development issues. Capacities will be built in terms of how to make effective use of information and communication technology (ICT) and engage in dialogues on topics such as human development deficits and local development planning. A prerequisite will be an enhanced legal framework that enables NGOs and similar organisations to flourish.

In line with the Tenth Five-Year Plan and the UNDAF, UNDP recognises that a stronger and more involved civil society will contribute to improving public policies to address grassroots needs, especially the needs of women and vulnerable groups. Therefore, UNDP will provide capacity building and technical assistance programmes for NGOs enabling them to become key partners in the design and implementation of the government's socio-economic reform plans. Such assistance will enhance national participation and transparency by ensuring that reform goals are discussed and addressed through a constructive dialogue.

The main objective of this project is to establish a Platform for development NGOs in Syria that aims to strengthen the capacities of NGOs and enhance their contribution to and participation in the development process in the country. The Platform will be an organised network composed of development-focused NGOs in Syria. The objectives of the Platform will be to enhance coordination and cooperation of Syrian NGOs in the field of social and economic development, to promote an effective exchange of ideas and experiences, to strengthen organisational capacities of NGOs to carry out development projects, to build national capacities within NGOs to develop and manage projects and to expand the contribution of NGOs to the national dialogue on social and economic development.

The Platform will support the work of the civil society sector in Syria by providing services to members and non-members and facilitating access to useful information that could help civil society to build its capacities and benefit from success stories. This might be achieved through several activities, including the creation of an interactive website with virtual thematic working groups (in coordination with other interested CSOs) and the development of information leaflets clarifying administrative procedures of interest to CSOs, such as how to obtain government approvals to establish an association (in collaboration with the Ministry of Social Affairs and Labour).

The Platform will ensure representation from particular interest groups, including women's groups and marginalised or vulnerable groups. The outputs of this project will feed directly into UNDAF Outcome 2 and in particular Outcome 2.4.

Through focusing on activities in the field of capacity development and enhanced coordination and cooperation UNDP will use its comparative advantage in supporting the implementation of the national strategy concerning civil society. UNDP will be working within its highly competitive areas of expertise offering assistance in policy development, partnership creation and capacity development.

The project will be implemented by the Syria Trust for Development, which will serve as the organisational and logistical centre of the Platform during its inception phase. It will also serve as the main liaison with the Ministry of Social Affairs and Labour, particularly on issues of announcing and associated interventions during the inception period. In addition, the Trust will ensure necessary coordination to facilitate project management mechanisms in planning and implementation processes. The Trust has developed a level of expertise in coordinating and coaching developmental efforts of existing NGOs. It is expected that the Trust will bring this expertise to the Platform in its initial capacity as national coordinator. The Trust is well-placed to host the project through its strong connection to the civil society in Syria as well as good working relations with the Syrian government. The Trust will incubate the Platform until it can be established as an independent legal entity (expected around 18 months into the project). After which, it will become an active member of the Platform, at a similar level to other NGOs.

Partnership Strategy

The Syria Trust for Development is committed to cooperating with UNDP on this project and is willing to take the lead subject to UNDP support.

UNDP in collaboration with the Syria Trust for Development will seek to ensure coherent and effective cooperation with the relevant Government institutions, as well as with the local authorities who share the common interest of promoting and strengthening civil society in the country.

At the national level, the project management through the Syria Trust will seek to establish partnerships with various national institutions. The project management will also ensure cooperation with various UN agencies and programmes such as UNFPA, Global Compact and Small Grants Programme amongst others, who may have an important role to play, and significant expertise to share, in working with civil society.

Adequate consideration will be given to gender mainstreaming issues in capacity building, networking and all other project activities. Proper mechanisms will be developed to ensure that women will have equal access to the benefits of the project and the Platform.

III. PROJECT WORK PLAN

OUTPUT 1: ESTABLISH A PLATFORM FOR DEVELOPMENT NGOs AS AN INDEPENDENT LEGAL ENTITY																					
EXPECTED OUTPUT And baseline, indicators, target	PLANNED ACTIVITIES List activity results and associated actions				YEAR 1				YEAR 2				YEAR 3				PLANNED BUDGET				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Fund source	Budget Description	Amount Year 1	Amount Year 2	Amount Year 3
Output 1: Establish the Platform for Development NGOs as an independent legal entity																		71400 Contractual Services –	73,800	56,000	56,000
																		71600 Travel	6,000	6,000	6,000
																		72500 Supplies	2,000	1,000	1,000
Baseline: There is no established Platform for Syrian development NGOs																		72400 Com. & Audio Equip	1,500	1,700	1,700
																		73400 Rental & Main.	3,000	11,500	25,000
Indicators:																		72215 Trans.	25,000	0	0
1.1 Qualified staff in place with clear job descriptions.																		74500 Misc.	1,000	1,000	1,000
1.2 NGOs are applying to join the Platform as members, including special interest groups, e.g. women's organisations																		Subtotal	112,300	77,200	90,700
1.3 Regional level entities (both Gov. and Non-gov.) are aware of, and support, the role of the Platform.																		71600 Travel	7,500	1500	1500
1.4 Vision, mission statements are in place.																		72700 Hospitality	5,000	1000	1000
1.5 A governance strategy is developed.																		72400 Com. & audio	3,000	700	700
1.6 An operational strategy is in place																		73400 Rental & maintenance	3,000	700	700
1.7 Legal status:																		74200 Printing	1,500	500	500
																		74500 Misc.	1,000	500	500
																		Subtotal	21,000	4900	4900

<p>bylaws, AoA and CoC are established</p> <p>1.8 Name and logo agreed and adopted.</p> <p>1.9 Submission presented to MoSAL.</p> <p>1.10 The Platform is registered with MoSAL.</p> <p>1.11 Resource mobilisation strategy in place.</p> <p>1.12 Office space equipped and admin. systems and procedure in place.</p>	<p>3. Vision, mission, governance and operational strategies developed</p> <ul style="list-style-type: none"> Study tour to other Platforms for learning. Contract a consultant. Consult with founding NGOs to exchange and agree inputs to the process. Conduct a SWOT analysis for the Platform. Develop draft vision, mission and strategies. 2-day workshop with subcommittees in all 5 regions for input and feedback to draft document and the SWOT analysis. Finalise the vision, mission and strategies with founding members 	X	X	X							13,000	0	0	
													28,000	0
<p>Target:</p> <p>The NGO Platform is established and supported by its membership</p> <p>Related CP Outcome:</p> <p>B.3</p>	<p>4. Bylaws, AoA, Code of Conduct developed and approved, and final legal status agreed in coordination with MoSAL</p> <ul style="list-style-type: none"> Contract a local consultant. Hold consultation meetings with founding NGOs and government Develop draft AoA, CoC, and bylaws including membership criteria. Share draft with NGOs in the 5 regions and with the government. Gain the approval of the founding members Make submission to the government for final approval <p>5. The Platform transformed into an independent entity.</p> <ul style="list-style-type: none"> Design name and logo. Contract consultant. Develop resource mobilisation strategy. Establish independent office unit outside the TRUST. 		X	X	X						9,000	0	0	
												7,500	0	0
					X	X							1,500	0
											2,400	0	0	
											20,400			
											15,000	0	0	
											2,000	0	0	
											0	7,000	0	

OUTPUT 2: MECHANISMS TO PROMOTE AND SUPPORT NGOS IN SYRIA ESTABLISHED

EXPECTED OUTPUT And baseline, indicators including target	PLANNED ACTIVITIES List activity results and associated actions	PLANNED BUDGET												
		YEAR 1				YEAR 2				YEAR 3				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
		Fund source	Budget Description	Amount Year 1	Amount Year 2	Amount Year 3								
<p>Output 2: Mechanisms to promote and support NGOs in Syria established</p> <p><u>Baseline:</u> Lack of communication and coordination between NGOs. Poor communication with donors and state actors.</p> <p><u>Indicators:</u></p> <p>2.1 Networking and communication unit established with clear terms of reference</p> <p>2.2 Platform website is of value as marketing tool and information base and gives prominence to issues of accessibility and coverage of issues related to women and other excluded groups</p> <p>2.3 Member NGOs are linked to each other and external resources in order to offer support and consultancies</p> <p>2.4 NGOs can access information on regulations, etc.</p> <p>2.5 'Information Sheets'</p>	<p>1. Networking and Communication Unit established</p> <ul style="list-style-type: none"> ▪ Head and assistant of unit recruited ▪ Web designer contracted ▪ Interactive website designed and launched in coordination with other interested organisations. ▪ Internal and external consultancy services network developed 		71400 Contract Services Ind.	30,000	30,000	30,000								
	<ul style="list-style-type: none"> ▪ Head and assistant of unit recruited ▪ Web designer contracted ▪ Interactive website designed and launched in coordination with other interested organisations. ▪ Internal and external consultancy services network developed 		72100 Contract service comp.	3,000	1,000	1,000								
			72200 Equip. and Furniture	5,000	0	0								
			72500 Supplies	3,000	8,000	8,000								
			Subtotal	41,000	39,000	39,000								
			72400 Com. and Audio Equipment	4,000	4,000	4,000								
			Subtotal	4,000	4,000	4,000								

and guidelines on gov. procedures available to Platform members																			
2.6 Database of consultants, trainers, and evaluators established.																			
2.7 Research activities support the needs of Platform members.																			
2.8 Project consultancy clinic established offering fundraising support for both activities of the platform and member NGOs																			
2.9 Database of NGO mapping information available to all Platform stakeholders.																			
2.10 NGOs are learning through thematic working groups and lectures.																			
2.11 Linkage between potential volunteers and NGOs established.																			
<u>Target:</u> The NGOs will have access to several mechanisms that support and promote their development efforts.																			
<u>Related CP Outcome:</u> E.3																			
3. Project consultancy clinic established																			
▪ Consultant contracted																			
▪ Database of donors and funding opportunities created																			
▪ Project consultancy clinic established.																			
▪ Support in introducing the relevant laws and procedures, is provided.																			
▪ Proposal writing services sold to Platform members																			
▪ Fundraising for Platform initiated																			
71300 Int. Consultant																			
71600 Travel																			
72145 SVC Co-training																			
72200 Equip. and furniture																			
72500 Supplies																			
Subtotal																			
71300 Local Consultants																			
71600 Travel																			
Subtotal																			
71600 Travel																			
72400 Com. and audio																			
72500 Supplies																			
72700 Hospitality																			
73100 Rental &																			

	effective communication and interaction. <ul style="list-style-type: none"> ▪ Conduct lecture series related to thematic working groups. ▪ Produce knowledge products on platform discussions 										14,500	15,000	6,000
OUTPUT 2 TOTAL BUDGET : USD 201,500											81,500	64,500	55,500

<p>opportunities developed</p> <p>3.6 Donors linked to member NGOs to support capacity building activities</p> <p><u>Target:</u> The training unit is functioning and supporting the Platform membership</p> <p>Related CP</p> <p>Outcome: B.3</p>	<p>3. Capacity building support for member NGOs is offered and extended to non-member NGOs whenever possible.</p> <ul style="list-style-type: none"> ▪ Basic skills training conducted ▪ Capacity building plan developed from OCA. ▪ Prepare database of training opportunities in Syria and the region ▪ Encourage linkages with donors willing to support capacity building activities ▪ Capacity building activities conducted. ▪ Support NGOs in mobilising funds for capacity building. 									
<p>OUTPUT 3: TOTAL BUDGET: USD 246,200</p>										
<p>TOTAL BUDGET FOR PROJECT PERIOD: USD 884,600</p>										

IV. MANAGEMENT ARRANGEMENTS

The project will be under the NGO execution modality (NGO execution) by The Syria Trust for Development as the "implementing partner". The Trust will be the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions achieving project outputs and for the effective use of UNDP resources with all modalities.

During the initiation plan a capacity assessment was conducted by international consultants from the UK-based NGO INTRAC. In accordance with the assessment an extensive capacity development plan was implemented including overall strengthening of institutional structures as well as staff in the Trust.

The Syria Trust will implement the project with the supervision of the Ministry of Social Affairs and Labour (MoSAL) in that the NPD will send them the project's periodic progress reports.

Through the implementation of the project document the Trust has to seek to ensure maximum coordination with other concerned government institutions, mainly under the Ministry of Social Affairs and Labour (MoSAL) responsible on all NGOs operating in Syria. It has been agreed that the Trust will seek to ensure coordination and information sharing with MoSAL on the project's progress and activities.

Technical Committee will be formed for making executive management decisions for the project when guidance is needed for the national project director. The committee will consist of senior representatives from The Trust and UNDP. The committee should meet regularly during the project period and as a minimum twice during the implementation; first upon the launch of the project and the second at the end (TOR in Annex 4).

The national project director (NPD) will be recruited in accordance with UNDP's rules and regulations (TOR in Annex 5). The NPD will be accountable for the implementation of all activities of the project, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems and monitoring and evaluating the project's overall progress. He will be accountable to the technical committee and any changes in the milestones and outputs of the project will be discussed and agreed upon by the technical committee.

The NPD will produce monthly monitoring reports on progress of activities including timeliness of delivery. He will also submit quarterly progress reports and annual reports throughout the project period to the technical committee and MoSAL. The NPD will be supported by a project associate and an administrative/finance assistant who will be recruited in accordance with UNDP's rules and procedures (TORs in Annex 7).

V. MONITORING FRAMEWORK AND EVALUATION

The project management unit will be responsible for delivering the outputs of the project, implementation, input management and sound administrative management.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the NPD to the technical committee and MoSAL through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Technical committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Technical committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

All documents submitted by the NPD will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs and recommendations for future activities both in terms of substantive and management aspects.

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex 1: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / response	Owner	Submitted, updated by	Last Update	Status
1	Lack of commitment on the part of NGOs	03/09	Operational	This will affect the launching of the platform and impact sustainability in the shape of a membership driven platform P = 2 I = 5	Preparing activities to keep the NGOs involved in the process, create networks and other platform services to promote ownership of the Platform	Project Team	03/09	03/09	Ongoing

Annex 2: NGO Agreement– will be added at a later stage

Annex 3: Terms of Reference–The Syria Trust For Development

The project will be nationally executed by the Syria Trust for Development. The Trust (referred to as the implementing partner) will be responsible for:

- The overall implementation of the project.
- Ensuring that the day-to-day activities are implemented in accordance with the work plan.
- Supervising the project staff and consultants in coordination with UNDP.
- Ensuring that the proper equipment is in place.
- Coordinating events encompassed in the project.
- Ensuring sound administrative management is applied.
- Ensuring that the Technical committee conducts its review meeting.
- Ensuring that the project is subject to auditing once in its lifetime, in accordance with NEX rules and procedures.
- Ensuring maximum coordination with other concerned government institutions, mainly the Ministry of Social Affairs and Labour (MoSAL).
- Overseeing that the planning and management of implementation is governed through approved annual work plans, with schedules defined either monthly or quarterly.

Annex 4: Terms of Reference - Technical Committee

The Technical Committee (TC) will be established to monitor the project's progress towards results. The TC is charged with:

- Making executive management decisions for the project when guidance is required by the National Project Director (NPD), including approval of project revisions.
- Meeting at least twice during the implementation of the project period (upon launch of the project and at the end). The project is subject to auditing once in its lifetime, in accordance with NEX rules and procedures.
- Membership: senior representatives from the Trust and UNDP.
- Approving planning and management of implementation through the annual work plans, with schedules defined either monthly or quarterly.

Annex 5: Terms of Reference – National Project Director (NPD)

A National Project Director (NPD) will be recruited in accordance with UNDP's rules and regulations. The NPC will perform the following tasks:

- Be accountable for the implementation of all the activities of the project.
- Coordination among the different stakeholders.
- Ensuring adherence to and application of acceptable financial management systems
- Monitoring and evaluating the project's overall progress.
- Accountable to the PB and any changes in the milestones and outputs of the project will be discussed with and agreed upon by the PB.
- Develop and submit a detailed project work plan and a procurement plan at the outset of the project.
- Develop and submit quarterly financial reports, and quarterly progress reports to the UNDP country office. The report should include two sections, namely project implementation and project performance. It should receive inputs from Deliverable Descriptions, Outputs Definitions, Quality Log, Issues Log, and Risks Log.

- Formulate and submit quarterly progress reports, annual progress report (APR) and a final project review report at the end of the project to be submitted to UNDP. These documents should provide critical information and lessons learned regarding the effectiveness of the implementation strategy both in terms of substantive and management aspects.
- Is responsible for the planning and management of implementation which is governed through Project PB's approved annual work plans, with schedules defined either monthly or quarterly.

Annex 6: Terms of Reference – UNDP Programme Officer

- Involvement in the design and planning phase of the project.
- Supervising the recruitment of appropriate staff for the project.
- Supervising the contracting of appropriate consultants for the project.
- Coordinating project progress with the host institution and other stakeholders in the project.
- Orienting the project towards coordinating with other related projects being implemented through UNDP or other agencies.
- Contributing to the proper orientation and guidance of the project.
- Providing necessary information and reports on administrative and other issues that could be beneficial to the project.
- Providing regular follow-up on the progress and feed-back on the outcomes.
- Providing liaison between the project manager and the UNDP mainly the financial department.
- Reviewing regularly the performance indicators and comparing the outcomes to the intended objectives.

Annex 7: Terms of Reference – Project staff

Administrative & Finance Assistant

The project assistant will work under the supervision of the National Project Director and will be in charge of the following:

- Manage and administer the day-to-day operations to ensure the effective implementation of the project's activities under the guidance of the NPD.
- Prepare detailed work plans at the outset of the project, a procurement plan, and quarterly work plans necessary for implementation of the project activities.
- Prepare regular progress, financial and narrative reports and a terminal report to UNDP.
- Coordinate the work and implementation of the projects' activities.
- Identify difficulties and constraints encountered and report directly to the NPD.
- Ensure the smooth and timely implementation of the projects' activities in accordance with the set work plan.

Project Associate

The project associate will work under the supervision of the National Project Director and will be in charge of the following:

- Assists the NPD and project team in the implementation of the project work plan towards achieving the outputs.
- Assists the NPD in developing a detailed procurement plan at the outset of the project.
- Coordinate with the project director to prepare for training sessions, conferences, events, seminars, etc as stipulated by the project work plan and as advised by the executing partner.
- Works closely with the project team to produce required project reports.

- Ensures proper follow up, as advised by the project director, on experts' missions and reports.
- Assists in drafting agendas and meetings with relevant stakeholders for experts' missions.
- Assists the Syria Trust for Development (the executing partner) and the project team when necessary.

Head of Training Unit

The head of the training unit will work under the supervision of the NPD and will be in charge of the following:

- Manage and conduct capacity assessment for Platform members.
- Produce training materials and manuals for in-house courses.
- Manage the delivery of training and development programmes.
- Evaluate training programmes and ensuring that statutory training requirements are met.
- Build and update a database of trainers, consultants, and training centres.
- Supervising the work of trainers.

Head of Networking & Communication Unit

The head of the networking and communication unit will work under the supervision of the NPD and will be in charge of leading the firm's external and internal communications efforts including:

- Promote the work of the Platform including media contact, printed material, newsletters, etc.
- Develop and maintain all information content of Web site including regular updates of the platform activities and member's news and best practices.
- Registering and consolidating the successful experiences and good practices to be used by Platform members.
- Managing membership, accreditation, and engagement with the platform.
- Managing the working groups of the platform, in a way that insures a high level of networking between the group members.
- Be in charge of setting up the grant clinic and all fund-raising activities to the benefit of the Platform and the members.
- Be responsible for setting up a volunteer mechanism for member NGOs.

Networking & Communication Assistant

The networking assistant will work under the supervision of the Head of networking and communication Unit NCU, and will be in charge of the following:

- Assist the Head of the Unit in promoting the platform including media contact, printed material, newsletters, etc.
- Assist the NCU Head of the unit within managing the Platform working groups
- Assist the Head of the Unit in the implementation of the fund-raising activities for the benefit of the Platform and the members.
- Coordinate with the Head of the unit in implementing the volunteer mechanism for NGO's members.