

**THIRD-PARTY COST-SHARING AGREEMENT
BETWEEN THE GOVERNMENT OF SWITZERLAND, REPRESENTED BY THE FEDERAL
DEPARTMENT OF FOREIGN AFFAIRS (FDFA) ACTING THROUGH THE SWISS AGENCY FOR
DEVELOPMENT AND COOPERATION (SDC) (DONOR) AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

WHEREAS the Donor hereby agrees to contribute funds to UNDP on a cost-sharing basis (hereinafter referred to as “the Contribution”) for the implementation of the project “Livelihood Restoration in Crisis-Affected Communities in Syria” (hereinafter referred to as “the Project”), as described in the Project document, and submitted to the Donor for information. 7F-09224.01 – Contract # 81030063.

WHEREAS UNDP is prepared to receive and administer the Contribution for the implementation of “the Project”,

WHEREAS UNDP shall designate an Implementing Partner for the implementation of “the Project” (hereinafter referred to as the “Implementing Partner”),

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I. The Contribution

1. (a) The Donor shall, in accordance with the schedule of payments set out below, contribute to UNDP the maximum amount of CHF 2'000'000 (two million Swiss Franc). The Contribution shall be deposited in the following bank,

Bank Name:	UBS S.A.
Bank account holder name:	UNDP Contributions (CHF) Account
Bank account number:	240C02400360
Currency:	CHF
Address:	P.O. Box 2600, 1211 Geneva 2, Switzerland
Swift code:	UBSWCHZH12A
IBAN:	CH8800240240C02400360

<u>Schedule of payments</u>	<u>Amount</u>
Upon signature of the contract	2'000'000 CHF

(b) The Donor will inform UNDP when the Contribution is paid via an e-mail message with remittance information to contributions@undp.org, providing the following information: donor’s name, UNDP

country office, [Project no. and title], donor reference (if available). This information should also be included in the bank remittance advice when funds are remitted to UNDP.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to "the Project" may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of "the Project" delivery.
4. UNDP shall receive and administer the payment in accordance with the rules, regulations, policies and procedures of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.

Article II. Utilization of the Contribution

1. The implementation of the responsibilities of UNDP and of the Implementing Partner pursuant to this Agreement and the Project document shall be dependent on receipt by UNDP of the Contribution in accordance with the schedule of payment as set out in Article I, paragraph 1, above. UNDP shall not start the implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable).
2. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to approve to UNDP the additional funds required.
3. If the payments referred to in Article I, paragraph 1, above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2 above is not forthcoming from the Donor or other sources, the assistance to be provided to "the Project" under this Agreement may be, if necessary, reduced, suspended or terminated by UNDP.
3. Any interest revenue attributable to the Contribution shall be credited to UNDP Account, and shall be utilized in accordance with established UNDP procedures.

Article III. Administration and reporting

1. "The Project" management and expenditures shall be governed by the rules, regulations, policies and procedures of UNDP and, where applicable, the rules, regulations, policies and procedures of the Implementing Partner.
2. UNDP shall provide to the Donor the following reports in accordance with UNDP accounting and reporting procedures.
 - (a) From the country office an interim narrative report and a financial report after six months from the starting date of the project, and a final report summarizing "the Project" activities and impact of activities as well as provisional financial data within six months after the date of completion or termination of this Agreement;
 - (b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December to be submitted no later than 30 June of the following year;
 - (c) From UNDP Bureau of Management/Office of Finance and Administration on completion of "the Project", a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the Project.

Article IV. Administrative and support services

1. In accordance with the decisions, policies and procedures of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the Contribution shall be charged a fee equal to 8%. Furthermore, as long as they are unequivocally linked to the Project, all direct costs of implementation, including the costs of Implementing Partner, will be identified in "the Project" budget against a relevant budget line and borne by "the Project" accordingly.
2. The aggregate of the amounts budgeted for "the Project", together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to "the Project" under this Agreement as well as funds which may be available to "the Project" for "the Project" costs and for support costs under other sources of financing.

Article V. Evaluation

All UNDP Programmes and Projects are evaluated in accordance with UNDP Evaluation Policy. UNDP in consultation with other stakeholders will jointly agree on the purpose, use, timing, financing mechanisms and

terms of reference for evaluating a Project including an evaluation of its Contribution to an outcome which is listed in the Evaluation Plan. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators. Upon request, the donor is entitled to examine and visit the project at its own costs.

Article VI. Equipment

Ownership of equipment, supplies and other properties financed from the Contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VII. Auditing

The Contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the Contribution, such information shall be made available to the Donor by the country office.

Article VIII. Completion of the Agreement

1. UNDP shall notify the Donor when all activities relating to “the Project” have been completed in accordance with the Project document.
2. Notwithstanding the completion of “the Project”, UNDP shall continue to hold unutilized funds from the Contribution until all commitments and liabilities incurred in implementation of “the Project” have been satisfied and “the Project” activities brought to an orderly conclusion.
3. If the unutilized funds prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. In cases where the Project is completed in accordance with the Project document, any unspent balance may be reallocated by UNDP after consultation and upon written approval of the Donor.

Article IX. Termination of the Agreement

1. This Agreement may be terminated by UNDP or by the Donor after consultations between the Donor and UNDP, and provided that the funds from the Contribution already received are, together with other funds available

to “the Project”, sufficient to meet all commitments and liabilities incurred in the implementation of “the Project”. This Agreement shall cease to be in force 30 (thirty) days after either of the parties have given notice in writing to the other Party of its decision to terminate this Agreement.

2. Notwithstanding termination of all or part of this Agreement, UNDP shall continue to hold unutilized funds until all commitments and liabilities incurred in the implementation of all or the part of “the Project” have been satisfied and “the Project activities brought to an orderly conclusion.

3. In cases where this agreement is terminated before Project completion any unspent balance may be reallocated by UNDP after consultation and upon written approval of the Donor.

Article X: Notice

Any notice or correspondence between UNDP and the Donor will be addressed as follows:

(a) To the Donor:

Address: Salah Tokan st. 7
Swafiyeh, Amman
Jordan

(b) Upon receipt of funds, UNDP shall send an electronic receipt to the Donor email address provided below as confirmation that the remitted funds have been received by UNDP

Donor email address: amman@eda.admin.ch

Attention: Finance department

(c) To UNDP: Janthomas Hiemstra, Country Director

Address: United Nations Development Programme
Damascus, Syria

Article XI. Anti-Corruption

Within the framework of this Agreement, the parties shall neither directly nor indirectly propose benefits of any nature whatsoever. They shall not accept any such proposals. Any corrupt or illegal behavior signifies a violation to the present Agreement and justifies its immediate termination.

Article XII. Anti-Terrorism

Consistent with numerous United Nations Security Council resolutions, including S/RES/1269 (1999), S/RES/1368 (2001), and S/RES/1373 (2001), both the Donor and the Recipient are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of the Donor to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, the recipient undertakes to use reasonable efforts to ensure that none of the Donor funds provided under this grant agreement are used to provide support to individuals or entities associated with terrorism.

Article XIII. Amendment of the Agreement

This Agreement may be amended through an exchange of letters between the Donor and UNDP. The letters exchanged to this effect shall become an integral part of this Agreement.

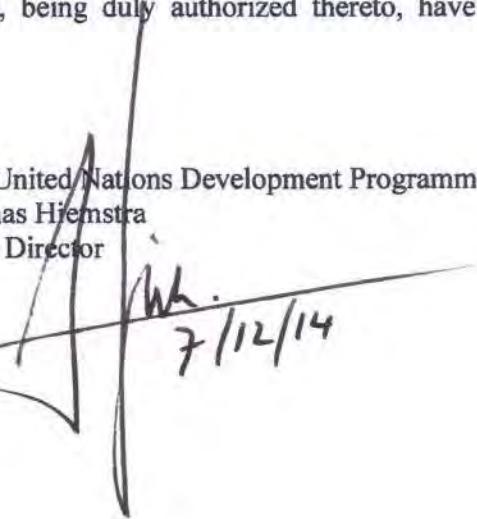
Article XIV. Entry Into Force

This Agreement shall enter into force upon the signature of this Agreement by the parties hereto, on the date of the last signature. It covers the period from December 1, 2014 to August 31, 2015 and shall expire as soon as all mutual obligations are fulfilled.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

For the Donor:
Manuel Etter
Regional Head of Cooperation
Date: 2.12.2014

For the United Nations Development Programme:
Janthomas Hienstra
Country Director
Date:



7/12/14

United Nations Development Programme
Country: SYRIA



*Empowered lives.
Resilient nations.*

Project title:	Livelihoods Restoration in Crisis-Affected Communities in Syria
Sector/Theme	Resilience, Early Recovery and Livelihoods
Name of organization	UNDP
Project location	Syria (highly affected governorates in Syria)
Total project cost:	CHF 18'717'308
SDC contribution:	2,000,000 CHF
Other partners:	CERF, ERF, EU, Finland, Hungary, Japan, Kuwait, Russia, UNDP, WAMY
Project duration (starting and ending date)	1 December 2014 till 1 September 2015
Organization bank details	
Signatory person and contact details	Janthomas Hiemstra UNDP Country Director Janthomas.hiemstra@undp.org
Organization address	UNDP Syria – Mazzeh West Villas

1. Lead (Rational and relevance of the intervention and summary of overall goal):

Humanitarian and livelihoods needs have increased twelve fold since the beginning of the crisis in Syria with 12.2 million people now in need of humanitarian assistance; all affected in their livelihoods and are experiencing deteriorating living conditions. 6.8 million people are severely food insecure and 11.6 million people require urgent access to water and sanitation. Over 1 million people have been injured requiring access to health services, including emergency trauma care. Only 43% of hospitals are fully functioning. In addition, 24.5% of schools have been damaged, destroyed or are used as shelters, leaving almost 2 million children not attending school. 2.4 million children under five are at risk of under nutrition. 10.8 million people have been displaced by the conflict, including 7.6 million internally, making Syria the biggest displacement crisis worldwide.

It is increasingly clear that the current conflict has severely compromised Syria's economic and social gains and the country's long-term stability, as social tensions continue to rise and certain population groups exhibit increasing vulnerabilities. While live-saving humanitarian programmes remain critical, they are not sufficient or sustainable, and, in the absence of a viable peace and reconciliation process to bring hostilities to a foreseeable end, it is also necessary to build resilience and reduce reliance on humanitarian assistance among the affected population to the extent possible. In Syria, there is a need to ensure that basic social infrastructure and productive sectors can cope with the pressure and increased demand (in particular, in areas hosting large IDP populations) and/or damages. There is also a need to support impoverished households to recover through renewed and sustained access to livelihoods and improve living conditions, while stabilizing economic performance and social cohesion indicators.

To this end, the SDC-UNDP proposed project for the Restoration of Livelihoods of Syrian Affected population aims at strengthening the resilience of the crisis affected communities and people by ensuring (i) the restoration of livelihoods to stimulate local recovery and (ii) the rehabilitation of basic services and infrastructure while mainstreaming resilience-based planning into all activities ensuring a conflict sensitive programming focused on targeting the most vulnerable groups and the hard to reach areas. A special attention is given to inclusive engagement and participation of female headed households, persons with disability and youth.

2. Strategic orientation:

- 2.1. **Context (general and related to relevant area):** Key information on the context and particular situation in the concerned area relevant for the intervention objectives linked with the assumptions of the planned change, general conditions in terms of development policies, humanitarian situation and gender equality concerns

Four year into the crisis, Syria has become a country of poor people. Three out of every four Syrians live in poverty, with more than half the population (54.3 per cent) living in extreme poverty unable to secure their most basic household needs, and some 20 per cent of the population surviving severe poverty unable to meet basic food needs facing hunger, malnutrition and starvation, namely in conflict zones and besieged areas (SCPR, May 2014). The Syria crisis has left 9.3 million¹ people in need of humanitarian assistance. Thousands are fleeing across borders every day, while others are leaving their homes to safer areas and at least 6.5 million people have taken shelter in public buildings, parks and with host families. Support mechanisms are strained due to limited and depleting resources and livelihoods opportunities in host communities, over-stretched basic services and basic infrastructure, and limited housing space. There are increasing numbers of women-headed households, who would require particular attention to avoid resorting to negative coping mechanisms. Moreover, the crisis has exacerbated pre-existing levels of poverty and unemployment especially in rural areas. Together with the increasing cost of essential goods and services, this has contributed to widespread poverty, now estimated at 75 percent and felt in particular among the growing number of IDPs in Syria who have lost their property and assets in addition to their livelihoods sources.

The crisis in Syria has severely damaged productive sectors and infrastructure, contributing to a stinging economic recession which has seen enormous numbers of people across the country lose their access to livelihoods. By the end of 2013, total economic loss since the start of the conflict was estimated at USD 143.8 billion, which is equivalent to 276 percent of the Gross Domestic Product of 2010 in constant prices. In addition, the Syrian human development had regressed by more than four decades, with a Human Development Index measure of 0.472, Syria has now fallen from the "medium human development" cluster of nations into the "low human development" group.

2.2. **Relevance:** Relevance of the intervention and SDC's contribution and the difference we will make (including Swiss experience, comparative advantages) terms of poverty reduction

Given the nature of the protracted conflict, it is crucial to support livelihoods restoration focusing on quick income generating initiatives and business revival in order to ensure a source of income to the affected population and avoid a large segment of the society falling into further destitution. Moreover, quick fixes and repairs of essential basic and social infrastructure in addition to sustaining and/or recovering the local service delivery activities such as debris and solid waste management become crucial to strengthen the resilience of the crisis affected population, mainly in host communities and/or in areas relatively witnessing certain levels of stability and security. Accordingly, and in line with Syria Humanitarian Assistance Response Plan (SHARP), UNDP scaled up its socio-economic recovery and livelihoods restoration programme in 2013 to create emergency jobs, provide livelihoods support, restore critical community infrastructure and basic services and create a resilient local economy.

Relief and humanitarian agencies working with Syrian refugees in neighboring countries have reported that the lack of security is not the only significant reason for displacement. A relatively large number of refugees have fled due to the scarcity of livelihoods, income, and access to basic services in their home towns and villages. This is also valid for IDPs. Thus, the paramount importance of developing livelihoods initiatives to improve the living conditions of the affected population, both IDPs and host communities, and to create an enabling environment for humanitarian assistance, reduce the demand for humanitarian relief, and enhance the resilience of affected communities. In line with Human Rights principles, the Swiss contribution will offer affected people the choice and opportunities to stay in their hometowns and villages if they wish to and to support minimum basic conditions for a decent life for both displaced people and their host communities.

2.3. **Target Groups:** Specific definition of target groups and the indirectly affected people, the positions, perspectives and visions for the future and the most important aspects at stake of the different groups and how they benefit from the project, dynamics of change, and SDC's position within this setting (please include Age, Sex, disabilities desegregated data)

¹2014 Syria Humanitarian Assistance Response Plan (SHARP).

The target groups of this project are affected people, including IDPs and their host communities as well as other crisis-affected populations who suffer from depletion of resources, disruption and lack of access to basic social services, and loss of livelihoods, among other impacts of conflict. Moreover, particular focus will be put on persons with disability, the elderly, women income earners/female headed households and youth as those are considered among the most vulnerable groups in times of crisis.

2.4. **Gender:**

UNDP mainstreams gender consideration in all its actions and programmes in Syria. The same will apply to this project where at least 30% of beneficiaries should be women in addition to targeted activities serving only women, female headed households and income earners.

2.5. **Project Past:** Funds deployed to date, summary of the results achieved on outcome level in the preceding phase (based on the draft end of phase report and insights from evaluations), lessons learnt and their implications and measures for this phase

Since the beginning of 2014, UNDP scaled up its early recovery and resilience interventions targeting 12 highly affected governorates in Syria. Relying on its area-based approach in planning and programming, UNDP is currently implementing 47 recovery, resilience and livelihoods projects. Until July 2014, a total of 1,527,977 crisis affected people all over Syria benefitted from UNDP's support. Projects are implemented with local authorities at different levels, non-governmental organization, and community and faith-based organizations active in communities all over Syria.

Almost 50,000 persons in the governorates of Aleppo, Al-Hasakeh, Ar-Raqqa, As-Sweida, Damascus, Deir-Ez-zor, Dara', Hama, Homs, Idleb, Rural Damascus and Tartous directly benefitted from emergency employment opportunities, small businesses restoration, and targeted rehabilitation services for women-headed households, people with disabilities and tuberculosis and HIV/AIDS patients, leading to an overall improvement of their dire living conditions.

Around 8,000 emergency employment opportunities were created benefiting 37,629 individuals including direct dependent family members in Aleppo, Al Hassakeh, Ar-Raqqa, Damascus, Deir-Ez-zor, Dara', Hama, Homs, Idleb and Tartous. Over 75% of the employment opportunities served the removal and disposal of more than 10,000 tons of solid waste from 61 neighborhoods allowing as such around 1.4 million residents including IDPs and host communities to enjoy better health and cleaner environment conditions around their homes. 25% of employment opportunities were generated through the restoration of livelihoods including revival of productive workshops and local micro-to-small businesses. 544 micro and small businesses are restored and rehabilitated benefitting 6,305 persons in Aleppo, Al-Hasakeh, Ar-Raqqa, Deir-Ez-zor, Hama, Homs, Rural Damascus and Tartous. UNDP's assistance consisted of direct procurement from local workshops and small businesses and the provision or replacement of productive assets, in addition to the provision of vocational training which facilitated the revival of micro and small businesses.

Over 1,000 women-headed households, including 42 women with disability, received livelihoods support directly benefiting 3,399 persons. The livelihoods support consisted of targeting women-headed households for the provision of emergency employment in sewing and food processing workshops, assets and tools replacement and cash for work initiatives in Al-Hasakeh, Hama and Tartous. 1,627 persons with disabilities were provided with rehabilitation services and mobility aids. UNDP continued its medical support to 3,000 tuberculosis patients and 150 persons living with HIV/AIDS. In addition to the almost 50,000 direct beneficiaries around 1.5 million crisis affected persons all over Syria are enjoying better health, environmental and living conditions as a result of UNDP's livelihoods and resilience programme. Families of people employed, residents and IDPs living in the 61 neighborhoods where solid waste management activities are conducted, crisis affected population with better access to local markets restored and rehabilitated are all among the 1.5 million persons targeted by UNDP's area-based programming.

2.6. **End of Overall Project:** Time-frame of the overall intervention (all phases), agreed handover or exit strategy, end of project vision

The proposed project will fall under the framework of the UNDP's livelihoods programme and will be implemented according to the area-based planning and implementation approach with specific focus on bottom up participatory mechanisms for identification needs, response plans and implementation of activities. Should the overall socio-economic context and the security situation

improve in the target areas, local communities and beneficiaries will be relying on this project as the building block for a medium to longer term socio-economic recovery process.

3. Objectives:

3.1. Impact and outcomes: Objectives of the intervention phase: expected impact and outcomes as qualitative and quantitative changes in the described situation

The overall objective of the proposed project is to strengthen the resilience of affected people to cope with the effects of the protracted crisis and enable those whose livelihoods were severely disrupted to recover and rebuild their lives.

The project's specific objectives are to ensure a well-coordinated livelihoods and early recovery response that provides IDPs and their host communities with a sustained/enhanced service delivery and basic community infrastructure; and create/stabilize basic livelihoods in view of supporting early recovery efforts. Special attention will be given to creating such opportunities to youth, women headed household and persons with disability.

3.2. Intervention logic: Description of intervention logic / outcome and impact hypothesis that explain and plausibly argue with sex disaggregated qualitative and quantitative facts and figures from context analysis how direct products /services from the project (outputs) will produce effects and changes for the target group (disaggregated where useful according to age, ethnicity, religion etc.)

The protracted crisis has brought about the destruction of infrastructure, and the disruption of services, livelihoods and local economies, leading to poverty, food insecurity, frustration, and idleness, etc. These could feed the vicious cycle of violence, social and economic insecurity. Moreover, the conflict has had a disproportionate effect on the lives and livelihoods of the poor, especially women and youth, while heightening vulnerabilities among other groups (such as people with disabilities, the elderly, etc.). These negative effects have the potential to continue and expand long after the initial crisis has subsided if not addressed early. Consequently, peoples' livelihoods are at the heart of any response and recovery. Helping people and communities to address increasing vulnerability and build resilience would facilitate coping and recovery as well as setting a sustainable process of development in the near future.

A. Improved service delivery and rehabilitation of basic and social infrastructure

The armed conflict in Syria resulted in massive destruction of infrastructure, deterioration of basic social and municipal services. Rubble is spread in the majority of the severely affected neighborhoods, piles of garbage are left on the streets and basic local services are difficult to maintain. Moreover, unemployment is on the rise as many businesses have either closed down or drastically cut the number of workers. For this component, UNDP will target affected communities primarily for solid waste management through provision of needed equipment and materials and cash-for-work schemes. Re-cycling and re-use of waste, be it debris or solid waste, will be considered as a major income generating activity. As the situation worsens in many governorates, stakeholders and local partners have been reporting serious health and environmental hazards due to the piled up garbage in the streets. Garbage is spread on the streets leading to infections and diseases among the IDPs and host communities particularly that municipalities are not able to respond to the increasing needs.

Also through this component, it is expected that target beneficiaries will be provided with short term emergency job opportunities, mainly in clean up campaigns, garbage collection and disposal, and when possible, repair of some basic social infrastructure. It is also anticipated that under this output, cash injection will stimulate the rather weak local economy, contribute to stabilizing livelihoods mainly of crisis affected people including men, women and those with special needs. Additionally, emergency employment could contribute to the repairs of priority basic social infrastructure including water networks, schools, health centres and other community priority infrastructure. Such labor intensive rehabilitation schemes will give the IDPs residing in communal shelters a chance to improve the surrounding environment and reduce their exposure to diseases resulting from piles of garbage and unclean water while ensuring a livelihoods source.

B. Restoration of disrupted livelihoods

One of the major outcomes of the crisis is the detrimental loss of various types of assets. The majority, if not all of the IDPs, have fled violence in their home towns with no significant assets or belongings. It has been repeatedly reported that people had left their villages and cities with "their clothes only". Syrians, including the poor, have lost their livelihood assets, food and non-food items, including emergency survival kits and savings. Moreover, many lost their businesses and/or their jobs as a result of the continued armed conflict in many regions across Syria. Host families have started to experience depletion of their resources and savings as they have been overburdened with additional costs and responsibilities.

Through this component, UNDP, in full collaboration with other humanitarian agencies, will contribute to responding to the urgent needs of displaced families and their host families, to cope with the consequences of the crisis. Direct support will be offered to provide grants to revive small businesses and distribution of tool kits and productive assets. Restoration of livelihoods and revival of businesses will include agricultural and farming activities in addition to productive industrial and commercial ones. Restored businesses can vary from backyard and/or roof-top gardening, food processing to sewing and clothes production workshops and finally electrical and mechanical maintenance shops.

As part of its approach to enhance equality, participation and empowerment, UNDP prioritizes women's economic empowerment particularly in times of crisis. As such, programmatic emphasis will be put on emergency employment and business restoration for women to generate quick earnings to support their families. Vulnerable women and female headed households in affected communities and/or public shelters will benefit from rapid cash for work schemes in addition to start-up kits and livelihoods packages.

3.3. Partner Development: The particular objectives of SDC's contribution, vis-à-vis its partners and their organizational development and learning processes

Through the partnership with SDC, UNDP will ensure transfer of knowledge and technical expertise in the field of early recovery and livelihoods. Together with SDC, UNDP can promote the resilience based recovery/ development approach and advocate for innovative solutions in the response to the largest humanitarian operation. The detrimental impacts of the crisis reversed development gains in Syria, where human development indicators have regressed by 40 years since the conflict started. It will also build on a previous partnership that supported the development of a nascent civil society before the crisis (NGO Platform Project) and will assist by-doing key NGO partners to become more service-oriented and pro-active partners in the response.

3.4. Transversal themes:

The program has been designed and further assessed in terms of:

Conflict-sensitive programme management	Please see below section 4.1 and 4.3
Gender equality	Please see above section 2.3 and 2.4
Climate neutrality	The project doesn't produce significant CO2 emissions and thus the concepts of climate adaptation and neutrality are not significant design parameters. Nevertheless, it is worth noting that UNDP applies corporately adopted social and environmental safeguards that are applicable to all its programmes/ projects.
Climate adaptation	
Disaster resilience	The project is guided by risk management for resilience as a design parameter. Please see above 2.1, 2.2 and 3.1, 3.2
Principles of humanitarian aid	The theory of change of the project is based on dignity, respect, equal rights and opportunities to affected people. Design and implementation are guided by the do no harm principle; the independence, impartiality and neutrality of the UN; and local capacity development and resilience imperatives of UNDP programming – which are all also guiding principles of Humanitarian Action. Please see also 4.3 below.

Results-based approach	UNDP follows results-based management and Prince 2 principles in project planning and implementation (please refer to log-frame and section 4.3).
Risk assessment and contingency planning	UNDP interventions are based on a thorough analysis of the context through the development and update of governorate profiles (identifying challenges, priorities and partners as well as UNDP niche), the early recovery and livelihoods needs overview (part of the humanitarian needs overview), and the updates of the report on the socio-economic impacts of the crisis supported by UNDP (SPCR). This knowledge of the context allows UNDP to identify risks and devise its business contingency plan and find innovative operational solution. Moreover, developing local networks and relying on local resources and partners is a component of the contingency plan which also serves sustainability of the action (security permitting).
Communication and visibility	UNDP has a communication strategy for its overall livelihoods programme. SDC will agree with UNDP on priority visibility means particularly in a sensitive crisis such as in Syria. In general, all UNDP donors are acknowledged and their contributions are accounted for in all reports, communication products both inside Syria and at the international level.

4. **Intervention Strategy**

4.1. **Approach:** Rationale and description of the selected approach with reference to best practices and capitalisation of experience to increase feasibility

Adapting to the highly diverse situations in affected communities, UNDP resorts to an area-based response approach with different implementation modalities and with different types of local and international partners. UNDP is now actively operating in twelve governorates (Aleppo, Damascus, Dara'a, Deir Ezzor, Hama, Hassakeh, Homs, Idleb, Latakia, Raqqa, Rural Damascus, and Tartous) either through field presence, outsourced personnel, private service providers and/or partner NGOs. The extended network of partners and various implementation modalities are essential to overcome operational and access challenges, and ensure higher flexibility in response and resilience to security and other shocks in the target areas.

Work is guided by regularly updated governorate profiles, including a situation analysis of different socio-economic and vital sectors in the target governorate to update needs, priorities, local partnerships, risks and opportunities for interventions. An area-based response plan is then developed and updated in close consultation with local stakeholders under the framework of UNDP's mandate in livelihoods, early recovery and resilience.

This bottom up approach in identifying the needs and priorities of the affected communities ensures an early engagement with the concerned people allowing them to be involved in the implementation of the response programmes and directly benefiting from the rendered services. Moreover, a conflict sensitive planning is adopted when devising the area-response plans mainly to examine the dynamics between host communities and IDPs or among the IDPs themselves. Such analysis is constantly updated by UNDP field teams and technical teams in Damascus for urgent actions and shift in the programme design. UNDP promotes for an engagement of local host communities in activities targeting IDPs by factoring a minimum of 30% of services/opportunities targeting the host communities. This enables both groups to get together and enjoy a better understanding of the other, particularly when IDPs come from different social and religious backgrounds than the host communities.

Given the protracted nature of the crisis, UNDP has been focusing since 2013 on restoring and stabilizing people's livelihoods and strengthening community resilience through providing emergency employment opportunities for the restoration of basic community services (ex. solid waste management), and revival of small businesses in affected areas. The generated income served to provide for the basic needs of the beneficiaries and their dependents and to improve the condition of living as well as that of their communities in the case of restoring basic community services.

- 4.2. **Organisation and Partners:** Organisational structure of the intervention, its steering mechanisms and assessment of the most important (implementing) partners. The reasons for the selection of this particular partner and the potential value added

This project will be implemented in close cooperation with the following partners:

- NGOs and CBOs (in particular for community mobilization, participatory monitoring, implementation, evaluation, knowledge transfer etc.). UNDP resorts to its large network of NGOs and CBOs with a proven track record of joint ventures and previous partnerships leading to successful implementation. UNDP field teams map the active NGOs in their target areas; present UNDP's recovery and resilience programme and liaise with the active NGOs for the submission of relevant project proposals to be funded by UNDP. Grant agreements could be signed with local NGOs, CBOs and faith based organizations for the implementation of the activities. Funds are transferred in tranches based on submission of quality reports and monitoring results.
- Private sector (in particular for implementation of complex infrastructure rehabilitation initiatives). This is done through competitive bidding process.
- Local municipalities, technical directorates in target governorates and mayors (in particular for local coordination, support to implementation, supervision and follow up etc.)
- Coordination with other UN agencies is always maintained and expanded for the ultimate benefit of the programme and consequently for higher impact on the affected populations. Liaison is closely maintained with OCHA for coordination and assessments purposes. Having the longest presence in the country, UNDP is able to provide a wide range of support to other UN agencies and international organizations while forging new channels of collaboration for a harmonized and coordinated humanitarian and early recovery response.

A dedicated team will work on the implementation of this project at central and local levels. In Damascus, a technical support team will provide technical guidance, communication, logistics and administrative and financial support, whereas field teams in target governorates will be working on the implementation and monitoring of the day-to-day activities and constantly following up with partners and concerned stakeholders for effective, efficient and timely interventions.

Field visits will be conducted to project implementation sites for a thorough follow up on activities achieving intended results. Constant review of implementation arrangements and tracking of performance indicators will allow the project team to take immediate considerations for corrective measures and modifications of approaches, when and where need be.

- 4.3. **Sustainability and Scaling-Up:** Strategy for improving sustainability and opportunities for up scaling (e.g. government, multilateral organisations, private sector)

Sustainability, scale and scaling-up are important design parameters for all UNDP initiatives globally. These are taken into account in the action as follows:

- Coherence with UN response plans: This project is guided by the Syrian Humanitarian Assistance Response Plan (SHARP) and the UNDP field activities are designed as such to contribute to its strategic objectives. Additionally, UNDP ensures cooperation and coordination with other UN agencies operating in the humanitarian field in Syria either through the framework of the Early Recovery and Livelihoods Sector Working Group (UNDP is the Lead Agency) or the Inter-Agency Sector Coordination both in Damascus and the regions (where applicable) for harmonized interventions and complementarities.
- Comparative advantage: The project capitalizes on previous UNDP's interventions in the context of the Syrian crisis and on the partnerships built over time by UNDP in Syria with local partners and stakeholders, in particular local associations, NGOs and CBOs in addition to various think tanks and faith based organizations (mainly churches) and private sector. UNDP continues to build the capacity of these partners (management capacity, business and sustainability planning, training of cadres, etc.) to ensure a smooth exit and sustainability. UNDP through its previous work on development in Syria and the current recovery and resilience interventions has gained a thorough understanding of the diversity in Syria and the needed spectrum of interventions as a response to the crisis mainly under the changing priorities and dynamics in the social fabric and economic conditions in the country.

- Humanitarian principles: UNDP incorporates humanitarian and resilience principles in the design, planning and implementation of initiatives at all levels.
- Bottom-up approach and participation: UNDP emphasizes the role of local communities to foster the recovery process while ensuring clear linkages between micro and macro level. The project draws on locally available capacities and strengths to implement the various activities efficiently and effectively. Inclusive participation of all concerned stakeholders and beneficiaries is sought throughout the project, mainly through the established local committees who identify priorities, guide the selection beneficiaries and monitor implementation.
- Monitoring for results: The project builds a monitoring and evaluation system (including third party monitoring) that ensures transparency, accountability and impartial targeting of beneficiaries and locations.
- Conflict Sensitivity Approach. Taking into consideration the root causes of the conflict, the implementation of the project is guided by an on-going conflict analysis to better address divisive issues in communities. The design and implementation are guided by the "Do No Harm Principle", including in targeting affected communities and defining the implementation approaches.

5. Stakeholder Assessment

- 5.1. Stakeholder Analysis:** Reflection on the stakeholder analysis (including civil society, government, interest groups), their visions, mission, interests, how they benefit from the project

The project will target the crisis affected populations, be it IDPs and host communities. The ultimate objective of the project is to better address the emerging needs of the affected population, with particular focus on having a dignified living in difficult displacement conditions. As such, IDPs and host communities are closely involved in the project implementation as they have been consulted for the design of the project activities. Being the direct beneficiaries, IDPs and host communities are consulted on needs and priority interventions. Their engagement in the early phases of the project ensures an adequate response to their needs. On another hand, local associations and religious charities have played a major role in directly accessing the affected populations, bridging the gap of communication between the national level and the local level where difficulties of access and direct contacts are observed. Such local level assessments are feeding UNDP with the needs and priorities of the IDPs, their living conditions and the trends of their displacement and movement (Governorate Profiles). The partner local CBOs and NGOs are the main partners in this project as they will support implementation of activities through allocated grants in addition to the distribution of NFIs. Their involvement is carefully selected as it is of paramount importance when it comes to ensuring direct access to the beneficiaries.

Local level technical representatives of line ministries and directorates will also be among the stakeholders consulted for the implementation of the infrastructure repairs activities of the project. UNDP will liaise its interventions with local project committees in each of the target governorates and corroborate the data collected by the partner NGOs/CBOs and UNDP field teams with the ones available at the sub-national/governorate level. Cross checking the information will validate some of the findings at the local level and reinforce the adequacy and timeliness of the response.

- 5.2. Partner Country:** Roles and responsibilities of the government in particular in leading the change process, and/or setting adequate frame conditions, mechanism of decision-making and accountability

UNDP is directly implementing initiatives through an area-based approach, in partnership with local civil society. Local level technical representatives of line ministries and municipalities are involved in priority setting and monitoring implementation through their membership in local committees established in targeted areas/ neighborhoods.

- 5.3. Swiss Actors:** Important comments and views of relevant Swiss actors such as Embassy, Political Directorate, SECO, thematic networks
Not applicable.

- 5.4. Harmonisation:** Reference to networking, policy dialogue, alliances with other donors, multilateral organisations, national and international co-ordination (Paris Declaration)

Networking, coordination and policy dialogue is ensured by extensive coordination mechanisms set under the framework of the Early Recovery and Livelihoods sector (cluster) led by UNDP in partnership with various UN, International and National Organizations for the planning and implementation of the Syria Humanitarian Response Plan.

6. Resources

6.1. Resources: Resources required in terms of personnel, technology, know how, finance in relation to the objectives of the intervention, contributions of other donors and partners (subsidiarity to partners' initiatives, mobilization of local resources, mechanisms for self-financing and long term outlook of partners capacities)

SDC contributes with CHF 2'000'000 to an overall budget of CHF 18'717'308 .The detailed human and financial inputs that will be covered by this contribution are included in the budget (Annex 2). This initiative will complement other contributions, namely, CERF (CHF 1,442,308), ERF (CHF 1,419,231), EU (CHF 6,009,615), Finland (CHF96,154), Hungary (CHF9,615), Japan (CHF480,769), Kuwait (CHF 4,086,538), Russia (CHF 1,923,077), UNDP (CHF 1,153,846), and WAMY (CHF 96,154).

6.2. Cost-Benefit: Reflections on cost-effectiveness, cost-benefit, if possible, apply Gender Responsive Budgeting

UNDP area-based initiatives facilitate economy of scale within the same governorate in terms of personnel, security costs and operational costs. In areas where UN Hubs are present, common operational costs will be further optimised. 30% of the beneficiaries will be women and hence relevant resources are earmarked for activities promoting either women socio-economic empowerment (specific activities targeting women) or gender parity.

6.3. SDC Contribution: Contribution of SDC, financial planning per year and partial action (Please refer to Annex 2)

6.4. Cost of Overall Project:
The total cost of the project is CHF 18'717'308

6.5. Audit:
Not applicable.

7. Risk Management

What are the key conclusions of the risk assessment?

- **MAIN RISKS + MEASURES:** Synthesis of main risks, planned measures for mitigation, which assessment tools have been used
- **EVALUATION OF RISKS:** Reasons why the risks may be assumed and the opportunities deriving from it; information on how the risks will be monitored

Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)
Risks emanating from the intervention itself:			
▪ Delay in mobilizing/ receiving required funds for implementation	Low	Delay in implementation.	The Country Office is maintaining close relationship with donors and has a proactive resource mobilisation strategy at HQ and regional levels.
▪ Equal access to all affected populations	Medium	Negatively affect the fair and equal targeting of all affected populations	Targeting is closely related to governorate profiles. Diversification of national and local partners and

Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)
			target beneficiaries Targeting mechanisms well developed and promoting for local level engagement of all concerned stakeholders Continuous consultation with concerned national and local concerned stakeholders
<ul style="list-style-type: none"> ▪ Recruitment of highly qualified staff <ul style="list-style-type: none"> - National (brain drain/migration) - International (security) 	Medium	This will affect the delivery of results.	<p>Application of fast-track procedures.</p> <p>Pre-identifying and encouraging potentially suitable candidates to apply for vacancies.</p> <p>Look into project pools of consultants who are available and interested.</p>
Risks emanating from the context:			
<ul style="list-style-type: none"> ▪ Security conditions deteriorate making project completion difficult 	Medium-High	Delay in implementation and in extreme cases full stop of projects activities.	<p>Close monitoring by field staff and partners.</p> <p>Area-based approach with relatively small interventions.</p> <p>Wide networks of local partners and local committees who are monitoring and living in target communities.</p> <p>Good knowledge of the context and flexible set up of the project that would allow moving between areas.</p>
<ul style="list-style-type: none"> ▪ International sanctions that may affect availability of materials, tools and equipment in local market. 	Medium-High	Delay in implementation.	UNDP has a series of regional and international long-term agreements with suppliers and can tap on its global networks.
<ul style="list-style-type: none"> ▪ Delay in approval of UNDP agreements with NGOs/CBOs 	Medium	Delay in implementation.	<p>UNDP senior management and partners to advocate with MoFA</p> <p>Maintain UNDP current partnership agreements approved by MoFA.</p> <p>Keep and manage a larger pipeline pool of initiatives.</p> <p>Diversify partners and geographical target areas.</p>

8. **Monitoring and Steering**

8.1. Monitoring System: Description of the results-oriented monitoring system on outcome level, timing and responsibilities for results-oriented monitoring and steering

OUTPUT 1: Improved service delivery and repair of basic community infrastructure		
Purpose	To provide basic conditions for decent life in affected communities through injecting cash into the local community (wages for workers, payments to local suppliers and service providers, etc.), restoring basic services and rehabilitating community infrastructure.	
Description of activities	<ul style="list-style-type: none"> ▪ Establish a local committee to set priorities, support selection of beneficiaries, and monitor implementation of the project in the target area. ▪ Procure necessary services, tools and equipment. ▪ Identify and prioritize labour-intensive interventions in full consultation with local communities and concerned authorities. ▪ Launch labour intensive employment schemes for repairing basic community infrastructure (ex. health centres, schools, irrigation canals, secondary/ tertiary roads, etc.) or enhancing service delivery (ex. garbage collection and waste management, rubble removal, etc.) as identified by communities. 	
Quality Criteria/ indicators	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of emergency employment opportunities provided (beneficiaries segregated by sex, age) ▪ Number of projects implemented for enhancing service delivery and basic community infrastructure. 	Monitoring database Field visits reports Pictures/ videos/ stories/ press	Monthly At least twice during implementation

OUTPUT 2: Disrupted livelihoods restored/ stabilised in affected communities		
Purpose	To restore livelihoods and facilitate recovery of local economy in affected communities.	
Description of activities	<ul style="list-style-type: none"> ▪ Identify with the local community priority crafts, income-generating activities and/ or markets requiring support. ▪ Launch a call for proposal for selecting beneficiaries (30% women). ▪ Support the design interventions and launch relevant grant scheme. ▪ Replace lost productive assets. ▪ Facilitate vocational training. 	
Quality Criteria/ indicators	Quality Method	Date of Assessment
<ul style="list-style-type: none"> ▪ Number of income generating activities supported (segregated by type) ▪ Number of direct beneficiaries from business support services (disaggregated by type, age and sex) 	Monitoring database Field visits reports Pictures/ videos/ stories/ press	Monthly At least twice during implementation

8.2. Indicators:

Please refer to preceding section.

8.3. Reviews / Evaluations:

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

- On a quarterly basis, progress towards the completion of key results, based on quality criteria and methods captured in 8.1 and 8.2 shall be recorded.
- Based on the initial risk analysis in section 7, the risk log shall be updated regularly by reviewing the external environment that may affect project implementation.
- a project Lesson-learned log shall be regularly updated to ensure on-going learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- a Monitoring Schedule Plan shall be updated including tracking key management actions/events.
- 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 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.

Annex 1: Logical Framework

Logframe	Livelihoods Restoration in Crisis-Affected Communities in Syria	Ph. XX	CHF 2,000,000 CHF	Start date: 1 December 2014 End date: 1 September 2015
Hierarchy of Objectives	Key Performance Indicators + Baseline Data	Means of Verification	Assumptions & Risks	
Impact (Goal)	Impact Indicators			
Enhance the resilience of affected population in Syria (both displaced people and host communities)	<ul style="list-style-type: none"> ▪ Displacement prompted by lack of economic opportunities, basic services and community infrastructure is reduced. ▪ Less humanitarian aid is needed in relatively stable communities. ▪ Local economic activity is sustained/ re-started. 	Empirical data and observations Surveys and published data (security situation allowing) Published numbers of IDPs and refugees	UNDP will contribute with other agencies and partners to the impact. Financial resources are made available in a timely manner. Accessibility to affected areas. <u>Risks:</u> Political and conflict dynamics. Resource mobilisation.	
Outcomes	Outcome Indicators			
1. Basic conditions and opportunities for a decent life provided in affected communities	<ul style="list-style-type: none"> ▪ No. of target communities where people have access to basic services and community infrastructure. ▪ Risk of competition on basic services and resources reduced. 	<ul style="list-style-type: none"> ▪ UN Agencies reports (displacement humanitarian overview, etc.) 	Accessibility to affected areas. Presence of areas/ pockets of relative security. <u>Risks:</u> Political and conflict dynamics International sanctions obstructing further humanitarian/ recovery work	
Outputs (Results)	Output Indicators			
1. Improved service delivery and repair of basic community infrastructure	<ul style="list-style-type: none"> ▪ Number of emergency employment opportunities provided (beneficiaries segregated by sex, age) ▪ Number of projects implemented for enhancing service delivery and basic community infrastructure. 	<ul style="list-style-type: none"> ▪ Monitoring database ▪ Field visits reports ▪ Pictures/ videos/ stories/ press 	Please refer to section 7.	
2. Disrupted livelihoods restored/ stabilised in affected communities	<ul style="list-style-type: none"> ▪ Number of income generating activities supported (segregated by type) ▪ Number of direct beneficiaries from business 	<ul style="list-style-type: none"> ▪ Monitoring database ▪ Field visits reports ▪ Pictures/ videos/ stories/ press 	Please refer to section 7.	

	support services (disaggregated by type, age and sex)		
Activities + Inputs	As per Project Document		
<p>1.1. Establish a local committee to set priorities, support selection of beneficiaries, and monitor implementation of the project in the target area.</p> <p>1.2. Procure necessary services, tools and equipment.</p> <p>1.3. Identify and prioritize labour-intensive interventions in full consultation with local communities and concerned authorities.</p> <p>1.4. Launch labour intensive employment schemes for repairing basic community infrastructure (ex. health centres, schools, irrigation canals, secondary/ tertiary roads, etc.) or enhancing service delivery (ex. garbage collection and waste management, rubble removal, etc.) as identified by communities.</p>			<p><i>Personnel</i></p> <p><i>Tools and equipment</i></p> <p><i>NGO grants</i></p> <p><i>Operational costs</i></p>
<p>2.1. Identify with the local community priority crafts, income-generating activities and/ or markets requiring support.</p> <p>2.2. Launch a call for proposal for selecting beneficiaries (30% women).</p> <p>2.3. Support the design interventions and launch relevant grant scheme.</p> <p>2.4. Replace lost productive assets.</p> <p>2.5. Facilitate vocational training.</p>			<p><i>Personnel</i></p> <p><i>Tools and equipment</i></p> <p><i>Grants</i></p> <p><i>Training costs</i></p> <p><i>Operational costs</i></p>



Budget (Project Duration is 10 months)

	Kind of expenditures	Unit	# Unit	cost per unit CHF	cost per unit (USD)	Budget Total CHF	Budget Total (USD)	Remarks
I	Investment Costs					1,230,769	1,280,000	
	Construction	wages	Day	9.6	10	346,154	360,000	Labour intensive schemes creating temporary employment for 250 persons at USD10 per day for 6 months
	Equipment and tools	Tool set	300	144.2	150	43,269	45,000	300 tool sets to be made available for labour-intensive schemes
		Start-up kits/equipment	250	480.8	500	120,192	125,000	250 start-up kits for business revival
	Vocational training	Person	125	769.2	800	96,154	100,000	Vocational training for start-up businesses for women
	Grants/ contracts	Agreement	2	96,154	100,000	192,308	200,000	At least 2 agreements with local NGOs or private sector for rehabilitation of basic infrastructure or basic services in affected communities
		Agreement	3	144,231	150,000	432,692	450,000	At least 2 agreements with local NGOs for supporting
II	Running Costs					92,308	96,000	
	Evaluation/Monitoring					9,615	10,000	Contract, travel costs, etc.
	Rent	Workstation	18	962	1,000	17,308	18,000	Cost-sharing of premises in UN Hubs or sub-offices.
	Consumables	Month	10	1,442	1,500	14,423	15,000	Consumables include stationary, transport and communication costs, etc. in governorates
	Security costs	Lump sum				50,962	53,000	This refers to the contribution to UN hub or regional offices cost-shared security costs
III	Personnel Costs					528,846	550,000	
	a) Expat				18,917	91,346	95,000	
	Early Recovery and Livelihoods	Month	5	18,189	18,917	91,346	95,000	Part-time advisory support. Based on proforma cost including, salary, insurance, benefits and all other entitlements and costs.
	b) Local personnel					437,500	455,000	
	Area Manager	Month	50	2,885	3,000	144,231	150,000	5 Posts in the field to manage and implement area-based initiatives
	Area Coordinator	Month	50	2,404	2,500	120,192	125,000	5 Posts in the field to manage and implement area-based initiatives
	Field Projects Coordination Offi	Month	10	3,365	3,500	33,654	35,000	
	Financial Officer	Month	10	2,404	2,500	24,038	25,000	
	Other Technical Experts	Month	40	2,885	3,000	115,385	120,000	Engineer, business development consultant, etc. as required by activities prioritised by communities (5 experts for 8 months)
	Subtotal					1,851,923	1,926,000	
X	Overheads (8%)					148,154	154,080	
XII	Total Project Costs					2,000,077	2,080,080	

XII	Plan of Funding (incl. Overheads 8%)						
	other contributions**						
	CERF					1,442,308	1,500,000
	ERF					1,419,231	1,476,000
	EU					6,009,615	6,250,000
	Finland					96,154	100,000
	Hungary					9,615	10,000
	Japan					480,769	500,000
	Kuwait					4,086,538	4,250,000
	Russia					1,923,077	2,000,000
	WAMY					96,154	100,000
	own funding					1,153,846	1,200,000
	SDC / HA					2,000,000	2,080,000
XII	Total Funding					18,717,308	19,466,000

** To be explained in detail in the Comments to the Budget

please mention exchange rate CHF-local currency and reference

1.04

Output 1: Improved service delivery and repair of basic community infrastructure

605,000.00

1.1. Establish a local committee to set priorities, support selection of beneficiaries, and monitor implementation of the project in the target area.

Wages (\$10*250p*6m) 360,000.00

1.2. Procure necessary tools and equipment.

Tools (\$150*300p) 45,000.00

1.3. Identify and prioritize labour-intensive interventions in full consultation with local communities and concerned authorities.

Grants/ contracts 200,000.00

1.4. Launch labour intensive employment schemes for repairing basic community infrastructure (ex. health centres, schools, irrigation canals, secondary/ tertiary roads, etc.) or enhancing service delivery (ex. garbage collection and waste management, rubble removal, etc.) as identified by communities.

Output 2: Disrupted livelihoods restored/ stabilised in affected communities

675,000.00 1,280,000.00

2.1. Identify with the local community priority crafts, income-generating activities and/ or markets requiring support.

Tools/ start up kits 125,000.00

2.2. Launch a call for proposal for selecting beneficiaries (30% women).

Grants 450,000.00

2.3. Support the design interventions and launch relevant grant scheme.

Training 100,000.00 100,000.00

2.4. Replace lost productive assets.

Facilitate vocational training.

Management costs

646,000.00

31.1

1 Internationals for 5m 95,000.00 18,916.67 19,000.00

5 Area Manager 150,000.00

5 Area Coordination 125,000.00

Field Projects Coordination Officer 35,000.00

Financial Officer 25,000.00

5 Technical Experts 120,000.00

Security 53,000.00

M&E 10,000.00

Rent 18,000.00

Consumables 15,000.00

Subtotal

1,926,000.00

F&A

154,080.00 154,080.00

Total

2,080,080.00 2,080,080.00 -80.00

2,000,076.92

2,080,000