

**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 "Emergency Assistance for the Restoration/ Stabilization of Livelihoods for People Affected by the Crisis in Syria, namely the NGO component(00086653)" (hereinafter referred to as "the Project", as described in the Project document, in Syria, and submitted to the Donor for information (donor ref: 7F-07805.01.01 / Contract # 81030476).

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

WHEREAS UNDP shall implement the contribution, it may contract a third party to carry out specific activities of the project (hereinafter referred to as the "Responsible Party"),

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 one hundred and sixty three thousand US dollar (163'000 USD). The Contribution shall be deposited in the following bank account,

Bank name	Bank of America
Bank account holder name	UNDP Representative in Syria, USD Account
Bank account number	3752218309
Address	1401 Elm St., Dallas TX 75202
ACH routing number	111000012
Wire routing number	026009593

<u>Schedule of payments</u>	<u>Amount</u>
Remaining funds from previous agreement signed on 12.12.2010 (SYR/09/005)	31,005 USD
Upon signature of the contract	131,995 USD

(b) The Donor will inform UNDP when the Contribution is paid via an e-mail message with remittance information to [contributions@undp.org](mailto: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 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.

3. UNDP shall receive and administer the payment in accordance with the rules, regulations, policies and procedures of UNDP.

4. 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.

4. 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.

3. If special circumstances so warrant or upon the Donor's request, UNDP will provide more frequent reporting at the expense of the Donor. The nature and frequency of this reporting shall be detailed in an annex to this Agreement.

#### **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 "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 "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 "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](mailto: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**

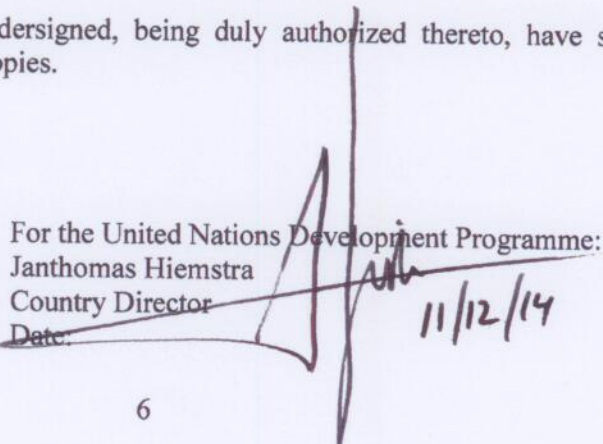
This Agreement shall enter into force upon the signature of this Agreement by the parties hereto, on the date of the last signature. It covers the period from December 1, 2014 to June 30, 2015 and shall expire as soon as all mutual obligations are fulfilled.

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: 10.12.2014

For the United Nations Development Programme:  
Janthomas Hiemstra  
Country Director  
Date: 11/12/14



**United Nations Development Programme**  
Country: SYRIA



*Empowered lives.  
Resilient nations.*

<b>Project title:</b>	Livelihoods Restoration in Crisis-Affected Communities in Syria
<b>Sector/Theme</b>	Resilience, Early Recovery and Livelihoods
<b>Name of organization</b>	UNDP
<b>Project location</b>	Syria (highly affected governorates in Syria)
<b>Total project cost:</b>	USD 45,200,000
<b>SDC contribution:</b>	<b>USD 442,300 (total budget)</b> <b>USD 163,021.43 (re-programmed activities)</b> <b>Outstanding \$131,995.06</b>
<b>Other partners:</b>	CERF, ERF, EU, Finland, Hungary, Japan, Kuwait, Russia, UNDP, WAMY
<b>Project duration (starting and ending date)</b>	December 2010 till 1 July 2015 (project was suspended due to crisis in Syria)
<b>Organization bank details</b>	
<b>Signatory person and contact details</b>	Janthomas Hiemstra UNDP Country Director <a href="mailto:Janthomas.hiemstra@undp.org">Janthomas.hiemstra@undp.org</a>
<b>Organization address</b>	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. In view of the limited financing of livelihoods activities, UNDP Syria envisages the investment in local resources as a solution to address emerging needs and priorities. Such investment in local resources focuses on both human and natural assets.

To this end, the SDC-UNDP proposed project for the Capacity Development of NGOs for Livelihoods Stabilization of Syrian affected communities aims at empowering the civil society organizations, NGOs, CBOs and faith-based organizations to contribute to the resilience of the crisis affected communities and people by ensuring their active engagement in the restoration of livelihoods to stimulate local recovery. Capacities of CSOs will be strengthened to accommodate the increasing socio-economic needs of crisis-affected people 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 million<sup>1</sup> 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.

Syrian NGOs play a vital role in connecting humanitarian actors with affected communities, establishing the needed delivery channels, mobilizing volunteers, and developing solutions that address the persisting needs of affected people. UNDP Syria sees its engagement with NGOs as a fundamental cornerstone of its programmatic approach to early recovery, social cohesion, and the potential expansion for human development in the long-run.

However the NGO sector in Syria, which was mainly focused on charity and philanthropic approaches and interventions, is currently facing mounting challenges in fulfilling a more advanced role in project management, early recovery and livelihoods sector, among others. Challenges include lack of specialized technical capacity, weak internal management and structures, limited capacity for executing large-scale projects, difficult legal environment, complex operational and security contexts. As such, there is a need to improve the NGOs' management skills, strengthen their capacities to cooperate with one another, and promote for more active engagement with the supported communities and accelerate the delivery of results in the field of early recovery and livelihoods.

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.

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<sup>1</sup> 2014 Syria Humanitarian Assistance Response Plan (SHARP).



As a response to the emerging needs of the Syrian population, and in line with the Syrian Humanitarian Response Plan (SHARP 2014) and Early Recovery & Livelihoods Sector objective : *"Strengthen the assessment, planning, implementation and monitoring capacities of international, national and local partners for a coherent and coordinated early recovery and livelihoods response"*<sup>2</sup>, UNDP developed a large Humanitarian Livelihoods Programme (HLP) in order to better address the emerging needs of the directly and indirectly affected population and communities. The HLP focuses on quick impact projects that create jobs, provide emergency livelihoods support, restore critical community infrastructure and community capacities, and create a resilient local economy. The programme adopts an area-based approach for planning and implementation of relevant early recovery activities; field teams are deployed to target geographical areas supported by a technical team operating from Damascus.

However, the security situation has imposed serious constraints in access to various areas and neighbourhoods for delivering assistance and implementing projects. Accordingly, UNDP Syria has resorted to various programming approaches to ensure business continuity mainly by strengthening its network of partners in the field and its outreach to people in need. Partnering with CBOs/NGOs is one modality for expanding UNDP's outreach and access to various affected areas also aiming at developing local capacities to adequately manage and respond to the emerging needs of the affected population. In Syria, and throughout the crisis, local NGOs and CBOs showed a high sense of responsibility and immediate action in addressing the local needs mainly in availing the basic commodities and humanitarian assistance.

Therefore, UNDP, as the sector lead of the Early Recovery and Livelihoods sector in Syria, developed its NGOs Capacity Development programme for 2014-2015 and established the NGOs Capacity Development Technical group to ensure synergies among all UN agencies, coherence, avoid duplication, optimize the use of available resources and unify the organizations' efforts to enhance capacities of NGOs, and improve their humanitarian response during crisis times.

- 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)

The target groups of this project are the NGOs and CBOs and their beneficiaries from the affected communities. Beneficiaries receiving assistance from NGOs would include 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. NGOs operating in affected governorates will be targeted through this project.

2.4. **Gender:**

UNDP mainstreams gender consideration in all its actions and programmes in Syria. The same will apply to this project where NGOs personnel and beneficiaries will be selected based on gender-sensitive targeting.

- 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

SDC has funded the project entitled "Platform for Development NGOs in Syria" with the ultimate objective of establishing 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 rationale is that an empowered civil society would also promote a more inclusive

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<sup>2</sup> Same as above

participation in decision making processes and foster better relations between civil society actors and the State. Accordingly, the Platform for Development NGOs was established as an organized network composed of development-focused NGOs in Syria. The platform focused on (1) enhancing the development of civil society in Syria by providing capacity development services both to members and non-members to strengthen their organizational and management capacities for developing and managing development projects and contributing to the national dialogue on social and economic development; and (2) providing a space for organizations to network, access information, coordinate activities, and exchange ideas and experience. The project adopted a rights-based approach ensuring a strong focus on gender equality and inclusion of vulnerable groups through networking and awareness-raising components and outreach activities. This was achieved through several activities, including the creation of an interactive website with virtual thematic working groups and the development of information leaflets clarifying administrative procedures of interest to CSOs, strategic planning, active citizenship, project management. The Platform ensured representation from particular interest groups, including women's groups and marginalized or vulnerable groups. Trainings on various development related topics were also conducted with representatives from at least 15 national NGOs.

However, since the beginning of the crisis in Syria, the exacerbating security situation and the associated access constraints, and the shift in the development paradigm into more emergency, humanitarian and early recovery has actually resulted in the suspension of activities for over a year now. Consultations were maintained with SDC team in Amman in order to re-programme the project activities and ensure an adequate timing for field interventions ensure a higher focus on early recovery and livelihoods capacity development and programmatic support to be provided to the local NGOs and CBOs in operating in the humanitarian crisis response in Syria.

As such, the newly proposed project activities will fall under the overall framework of the Humanitarian Livelihoods programme while ultimately serving the same objective agreed upon with SDC: ***“supporting civil society organizations in Syria through the strengthening of their organizational, operational and communication capacities to implement developmental and humanitarian projects and through networking and collaboration opportunities”***

As such, two new outputs were developed in close consultation with SDC technical team in Amman and covering the following:

- a. Capacity development on Early Recovery and Livelihoods provided to NGOs and CBOs responding to the Syria crisis
- b. NGOs and CBOs provided with grants for livelihoods restoration activities

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 support the NGOs to be further engaged in various livelihoods programmes while adopting 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 ***“supporting civil society organizations in Syria through the strengthening of their organizational, operational and communication capacities to implement developmental and humanitarian projects and through networking and collaboration opportunities”***.

The project's outputs are

- c. Capacity development on Early Recovery and Livelihoods provided to NGOs and CBOs responding to the Syria crisis
- d. NGOs and CBOs provided with grants for livelihoods restoration activities

- 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.). On the other hand, many institutions have failed to serve the affected population while the civil society organizations were among the most actively engaged and responsive to immediately address the negative effects of the crisis. Thus, empowering the local communities and local institutions, mainly NGOs and CBOs should be at the heart of any response for 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. Capacity development on Early recovery and Livelihoods provided to NGOs and CBOs**

Through this component, UNDP and SDC will ensure that local NGOs and CBOs, particularly the ones operationally active in highly affected and hard to reach areas, will be capacitated with a set of skills related to area-based planning, early recovery and livelihoods programming, implementation, and monitoring. Exchange visits, transfer of knowledge, learning by doing will be considered as different modality to achieve the development of the NGOs personnel capacities as it might foster a rapid skills development and knowledge absorption and application. Twinning programmes will be promoted as it contributes to the transfer of relevant operational knowledge, including managerial, financial, and technical skills and systems, between two organizations of similar mandate and function working in different governorates. Local innovation is one successful tool that will be advocated for through this project allowing local residents to explore and identify local solutions for their problems. An online forum will be set to allow various actors to share experiences, projects, stories and lessons learned.

**B. NGOs provided with grants for livelihoods restoration activities**

Small grants for livelihoods stabilization and restoration will be provided to NGOs to ensure their active and adequate engagement and contribution to the early recovery and resilience of the crisis-affected communities especially in the "hard to reach" areas. Grants will be provided to NGOs/CBOs benefiting from the capacity development component and showing interest of developing partnerships and twinning activities with other NGOs to ensure greater impact on communities. The small grants will serve as a tool to apply the knowledge and skills gained from the training for an adequate response in livelihoods restoration. NGOs will then respond to the urgent needs of displaced families and their host families to cope with the consequences of the crisis. Grants will focus on revival of small businesses and distribution of tool kits and productive assets. Restoration of livelihoods and revival of businesses can 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.

- 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 the previous partnership that supported the development of a nascent civil society before the crisis (NGO Platform Project) and will ensure that main NGO partners become more service-oriented and pro-active partners in the early recovery 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. Therefore, UNDP's main approach in early recovery programme development and implementation focuses on developing the capacities of the partners, including NGOs and CBOs, by providing training, exchange visits, mentoring, and knowledge sharing in addition to providing grants to mobilize NGOs being actively engaged in the stabilization of people's livelihoods and resilience of affected communities.

- 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 training, 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 will 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.

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. A dedicated NGO Liaison and Capacity Development officer will be providing technical and assistance and day-to-day management of activities pertinent to the project.

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 civil society organizations. Representatives of relevant line ministries could be consulted at the local level.

- 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)

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 (USD 1.5 million), ERF (USD 1.476 million), EU (EURO 5 million), Finland (USD 100,000), Hungary (USD 10,000), Japan (USD 500,000), Kuwait (USD 4.25 million), Russia (USD 2 million), UNDP (1.2 million), and WAMY (100,000).

- 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 USD 45,200,000.

- 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)
<b>Risks emanating from the intervention itself:</b>			
▪ 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 and NGOs partners	Medium	Negatively affect the fair and equal targeting of all affected populations and operational NGOs	Targeting is closely related to governorate profiles. Diversification of national

Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)
			and local partners and 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
<b>Risks emanating from the context:</b>			
<ul style="list-style-type: none"> <li>Security conditions deteriorate making project completion difficult</li> </ul>	Medium-High	Delay in implementation and in extreme cases full stop of projects activities.	Close monitoring by field staff and partners. Area-based approach with relatively small interventions. Wide networks of local partners and local committees who are monitoring and living in target communities. Good knowledge of the context and flexible set up of the project that would allow moving between areas.
<ul style="list-style-type: none"> <li>Delay in approval of UNDP agreements with NGOs/CBOs</li> </ul>	Medium	Delay in implementation.	UNDP senior management and partners to advocate with MoFA Maintain UNDP current partnership agreements approved by MoFA. Keep and manage a larger pipeline pool of initiatives. Diversify partners and geographical target areas.

## 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

<b>OUTPUT 1: Capacity development on Early recovery and Livelihoods provided to NGOs and CBOs</b>			
<b>Purpose</b>	To develop the capacities of the NGOs personnel (management and technical staff) on early recovery programming and interventions		
<b>Description of activities</b>	<ul style="list-style-type: none"> <li>Launch exchange field visits between various NGOs for transfer of knowledge and experience</li> <li>Develop the online network for knowledge sharing facilitating on-the-job training and potential twinning projects</li> <li>Provide training on ER&amp;L methodology, guiding principles and programme planning parameters and indicators</li> </ul>		
<b>Quality Criteria/ indicators</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
<ul style="list-style-type: none"> <li>Number of exchange visits conducted</li> <li>Number of NGOs and personnel</li> </ul>	Monitoring database Field visits reports Pictures/ videos/ stories/ press	Monthly At least twice during implementation	



attending training on ER&L ▪ knowledge network launched Online		
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<b>OUTPUT 2: NGOs provided with grants for livelihoods restoration activities</b>		
<b>Purpose</b>	To ensure an active engagement of NGOs in the restoration of livelihoods in affected communities.	
<b>Description of activities</b>	<ul style="list-style-type: none"> <li>▪ Identify the NGOs for the grants provision</li> <li>▪ Identify the recovery projects to be supported through the grants distributed</li> <li>▪ Monitor and follow up on implementation</li> </ul>	
<b>Quality Criteria/ indicators</b> <ul style="list-style-type: none"> <li>▪ Number of income generating activities supported (segregated by type)</li> <li>▪ Number of direct beneficiaries from business support services (disaggregated by type, age and sex)</li> </ul>	<b>Quality Method</b> Monitoring database Field visits reports Pictures/ videos/ stories/ press	<b>Date of Assessment</b> 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

<b>Logframe</b>	Livelihoods Restoration in Crisis-Affected Communities in Syria	<b>Ph. 01</b>	USD 442,300 (total budget) USD 163,021.43 (re-programmed activities) Outstanding \$131,995.06	<b>Start date:</b> 01 December 2014 (start of reprogramming) <b>End date:</b> 30 June 2015
<b>Hierarchy of Objectives</b> <b>Impact (Goal)</b> Empower the civil society in Syria to enhance their engagement in the livelihoods stabilization and resilience of affected population in Syria (both displaced people and host communities)	<b>Key Performance Indicators + Baseline Data</b> <b>Impact Indicators</b> <ul style="list-style-type: none"> <li>▪ Number of NGOs, CBOs and faith-based organizations actively engaged in the planning, implementation and monitoring of early recovery activities</li> <li>▪ Number of beneficiaries with better living conditions benefiting from NGOs grants</li> </ul>	<b>Means of Verification</b> <ul style="list-style-type: none"> <li>▪ Empirical data and observations</li> <li>▪ Surveys and published data (security situation allowing)</li> <li>▪ NGOs reports</li> <li>▪ Published numbers of IDPs</li> </ul>	<b>Assumptions &amp; Risks</b> <p>UNDP will contribute with other agencies and partners to the impact. Financial resources are made available in a timely manner. Accessibility to affected areas.</p> <p><u>Risks:</u> Political and conflict dynamics. Resource mobilisation.</p>	
<b>Outcomes</b> Capacities of NGOs and CBOs developed to enhance the resilience of the crisis affected communities	<b>Outcome Indicators</b> <ul style="list-style-type: none"> <li>▪ No. of target NGOs and communities benefiting from the NGOs livelihoods stabilization programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ NGOs reports</li> <li>▪ UNDP field staff monitoring report</li> </ul>	<p>Accessibility to affected areas. Presence of areas/ pockets of relative security.</p> <p><u>Risks:</u> Political and conflict dynamics International sanctions obstructing further humanitarian/ recovery work</p>	
<b>Outputs (Results)</b> 1. Capacity development on Early recovery and Livelihoods provided to NGOs and CBOs	<b>Output Indicators</b> <ul style="list-style-type: none"> <li>▪ Number of exchange visits conducted</li> <li>▪ Number of NGOs and personnel attending training on ER&amp;L</li> <li>▪ knowledge network launched Online</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitoring database</li> <li>▪ Field visits reports</li> <li>▪ Pictures/ videos/ stories/ press</li> <li>▪ Online network</li> </ul>	<p>Please refer to section 7.</p>	

<p>2. NGOs provided with grants for livelihoods restoration activities</p>	<ul style="list-style-type: none"> <li>▪ Number of income generating activities supported (segregated by type)</li> <li>▪ Number of direct beneficiaries from business support services (disaggregated by type, age and sex)</li> <li>▪ Number of grants provided</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitoring database</li> <li>▪ Field visits reports</li> <li>▪ Pictures/ videos/ stories/ press</li> <li>▪ NGOs reports</li> </ul>	<p>Please refer to section 7.</p>
<p><b>Activities + Inputs</b></p>			
<p>1.1. Launch exchange field visits between various NGOs for transfer of knowledge and experience</p>	<p>As per Project Document</p>		<p>Personnel Training cost (logistics, travel..)</p>
<p>1.2. Develop the online network for knowledge sharing facilitating on-the-job training and potential twinning projects</p>			<p>NGO grants Operational costs</p>
<p>1.3. Provide training on ER&amp;L methodology, guiding principles and programme planning parameters and indicators</p>			<p>Operational costs</p>
<p>2.1. Identify the NGOs for the grants provision</p>			<p>Personnel</p>
<p>2.2. Identify the recovery projects to be supported through the grants distributed</p>			<p>Tools and equipment</p>
<p>2.3. Monitor and follow up on implementation</p>			<p>Grants Training costs Operational costs</p>

Budget (Project Duration is 7 months)

Kind of expenditures	Unit	# Unit	cost per unit CHF	cost per unit (USD)	Budget Total (USD)	Remarks
<b>I Investment Costs</b>					<b>104'500</b>	
Grants/ contracts	Agreement	4	24'038	25'000	100'000	Grants to NGO for livelihoods restoration and stabilization
Training/exchange visits	activity	3	1'442	1'500	4'500	
<b>II Running Costs</b>					<b>12'945</b>	
Monitoring and follow up	visit	4	481	500	2'000	
Travel for training and exchange visit	mission	3		500	1'500	
Communication	Lump sum				3'445	production of video of trainings/exchange visits/twinning events/Grants implementation
Security costs	Lump sum		0		6'000	
<b>III Personnel Costs</b>					<b>33'500</b>	
b) Local personnel					33'500	
NGO Liason and CD officer	Month	7	2'885	3'000	21'000	dedicated NGO officer
System Developer (online network)	Month	5	2'404	2'500	12'500	dedicated system developer for the online network
Subtotal					150'945	
<b>X Overheads (8%)</b>					<b>12'055</b>	
<b>XII Total Project Costs</b>					<b>163'000</b>	
<b>XII Plan of Funding (incl. Overheads 8%)</b>						
other contributions**						
UNDP TRAC					300'000	
Unfunded					1'000'000	
<b>XII Total Funding***</b>					<b>1'300'000</b>	

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

\*\*\* Please note that there is another project funded by the EU for social cohesion and community resilience through increasing engagement and developing capacity of NGOs

Total funding = EURO 650,000

please mention exchange rate CHF-local currency and reference