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

Project Title: Strengthening context sensitive programming in Dara’a, As Sweida, Quneitra, rural Damascus, and the whole of Syria

Project Number: 00120379

Implementing Partner: UNDP

Start Date: 3 November 2019 **End Date:** 3 November 2020 **PAC Meeting date:** 7 October 2019

Brief Description

The “Strengthening context sensitive programming in Dara’a, As Sweida, Quneitra, rural Damascus, and the whole of Syria” project is intended to continue bolstering the capacity of the UNDP, UN system and partners to deliver in a context sensitive manner in Syria: through ongoing context and risk analyses, and mainstreaming of context sensitivity throughout programming and operation; advice and capacity building linked to programming design, monitoring and evaluation; and supporting national capacities to deliver context sensitive assistance.

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|---|-----------------------------------|--------------------|-----------------------------|
| <p>Contributing Outcome (UNSF/CPD, RPD or GPD):</p> <p>CPD Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion</p> <p>Indicative Output(s):</p> <p>Output 1.2: Youth led initiatives promoting tolerance and acceptance undertaken.</p> | Total resources required: | 1,000,000 \$ | |
| | Total resources allocated: | UNDP TRAC: | |
| | | Donor: | 750,000 \$ |
| | | Donor: | EDRCR Allocations (Denmark) |
| | | Government: | |
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| | Unfunded: | 250,000 \$ | |

Agreed by (signatures)¹:

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|--|
| UNDP |
| Print Name: Ramla Khalidi For  |
| Resident Representative UNDP - Syria |
| Date: 10 October 2019 |



¹ Note: Adjust signatures as needed

 For Hala.R 

LIST OF ACRONYMS

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

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1. SITUATION ANALYSIS

1.1 The Context in which aid providers operate in Syria

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

The context in Syria poses a challenging environment for international actors seeking to deliver assistance. UN system, partners and national capacities providing assistance in Syria are facing by programming risks. The ability to plan and deliver sustainable results is undermined by the ever-changing context. The need to deliver humanitarian and recovery assistance in rapidly changing environment and due to access challenges, particularly across lines of control have meant that assistance is provided to some areas more than others. The lack of accessible information about local actors, conditions and needs reduces the responsiveness of programmes and raises the possibility that assistance could complicate inter-group relations in already fragile areas. The fact that assistance delivery has been misused for political or economic interests creates tensions and delegitimizes the assistance providers as impartial actors.

It can be argued that 'peace' as opposite to 'war' has already arrived into large parts of Syria. Many living in the government-controlled territory perceive that the 'crisis' has been over by mid-2018 and they are in a post-conflict situation now. It may be a 'negative peace,' i.e. in which violence has stopped, but the issues which caused the conflict in the first place have not been resolved. However, the perspectives that citizens have over the same issues have changed even if the issues themselves have not, and this change in attitudes is pivotal to how the society would move towards achieving peace².

The common features in how local communities describe 'peace' revolve around the war exhaustion and the lost time, and the 'future-in-the-past' narrative. After eight years of crisis, people had enough and ex-combatants are tired of war. Many just want to live a dignified life. Importantly, the population has not lost a mental image of what constitutes 'peace' and 'normal life.' Nostalgia for pre-crisis times is strong and the feeling that the situation used to be much better prevails³.

1.2 Context Sensitivity

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

Any project set in a conflict region will inevitably have an impact on the peace and conflict environment – positive or negative, direct or indirect, intentional or unintentional. Each actor has specific priorities and objectives that relate to their mandate. Each mandate implementation is conditioned by field's needs, funds and information availability, location access and indirect political perception.

In order to minimize both negative perceptions and impacts, an increased recognition of the importance of context sensitivity has led humanitarian assistance and peacebuilding programming to prioritize a cross cutting context sensitivity approach. For UNDP Syria, this approach could be translated into developing a

² Local Context Analysis by UNDP, 2019

³ Local Context Analysis by UNDP, 2019

shared understanding of context sensitivity across programmes while building institutional capacity for context sensitivity among national capacities and UN Agencies operating in Syria.

Context sensitivity requires assistance providers to consider two questions. First is to understand how the environment affects assistance, often by increasing uncertainty and risk, affecting access, changing programming priorities and changing how we work with partners. Second is to understand how assistance affects context. Assistance can influence actors through empowering stakeholders and changing relationships between them.

At the heart of a context sensitive approach is a need for ongoing, high-quality analysis that can identify risk factors, help inform programming design and implementation, and assist with monitoring and evaluation. It entails adopting a deliberate and systematic approach to ensuring programming decisions are made on the basis of a robust and credible analysis of the context. It involves adopting a critical lens, testing and challenging assumptions about how we contribute to identifying key trade-offs and dilemmas inherent in our actions and seeking the right balance between different objectives and approaches, benefits and harms, and categories of risk.

Context sensitivity is relevant both where there is active violent conflict and in situations that are fragile but currently non-violent (latent conflict). It should inform the design of new activities, and can also be applied to existing commitments – these tools can be applied at any stage in the programme cycle. It involves four interlinked steps:

Step 1: Context analysis is a systematic and structured approach to identifying the factors driving conflict and violence, the actors involved and their interests, key trends and any entry points or opportunities to build society's capacities for resolving differences or pursuing objectives without resort violence.

Step 2: Context sensitivity review uses the findings of the analysis to review and assess new or ongoing programmes and actions for interactions with the conflict context - in terms of risks of harm and opportunities. The programme design or action can then be adjusted to reduce risks of harmful impacts on the conflict and maximize opportunities to build peace.

Step 3: Context sensitive implementation involves ensuring implementing partners are able to operate in a context sensitive manner.

Step 4: Context sensitivity monitoring involves a regular refresh of the analysis, monitoring of key context sensitivity risks and ongoing adjustments to the intervention/ activities as necessary.

Context sensitivity is relevant at all levels of engagement therefore these steps should be applied to the country strategy and portfolios as well as to individual programmes and projects. The steps can be streamlined within existing processes and discussions across the programming cycle and should not therefore be a significant additional burden.

1.3 Existing Context Sensitivity and Analysis Capacity among Assistance Providers in Syria

Assistance providers do have some capacities for context analysis and context sensitivity. However, there is a lack of local level community-based analysis produced to inform context sensitive programming from within the country. Within the UN family, OSE undertakes political analysis around the track 1 process, OCHA maintains analytical capacity around humanitarian issues, UNDSS produces analysis for security purposes, and other UN agencies undertake analysis on an as needs basis. The Urban Analysis Network Syria (IMMAP, UN-Habitat, JiPs, HAT, JRC, CSI and UNHCR CCCM/ISMI/PMI) develops 'city-profiles' on issues of damage, displacement, shelter, infrastructure, basic services, and livelihoods. A number of INGOs have engaged conflict advisors, who aim to inform their own INGOs' programming. The Humanitarian Access Team of Mercy Corps, which is based outside of the country, has specialized in macro-level analysis and focused mainly on security and political issues. The International NGO Safety Organization has produced mainly security and access related analysis, and aims at serving its NGO network rather than the broader

community. Peaceful Change Initiative, supported by GIZ, has piloted a process aimed at promoting context sensitivity within the international response in Syria from outside of the country, and does not produce its own analysis.

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

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

- Need for analysis to better inform strategic planning – Analysis should be a more integral part of strategic planning and help identify key needs and gaps that should be addressed to promote positive peace in the country and to project scenarios.
- Need for analysis to better inform programming – This implies ensuring that analysis is more relevant to the practical issues faced by implementers, that analysis provides useful advice (not just collecting data) and is easily digestible.
- Need for multi-level analysis – There is much macro-level analysis produced. In view of the high fragmentation of the conflict in terms of stakeholders, factors and dynamics, conflict sensitivity often presupposes a micro-level analysis down to the neighborhood and village levels.
- Need to access information – Difficulties in getting visas, limited access due to administrative and security concerns, and challenges when conducting interviews and focus groups, mean that research is particularly cumbersome, especially for international actors.
- Need to validate information – Information is often distorted by partisan actors. Greater effort is required to triangulate and verify information in Syria compared with other contexts.
- Need for constantly updating analysis - The rapidly changing nature of the environment means that analysis must be constantly updated.
- Need to strengthen context sensitivity awareness – Many organizations do not have context sensitivity guidelines in place. Where context sensitivity is considered, it is often a 'tick-the-box' exercise rather than an approach embedded within assistance. This requires organizational change.
- Need for capacity building – Capacity building is highly needed for decision-makers and implementers, in the form of trainings but also of on-the-job coaching.
- Need to engage more with local communities and NGOs – Analysis and context sensitivity processes could better engage Syrian actors, both as contributors and as beneficiaries of assistance.
- Need for coordinating and sharing analysis – Analysis would benefit from increased coordination and information sharing among analysts and assistance providers across hubs.
- Need for collective action - Collective action would lead to more efficiently minimizing negative impacts and maximizing positive impacts of the response on insecurity and instability. A common understanding of what 'do no harm' means in Syria could be developed. Mechanisms or spaces for analysis sharing and for an honest assessment of analysts' work are important. The leadership of such mechanisms should ensure buy-in and the spaces should be neutral. New initiatives should

build upon existing mechanisms. Processes could be held at different tracks or in different hubs and be brought together to ensure both overall coherence and proximity to concerned actors.

- Need for resources – In view of the abovementioned needs and constraints, analysis is time-consuming and requires dedicated staff and other resources. Appropriate resources need to be dedicated within programming and by donors to support context sensitive assistance.

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

1.4 UNDP's contribution to Context Analysis and Context Sensitivity in Syria

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

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

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

In early 2018, UNDP initiated The UN Working Group. Seven meetings were convened. These meetings helped as a coordination mechanism between UN agencies in Syria and to establish a knowledge hub which drives the standards up in the practice area. It promoted sensitivity-based decision-making and a better integration of analysis and sensitivity in programming.

UNDP has been called upon to feed into strategic analysis on Syria. For example, it has contributed to drafting and updating the context analysis used to inform the Syria Post-Agreement Planning Process, through UNDP's co-chairmanship of the responsible Inter-Agency Task Force. The Post-Agreement Planning Process originates from a UN commitment made under UN Security Council Resolution 2254 during the Supporting Syria and the Region Conference in 2016. It aims at coordinating civilian stabilization, post-conflict peacebuilding and recovery efforts to be ready immediately after an agreement, in accordance with the framework for political transition put down in the Geneva Communiqué of 2012. While it paves the way for longer-term programming, it identifies so-called 'now' issues for ongoing programming in preparation for the long-term.

Between the late of 2018 and the beginning of 2019, UNDP by the support received from Denmark through EDRCR window, and through UNDP Context Analysis Project team and Field Offices produced 10 local context analysis (LCA) reports and a synthetic summary report which provide solid understanding of the

situation, factors, and the dynamics that drive the context in the governorates of Deir Ezzor, Hasakeh, Raqqa, Latakia, Hama, Homs, partially Rural Damascus, Dara'a, and the cities of Aleppo and Tartous. Moreover, four thematic research were conducted covering four big issues that affect the Syrian communities. Thematic research included 1) Conditions of Return and Reintegration, 2) Connectors and Dividers, 3) Access to Justice, 4) Violent Extremism

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

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

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

2. STRATEGY

Quality and breadth: UNDP prioritize quality and horizontal breadth, rather than vertical scale up at current stage. This principle underpins several of the strategies articulated below. More locations will be covered through local context analysis throughout the country, more thematic researches will be conducted addressing key issues affecting the local communities, context sensitivity approaches will be increasingly promoted among national and international parties. This should reflect a stronger and more holistic package of context sensitivity mainstreaming.

Knowledge and tools for context analysis and context sensitivity: Establish processes and systems for context sensitivity analysis and reporting; this will include tools on best practices for context analysis, context sensitivity, Early warning & early response tools (macro-micro levels), strategic frameworks for assistance in conflict-prone regions, sectoral programming tools (macro level), programme evaluation tools (macro-level), project management instruments, Project monitoring and evaluation tools and Peace and Conflict Impact Assessment (PCIA) methodologies.

Keep strengthening capacity for context analysis and context sensitivity: Effective context analysis is the starting point for all engagement in support of early recovery and sustaining peace. Several tools and methodologies exist within the UN system and beyond, that may be adapted to suit different needs in different contexts. UNDP takes the position that no one tool ought to be prescribed, however all possible steps should be taken to ensure that analysis is conducted and appropriately disseminated. In the current phase, UNDP has committed to a three-pronged approach: i) conducting regular context analysis including local context analysis covering the different parts and locations of the country, and thematic context analysis on specific problematic issues; ii) building national capacity for context analysis and context sensitivity; and, iii) providing advice and sharing knowledge with UN system on context analysis and context sensitivity. In all elements of this approach, it deserves recalling that the gender dimension is expected to be a key component.

From analysis to strategy development and programming: Analysis serves little purpose unless it is effectively translated into strategy and programming. Understanding areas of contestation – whether related to power and governance, land and natural resources, economic and social issues, gender, service delivery or access to security and justice – and the requirements to overcome them, must be able to inform solutions. In order to undertake robust analysis, UNDP emphasizes to harness the analysis so that it better informs the decision-making, strategy development and programming of UNDP and respective parties.

Working with national capacities and international stakeholders: UNDP continuously aims to build national capacities, both those of national local administrations as well as civil society and other important stakeholders at the country level. These national capacities will be targeted through trainings and capacity development package to ensure that response teams are well informed of context sensitivity and humanitarian principles in planning, programming, implementation and operations. The capacity development package will highlight the key principles underpinning the context-sensitive approach, explain the relationship between context analysis and context sensitivity, devise context sensitive approaches to issues faced in crisis management, identify the benefits and limitations of the context-sensitive approach, illustrates context analysis tools and methodologies and the Do No Harm principles. UNDP will continue to act as source for knowledge generation on context analysis, and provide technical leadership to promoting context sensitive approaches into UNCT organisational mechanisms, processes and procedures.

New technologies: UNDP will support and encourage to draw on new technologies in all relevant aspects of context analysis and context sensitivity. Technology's benefits and implications will be incorporated in the context analysis process.

2.1 Theory of Change

This project has one outcome:

Outcome 1: *Programmes and interventions of UNDP, UN system and partners are increasingly context sensitive and are leading to sustaining peace.*

This outcome reflects the fact that the UNDP is often a significant actor in countries at risk of conflict and fragility, and plays important role in early recovery phase leading to sustaining peace, and that in order for the overall strategy and approach of the UNDP to contribute effectively in support of national and international efforts on sustaining peace, its engagement and activities must be context sensitive and therefore informed by high quality analysis.

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

On this basis and through this project, UNDP intends to continue strengthening its ability and the ability of other UN organizations and their partners, including donors, to understand context in Syria and to ensure the context sensitivity of the assistance they provide. It will do this by provisioning a dedicated ongoing context analysis and context sensitivity capacity, in the form of the project team. The team will continue to develop, maintain and share understanding of context dynamics in a wide range of geographical areas and relating to specific thematic issues within Syria. The project team will also continue to provide training and advice to UNDP staff and, upon request, to other UN agencies' staff and partners, to help develop their capacity around context sensitivity and to enhance the context sensitivity of assistance. The project team will also continue to support context sensitivity networks of UN, INGO, donors and other stakeholders in Damascus and other hubs, and to support knowledge generation, experience sharing on context analysis and context sensitivity. These mechanisms will help better share information and experience and build networks between respective parties.

3. RESULTS AND PARTNERSHIPS

3.1 Expected Results

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

Output 1: Providing local context analyses and mainstreaming context sensitivity approaches in UNDP and UN system, local and international partners response.

Activity 1.1: Conducting ongoing Local Context Analyses (LCAs)

UNDP will prepare ongoing context and risk analyses for at least 20 local areas in Syria. 17 of these analyses will build on, update and maintain existing local level context analyses which UNDP has prepared as baselines. These updates will help to identify the issues and factors that changed, how did they change, did they change towards negative situation or positive situation, why did they change, and what are the consequences of these changes. Analyses of 3 new areas will also be prepared. Each analysis will be updated on an ongoing basis to reflect changes in the situation. The level of analysis will be adapted according to needs, knowing that town and neighborhood level analysis is usually used to support programmes and operations, and higher levels of analysis to support more strategic decisions and plans. Moreover, one synthetic summary report will be provided.

The purpose of the analyses will be:

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

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

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

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

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

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

Activity 1.2: *Conduct 4 thematic context analysis, covering four main issues that affect the local community in Syria.*

In addition to local area analyses, the project team will continue to prepare up and conduct thematic analyses. Thematic analyses will investigate the relationship between major factors or issues and conflict across the country. The reports will be designed to be easily accessible and directly relevant to the challenges faced by implementers in Syria.

Example thematic reports could include topics such as, but not necessarily limited to:

- Interactions between the conflict and the economy.
- Effects of humanitarian aid on long-term development in Syria.
- Overcoming Radicalization and the Legacy of Violent Extremism in Syria.
- Gendered Conflict Impacts.
- Environment/ natural resources and conflict.

Activity 1.3: *Mainstreaming context sensitivity approaches into UNDP, and promote mainstreaming of the context sensitivity approach at UNCT level.*

Many organizations are active in conflict-affected areas, bringing with them a diverse range of mandates and methods. Prominent amongst these actors are UN system, donors, civil society, local NGOs international NGOs, local authorities and multi-lateral organizations. Each actor has specific priorities and objectives that relate to their mandate, such as a primary focus on poverty reduction, saving lives, protecting human rights, improving education etc. Actors in conflict affected areas are increasingly realizing that their interventions will have unintended impacts on the context within which they are working and hence have grown aware of the need for context sensitivity.

An assessment of sample programmes of UNDP will be conducted to understand the two-way interaction between the interventions and the context in order to continue ensuring context sensitivity practices in UNDP's engagements and activities. Best efforts will be undertaken to adapt interventions, where necessary, in two ways. First, potential negative impacts on the context will be minimized through a do no harm approach. Second, positive impact will be maximized to alleviate tensions and increase efficiency of the response.

Moreover, UNDP will coordinate and provide technical advice to mainstreaming context sensitive approaches among UN and partners interventions. Knowledge and experience sharing sessions will be conducted and will lead to analyze and assess the degree to which context sensitivity was taken into account during humanitarian and early recovery response.

This activity is intended to lead to developing context sensitivity strategy, or a corporate context sensitivity policy document as an output of the assessment, and advice and knowledge sharing sessions.

Activity 1.4: *Develop technical capacity on context sensitivity / analysis in UNDP and participating agencies.*

UNDP will facilitate capacity development activities to key local actors (municipalities, NGOs, community leaders, peace makers.... etc.) and on an as needs basis when requested on context sensitive approaches to identifying needs and gaps, designing, programming and implementing activities in sensitive manner.

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

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

The project team will also conduct a series of capacity development activities for key local actors and partners working in and on Syria. The capacity development activities will include but not limited to (training workshops, exchange visits, peer to peer visits, advice and knowledge sharing sessions).

Trainings may cover subjects such as, but not necessarily limited to:

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

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

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

3.2 Resources Required to Achieve the Expected Results

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

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

Additional procurement requirements are expected to include:

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

3.3 Complementing Existing Activities

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

The project team will be part of UNDP's Social Cohesion and Local Development team, will work together with other members of the team. In general, social cohesion and local development activities include conducting community-based assessments of the situation at local level. This information can feed into

UNDP's context analysis work while the project team can also help advise on how to conduct interactive context analysis as part of dialogue processes.

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

3.4 Partnerships

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

3.5 Risks and Assumptions

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mgmt response | Owner | Submitted, updated by |
|---|---|-----------------|----------------|----------------------|---|-----------------|-----------------------|
| 1 | Resource mobilisation is unsuccessful in fully funding all project activities. | Sep 2019 | Financial | I = 4, P = 2 | UNDP interacts closely with donor community on resource mobilisation and conditions assistance based on funds raised; project board priorities activities based on resources mobilised. | Project Manager | Prodoc |
| 2 | Recruitment of qualified national and international consultants takes longer than expected. | Sep 2019 | Organisational | I = 2, P = 3 | Prepare recruitment processes early and manage effectively. | Project Manager | Prodoc |
| 3 | Political sensitivities around the issue of context analysis means that UN receives pressure from national stakeholders, such as limitation of visas. | Sep 2019 | Organisational | I = 3, P = 2 | UNDP communicates the principles and purposes for the context sensitivity project team clearly and openly; UNDP identifies ways to work more flexibly, such as through consultants based remotely working with local staff. | Project Manager | Prodoc |
| 4 | Sensitivities and/or security incidents in country undermine access for context analysis research | Sep 2019 | Organisational | I = 2, P = 2 | UNDP works closely with its national staff already in areas to undertake field research; the project team identifies other ways to get verifiable information. | Project Manager | Prodoc |
| 5 | Procurement of computer-based platform is delayed or is more expensive than expected. | Sep 2019 | Organisational | I = 2, P = 3 | UNDP reviews existing off the shelf products as well as the possibility of developing new software in coordination with the information management team. | Project Manager | Prodoc |
| 6 | Conducting field research in Syria is not an easy job, it needs formal approvals, this may lead to limited access to field data in some areas. | Sep 2019 | Organisational | I = 3, P = 2 | UNDP will use its resources, connections and strong presence and networks in the area offices to reach the most reliable data as possible. | Project Manager | Prodoc |
| 7 | Problems in teaming between the national and international consultants to conduct the thematic researches may occur. | Sep 2019 | Organisational | I = 3, P = 2 | Management of human relations between them will be addressed by UNDP' context analysis project team | Project Manager | Prodoc |

4. PROJECT MANAGEMENT

4.1 Cost Efficiency and Effectiveness

The project promotes cost efficiency and effectiveness by leveraging:

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

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

4.2 General Management Support

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

The GMS rate is set by the UNDP Executive Board. For newly signed agreements, the GMS rate is equal to 7% of the programmable budget.

4.3 Direct Project Costing

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

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

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

4.4 Communications and Visibility

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

5. RESULTS FRAMEWORK

| Intended Outcome(s): | | | | | | |
|---|--|-------------------|----------|------|---------|---------------------------------|
| Outcome 1: Programmes and interventions of UNDP, UN system and partners are increasingly context sensitive and are leading to sustaining peace | | | | | | |
| Intended Output(s): | | | | | | |
| Output 1: Providing local context analyses and mainstreaming context sensitivity approaches in UNDP and UN system, local and international partners response | | | | | | |
| Project title and Atlas Project Number: Strengthening context sensitive programming in Dara'a, Sweida, Quneitra, rural Damascus, and the whole of Syria - 00120379 | | | | | | |
| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS | DATA COLLECTION METHODS & RISKS |
| | | | Value | Year | | |
| Output 1: Providing local context analyses and context sensitivity advice to the UNDP and UN system, local and international partners. | 1.1 # of local context analyses updated / produced. | Project reporting | 11 | 2019 | 21 | Project Reporting |
| | 1.2 # of thematic context analyses produced. | Project reporting | 4 | 2019 | 4 | Project Reporting |
| | 1.3 # of technical working group meetings/ consultations conducted / supported | Project reporting | 7 | 2018 | 6 | Project Reporting |
| | 1.4 # of context sensitivity strategy / policy developed. | Project reporting | - | 2018 | 1 | Project Reporting |
| | 1.5 # of people received capacity development on Context Analysis-Context Sensitivity. | Project reporting | 200 | 2018 | 100 | Project Reporting |
| | 1.6 # of computer-based analysis knowledge management platform developed. | Project reporting | - | 2019 | 1 | Project Reporting |

6. MONITORING AND EVALUATION

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

| Monitoring Activity | Purpose | Frequency | Expected Action | Cost (if any) |
|---|---|---|---|------------------------------------|
| Track results progress | Progress data against the results indicators in the Results Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. | 5,000 \$ |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | 5,000 \$ |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | Annually | Relevant lessons are captured by the project team and used to inform management decisions. | |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | Annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | |
| Project Report | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. | Quarterly, annually, and at the end of the project (final report) | | |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. | Every six months. | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | |
| Project Evaluation | In the project's final year, an end-of project evaluation will be conducted to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | End of Project | | 25,000 (end of project evaluation) |

8. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

8.1 Project Board

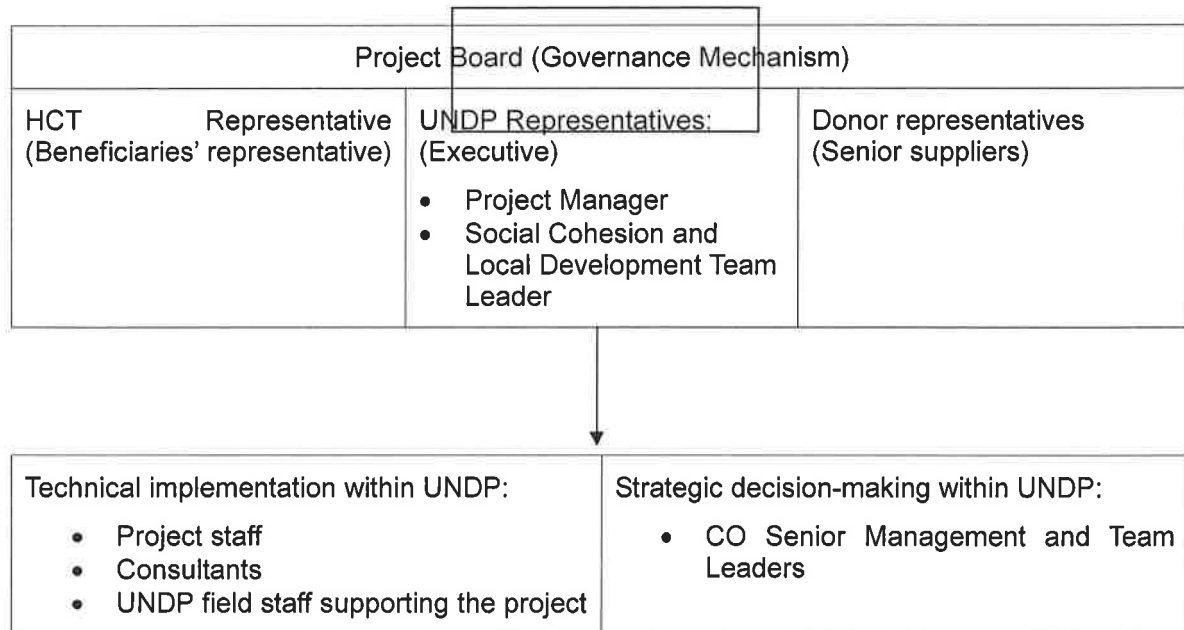
A Project Board is already established to ensure strategic direction and oversee the implementation of the project. The project board is chaired by UNDP as the Executive and representative(s) of the donor(s) as Key Supplier, and a representative of the HCT as beneficiary. The Project Board will meet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

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

The Project Board has the following responsibilities:

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

8.2 Project Organisational Structure



ANNEX: PROCESS FOR UNDERTAKING AND UPDATING CONTEXT ANALYSES

The Local Context Analyses (LCAs) are a series of local level assessments initially produced by UNDP from 2016 to 2019. They are broadly based on UNDP's Conflict-related Development Analysis (CDA) methodology. Each LCA is intended to inform programming in the respective area by identifying key considerations to ensure that assistance provided is context sensitive.

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

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

Context analysis will incorporate a strong gender perspective, by ensuring that the voices of women are duly included in the research and that analysis explicitly considers the role of women and the issues that they face in terms of conflict. Mapping of women's roles and capabilities will help support women's participation and leadership in the CO's assistance projects. At least 50% of beneficiaries will be women. The gender dimension will be embedded in all activities. UNDP's targets, indicators and interventions will be gender sensitive throughout their design, implementation, monitoring and evaluation. Women will be fully and equally involved as active participants in all interventions and capacity development opportunities.

Undertaking New Context Analyses

1) Specify the location for context analysis

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

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

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

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

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

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

4) Undertake further research on identified factors and stakeholders

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

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

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

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

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

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

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

Updating Existing Context Analyses

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

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

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

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

Building on the information gained in step 1, the previous update is reviewed to understand how accurate it has been and to identify any missing elements. Analysis users, including project

managers within UNDP and its partners, are consulted to understand any additional questions they may have.

3) Conduct further research as needed

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

4) Review draft and finalise

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

Verification of Information

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

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

In this, UNDP benefits from its strong networks and its activities on the ground within Syria. UNDP's analysis process benefits from a community approach, which aims to ensure that community members from the areas under analysis, who may not be linked to other analysis processes, are consulted and their voices captured, either as part of focus groups, through one-on-one interviews or through other interactions with UNDP staff as part of the organisation's programming.

Capacity Building of Staff

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

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

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

Relevant documents:

1. UNDP Conflict Related Analysis Manual;
 2. Local Context Analysis Template;
 3. Local Context Analysis Methodology;
 4. Existing Local Context Analyses.
-



Annual Work Plan

Syrian Arab Republic- Damascus

Project: 00120379

Report Date: 10/10/2019

Project Title: Emergency Funding Window

Year: 2019

| Output | Key Activities | Timeframe | | Responsible Party | Planned Budget | | | | |
|-----------------------------------|----------------------|-----------|-----------------------------|-------------------|----------------------------|---------|--------------|--------------------------------|-----------|
| | | Start | End | | Fund | Donor | Budget Descr | Amount US\$ | |
| | | | | | | | | | |
| 00116562 Emergency Funding Window | Conduct ongoing LCA. | 1/9/2019 | 31/12/2019 | UNDP | 28400 | UNDP-FW | 75100 | Facilities & Administration | 7,063.00 |
| | | | | | 28400 | UNDP-FW | 71400 | Contractual Services - Individ | 11,400.00 |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 67,500.00 |
| | | | | | 28400 | UNDP-FW | 71600 | Travel | 2,000.00 |
| | | | | | 28400 | UNDP-FW | 74100 | Professional Services | 5,000.00 |
| | | | | | 28400 | UNDP-FW | 72100 | Contractual Services-Companies | 15,000.00 |
| | | | | | 28400 | UNDP-FW | 74500 | Miscellaneous Expenses | 2,867.00 |
| | | | | | 28400 | UNDP-FW | 64300 | Staff Mgmt Costs - IP Staff | 6,691.00 |
| | | | | | 28400 | UNDP-FW | 75100 | Facilities & Administration | 669.00 |
| | | | | | Mainstreaming context sens | | 1/9/2019 | 31/12/2019 | UNDP |
| 28400 | UNDP-FW | 75100 | Facilities & Administration | 280.00 | | | | | |
| 28400 | UNDP-FW | 71600 | Travel | 2,000.00 | | | | | |
| TOTAL | | | | | | | | | |
| GRAND TOTAL | | | | | | | | | |
| 122,470.00 | | | | | | | | | |
| 122,470.00 | | | | | | | | | |



Annual Work Plan

Syrian Arab Republic- Damascus

Project: 00120379

Project Title: Emergency Funding Window

Year: 2020

Report Date: 10/10/2019

| Output | Key Activities | Timeframe | | Responsible Party | Planned Budget | | | | | | | | | |
|-----------------------------------|---------------------------------|-----------|------------|-------------------|----------------|---------|--------------|--------------------------------|------------|-------|---------|-------|-------------------------------|-----------|
| | | Start | End | | Fund | Donor | Budget Descr | Amount US\$ | | | | | | |
| 00116562 Emergency Funding Window | Capacity development activities | 1/9/2019 | 31/12/2019 | UNDP | 28400 | UNDP-FW | 72800 | Information Technology Equipm | 30,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 35,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75700 | Training, Workshops and Confe | 20,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71600 | Travel | 10,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 72100 | Contractual Services-Companie | 10,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75100 | Facilities & Administration | 8,415.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71300 | Local Consultants | 15,213.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 74100 | Professional Services | 10,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71400 | Contractual Services - Individ | 57,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 52,500.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75700 | Training, Workshops and Confe | 7,600.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75100 | Facilities & Administration | 9,387.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71600 | Travel | 7,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71300 | Local Consultants | 43,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75100 | Facilities & Administration | 11,760.00 | | | | | |
| Conduct thematic context an | Conduct thematic context an | 1/9/2019 | 31/12/2019 | UNDP | 28400 | UNDP-FW | 71600 | Travel | 5,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 110,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 72100 | Contractual Services-Companie | 5,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75700 | Training, Workshops and Confe | 5,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 64300 | Staff Mgmt Costs - IP Staff | 37,915.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 74500 | Miscellaneous Expenses | 16,249.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75100 | Facilities & Administration | 3,791.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75700 | Training, Workshops and Confe | 16,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71600 | Travel | 6,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71300 | Local Consultants | 13,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 75100 | Facilities & Administration | 7,700.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 75,000.00 | | | | | |
| | | | | | DPC | DPC | 1/9/2019 | 31/12/2019 | UNDP | 28400 | UNDP-FW | 75700 | Training, Workshops and Confe | 16,000.00 |
| | | | | | | | | | | 28400 | UNDP-FW | 71600 | Travel | 6,000.00 |
| | | | | | | | | | | 28400 | UNDP-FW | 71300 | Local Consultants | 13,000.00 |
| Mainstreaming context sens | Mainstreaming context sens | 1/9/2019 | 31/12/2019 | UNDP | 28400 | UNDP-FW | 75100 | Facilities & Administration | 7,700.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 75,000.00 | | | | | |
| | | | | | 28400 | UNDP-FW | 71200 | International Consultants | 75,000.00 | | | | | |



Annual Work Plan

Syrian Arab Republic- Damascus

Project: 00120379

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| Output | Key Activities | Timeframe | | Responsible Party | Planned Budget | | |
|--------------------|----------------|-----------|-----|-------------------|----------------|-------|--------------|
| | | Start | End | | Fund | Donor | Budget Descr |
| TOTAL | | | | | | | |
| GRAND TOTAL | | | | | | | |
| | | | | | | | 627,530.00 |
| | | | | | | | 627,530.00 |