

**Action Document for EU Trust Fund to be used for the decisions of the Operational Board**

**1. IDENTIFICATION**

Title/Number	<b>Regional Water, Sanitation and Hygiene (WASH) programme for Syrian refugees and host communities</b>		
Total cost	Total estimated cost: <b>EUR 25,000,000</b> Total amount drawn from the Trust Fund: <b>EUR 25,000,000</b>		
Aid method / Method of implementation	Project Approach Direct management – grants – direct award		
DAC-code	140	Sector	Water and sanitation

**2. RATIONALE AND CONTEXT**

**2.1. Summary of the action and its objectives**

The proposed action is based on the resilience and livelihoods needs of Syrian refugees and host communities as identified in Regional Refugee & Resilience Plan 2015-2016 (<http://www.3rpsyriacrisis.org/>) and the national response plans of the main host countries Lebanon, Jordan, Turkey, and Iraq. It builds on several concept notes submitted by different networks and partnerships of European CSOs to the Madad Fund in the field of WASH support for the a.m. target groups and countries.

The **Overall Objective** of the programme is to mitigate the destabilising effects of the refugee crisis in Lebanon and Jordan,

The **Specific Objective** of this action in Lebanon and Jordan is to improve the stability and resilience of Lebanese and Jordanian communities hosting Syrian refugees and to mitigate the risk of WASH related mortality and morbidity through the provision of and access to safe water, sanitation and hygiene to agreed minimum standards for the affected population.

The **expected results** are:

**Result 1:** Water and sanitation infrastructure in 11 communities in Jordan and 25 communities in Lebanon is improved and support is provided for institutional strengthening towards efficient and sustainable resource management;

**Result 2:** Access to water and sanitation is improved in 30 public institutions and 32 institutions in Lebanon. Schools (including informal schools), health care centres prisons, CBOs, and child friendly spaces are targeted institutions in this regard. In addition, 1,200 households in Jordan (70 % Syrians 30% Jordanian) will be upgraded in order to meet minimum standards, legal assistance and receive hygiene promotion information (59,000 Lebanese will also receive promotion material).

**Result 3:** Improved access to potable water supply for vulnerable population in Lebanon (109,345 direct beneficiaries) affected by the Syrian crisis. .

**Result 4:** Improved capacity of Lebanese Water Establishments (WEs) to provide a quality service to all customers and collect water payment fees.

**Result 5:** 1,200 households in Jordan and 29,500 households in Lebanon have reduced expenditure on water.

**Result 6:** Increased regional knowledge sharing between countries affected by the Syrian crisis on the impact of the crisis on water and sanitation infrastructure operation management.

The estimated direct beneficiary number for community infrastructure rehabilitations is 790,000 in **Jordan**, and 400,000 in **Lebanon**.

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In particular, the proposed action contributes to the implementation of [\*EU regional strategy for Syria and Iraq as well as the ISIL/Da'esh threat\*](#) under section 2.1.5 - *Strengthen local resilience capacities in Syria, Iraq and the affected neighbouring countries*, i.a. by using "*the 'Madad fund' for stabilisation and resilience aid to refugee and host communities in Iraq, Lebanon, Jordan, Turkey, and Egypt. This needs to be achieved in a holistic way, in coordination with existing funding mechanisms and in line with current national government planning and the UN 3RP approach;*"

## 2.2. Context

According to the Regional Refugee & Resilience Plan 2015-2016 (<http://www.3rpsyriacrisis.org/>), all indicators are that the human costs of the Syria crisis will continue to grow in 2015 and 2016, with continuing population movements, and deepening vulnerabilities.

The overall planning assumptions for 2016 are that armed conflict and insecurity will continue inside Syria; that an effective overall peace agreement will not yet be achieved and implemented; and that refugees will continue to flee Syria and seek international protection, despite measures to restrict admission in some countries in the region. Additional Syrian refugees have arrived in the five host countries during 2015, which – very close to the forecast 10 months ago of 4.27 million by end-2015 – has brought the total regional refugee population up to 4.29 million by November 2015. More than half of these refugees are children.

Albeit middle-income countries, the countries neighbouring Syria have been severely affected by the crisis which strained the coping abilities of millions of vulnerable people in these impacted communities. Many refugees are living in already poor areas where there are limited livelihood opportunities, and where housing and social services are stretched, exacerbating vulnerabilities among the local population. Conflict in Iraq has compounded the difficulties for refugees and impacted communities there, with the two displaced populations overlapping and placing a large burden on local services (inflow of nearly 250,000 Syrian refugees and more than 2.8 million IDPs in Iraq).<sup>1</sup>

On 15 December 2014, the **Lebanon** Crisis Response Plan (LCRP) for 2015 was launched. The LCRP requirements are for USD 2.1 billion, including USD 1.4 billion for the refugee component and USD 724 million for the resilience/ stabilization component. The Government of Lebanon's requirement included in the total is USD 169 million. Lebanon will support the expansion of temporary income-generating opportunities at scale for stabilization, linked with

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<sup>1</sup> Kurdistan Region of Iraq, economic and social impact assessment of the Syrian conflict and ISIS crisis - World Bank, 2014

the priorities of local economic development and longer-term planning at local and national level. The 2016 LCRP was released on 15<sup>th</sup> December 2015.

In **Lebanon**, this action aligns with the priorities in “support municipalities to build social stability through participatory processes, capacity-building, and implementation of priority municipal service projects to alleviate resource pressure and reduce tensions.” In addition, the action also addresses the need for “building capacity of, and transferring responsibility to, individual beneficiaries as well as local and displaced communities through gender-balanced WASH committees, Municipalities and other local support systems to ensure hygienic conditions, sustainable management of services at local level and reduced costs of maintenance and repairs”.

In **Jordan**, the Government on 18 October launched the Jordan Response Plan (JRP) for the years 2016 – 18 (<http://www.jrp.org>). As indicated in the JRP, the WASH sector’s overall objective is to enhance government capacity - and in particular the host communities’ - to meet increased demand for water and sanitation services, and the 3RP aims to support equitable access to basic services at household level and within public institutions. The proposed approach aligns with these objectives by targeting public water and wastewater management systems and governance mechanisms to improve the delivery of services in areas affected by population increase, as well as supporting most vulnerable households in these areas. The intervention’s LRRD approach also aligns with the JRP, which highlights both humanitarian and resilience needs.

For the resilience-related needs relevant to the Madad Fund, the new 3-year JRP indicates for 2016 alone needs of USD 250m for education, 183m for health, 266m for livelihoods and food security, and 310m for WASH.

**JRP 2016-2018 Budget Requirements per year – USD (Table 1.1a)**

Sector	2016	2017	2018	Total (2016-2018)
Education	250,638,101	281,204,375	323,130,296	854,972,772
Energy	107,400,000	111,075,000	87,000,000	305,475,000
Environment	2,900,000	8,150,000	2,300,000	13,350,000
Health	183,660,762	178,840,190	170,085,832	532,586,785
Justice	11,402,000	9,252,000	8,300,000	28,954,000
Livelihoods and Food Security	266,527,304	274,253,649	272,140,971	812,921,924
Local Governance and Municipal Services	69,163,402	76,361,270	58,227,216	203,751,888
Shelter	32,157,984	32,080,853	25,056,207	89,295,044
Social Protection	420,385,331	374,365,034	323,477,528	1,118,227,893
Transport	28,300,000	33,600,000	16,300,000	78,200,000
WASH	310,800,000	322,520,000	261,760,000	895,080,000
Management	1,420,000	1,140,000	740,000	3,300,000
<b>Sub Total: JRP Programmatic Response</b>	<b>1,684,754,884</b>	<b>1,702,842,372</b>	<b>1,548,518,050</b>	<b>4,936,115,306</b>
Subsidies for Syrian Refugees	213,214,431	222,409,642	232,725,266	668,349,339
Security Support	448,216,824	454,082,611	430,294,742	1,332,594,177
Accelerated Infrastructure Depreciation	258,640,000	274,158,400	290,607,904	823,406,304
Income Loss	125,702,797	125,554,907	125,721,274	376,978,978
<b>Sub Total: Direct Budget Support</b>	<b>1,045,774,052</b>	<b>1,076,205,560</b>	<b>1,079,349,186</b>	<b>3,201,328,798</b>
<b>Total JRP Budget</b>	<b>2,730,528,936</b>	<b>2,779,047,932</b>	<b>2,627,867,236</b>	<b>8,137,444,104</b>

In terms of the 2015 JRP results, much has been achieved over the past year despite severe funding shortfalls. For example:

- Access to education improved: more than 143,000 Syrian refugee boys and girls enrolled in public schools this year, and 50,000 Syrian boys and girls have been provided with remedial education.
- Access to Justice has improved: 70,000 Syrian refugees and Jordanians in host communities reached with legal advice and/or information.
- Communicable disease control has been strengthened: over 100,000 Syrian children under five were vaccinated against polio.

However, these successes have been achieved against a background of increased vulnerability. Many refugee families have spent their savings, sold their assets, and lost access to their support networks, forcing them to take extreme measures in order to cope. Meanwhile, vulnerable Jordanians living in communities with high concentrations of refugees are being increasingly affected. The Comprehensive Vulnerability Assessment carried out between April and July 2015, under MOPIC supervision, found severe vulnerability levels across four key service delivery sectors; education, health, solid waste management and WASH, particularly in areas with high concentrations of Syrians. Although vulnerability is increasing, aid funding is reducing. About 34.5 % of the total USD2.99 billion JRP2015 requirements has so far been committed for 2015, indicating that for the fourth year; two thirds of needs at a minimum remain unfunded.

### JRP 2016-18 Budget Requirements per component – USD (table 1.1b)

Sector	Refugee Response	Resilience Response	Grand Total
Education	353,588,092	501,384,680	854,972,772
Energy	144,975,000	160,500,000	305,475,000
Environment	NA	13,350,000	13,350,000
Health	224,745,940	307,840,845	532,586,785
Justice	4,404,000	24,550,000	28,954,000
Livelihoods and Food Security	631,860,073	181,061,851	812,921,924
Local Governance and Municipal Services	NA	203,751,888	203,751,888
Shelter	28,003,155	61,291,889	89,295,044
Social Protection	901,042,039	217,185,854	1,118,227,893
Transport	NA	78,200,000	78,200,000
WASH	162,360,000	732,720,000	895,080,000
Management	NA	3,300,000	3,300,000
<b>Sub Total: JRP Programmatic Response</b>	<b>2,450,978,299</b>	<b>2,485,137,007</b>	<b>4,936,115,306</b>
Subsidies for Syrian Refugees	NA	NA	668,349,339
Security Support	NA	NA	1,332,594,177
Accelerated Infrastructure Depreciation	NA	NA	823,406,304
Income Loss	NA	NA	376,978,978
<b>Sub Total: Direct Budget Support</b>	<b>NA</b>	<b>NA</b>	<b>3,201,328,798</b>
<b>Total JRP Budget Requirements</b>	<b>NA</b>	<b>NA</b>	<b>8,137,444,104</b>

#### 2.2.1. Sector context: policies and challenges

The 3RP recommends that WASH be focussed especially on Jordan and Lebanon. With the existing services available in Egypt, Iraq and Turkey, there is less need for international assistance. Large refugee numbers add pressure on existing local services in the hosting countries. Even before the emergency, Jordan was the fourth most water scarce country in the world.

With the majority of refugees living out of camps, public WASH services are under stress, and local authorities require support to improve and run public water, sewage, wastewater treatment, and municipal solid waste collection and disposal systems. There are competing demands for safe drinking water and wastewater services from both local communities and the refugees living in impacted areas, exacerbating an already volatile social, economic and political environment.

National WASH systems required investment even before the influx of refugees, with piped systems leaking up to 70 per cent of water in some areas. In 2015, the focus of the 3RP's WASH component is to transition from first-phase emergency services to more sustainable and more cost-effective systems. New piped systems will be built or existing systems will be augmented or extended, so that both refugees and local host communities benefit. For sanitation, the strategy in camps is to ease the transition from common to household-level facilities, which are family-owned and maintained, and to transition to modern wastewater treatment and disposal options.

In the case of Jordan, for example, once planned infrastructure is completed, operational savings will be evident in 2016 and will yield a return on the investment in four years. The new facilities are also conceived to guarantee a higher environmental respect of the fragile groundwater resources, through more rational use of resources and better treatment of wastewater, and also better address the needs of people living with disability, privacy and gender issues. WASH interventions will be more closely linked with the goal of building the resilience of local communities. This includes augmenting and improving existing water, sewage and waste collection systems, for residents, host families and refugees alike. With the aim of progressively handing over responsibility, capacity building of local authorities, local NGOs and WASH committees are also be the focus of the WASH strategy.

The JRP 2015 focuses on improving and expanding the existing water and sanitation infrastructure to ensure services are provided for both Jordanians and Syrian refugee populations in host communities, while also addressing protection concerns for women and girls. The WASH sector of the JRP 2015 therefore targets the aspects of the system under most pressure so as to enable them to cope and recover, supported by longer term measures that seek to build greater resilience and sustainability.

- Capacity development to enhance government/sector planning and policy making for better utilization of resources.
- Water supply, with two main areas of intervention: water quantity and quality as well as water demand management (nonrevenue water reduction, water conservation, awareness, etc.)
- Safeguarding the operational capacity of utility companies through technical/financial support and improving cost recovery, water loss reduction, and energy efficiency.
- Expand and improve sanitation services, sanitation coverage and water reuse. □
- WASH in schools and other public institutions.

As of the end of 2014, all of the refugees living in camps in Jordan required WASH support, while in Lebanon - where there are no large formal camps but hundreds of small informal settlements - 28 per cent stated that they do not have access to safe water and 39 per cent said they don't have access to sanitation facilities.

Lebanon’s WASH related institutions face numerous challenges in provision and management of services against a massive increase in demand due to the influx. Reform laws have not been fully implemented and responsibilities are scattered and coordination limited. Lebanon is already using two thirds of its available water resources and demand is rising. Wastewater networks are poor in many areas with very low levels of wastewater treatment.

According to the “Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions, September 2014” report, de facto refugees contribute to an increase in wastewater generation between 8 and 14 per cent and it is estimated that demand for water has increased by 8 to 12 per cent by the end of 2014. Pre-crisis, up to 92 per cent of Lebanon’s sewage ran untreated into watercourses and the sea and little has improved in the meantime. Decentralized and household sewage systems require frequent and costly emptying services, and run a high risk of groundwater contamination. There are significant water losses due to poor quality networks and high levels of water theft.

Twenty-eight per cent of persons displaced from Syria in Lebanon do not have access to safe drinking water and 39 per cent of persons displaced from Syria do not have access to sanitation facilities. The WASH needs of the most affected Lebanese are most acute in the un-serviced or underserviced areas, compounded by a deprived socio-economic status and the additional pressures of the mass influx of refugees. To date, water provision is either by trucking (where there is no supply) or beneficiaries are connected to existing networks or wells; 200,000 beneficiaries have been provided water through water trucking, and about 700,000 people (including local Lebanese) have benefited from support to Water Establishments and communal level infrastructure works.

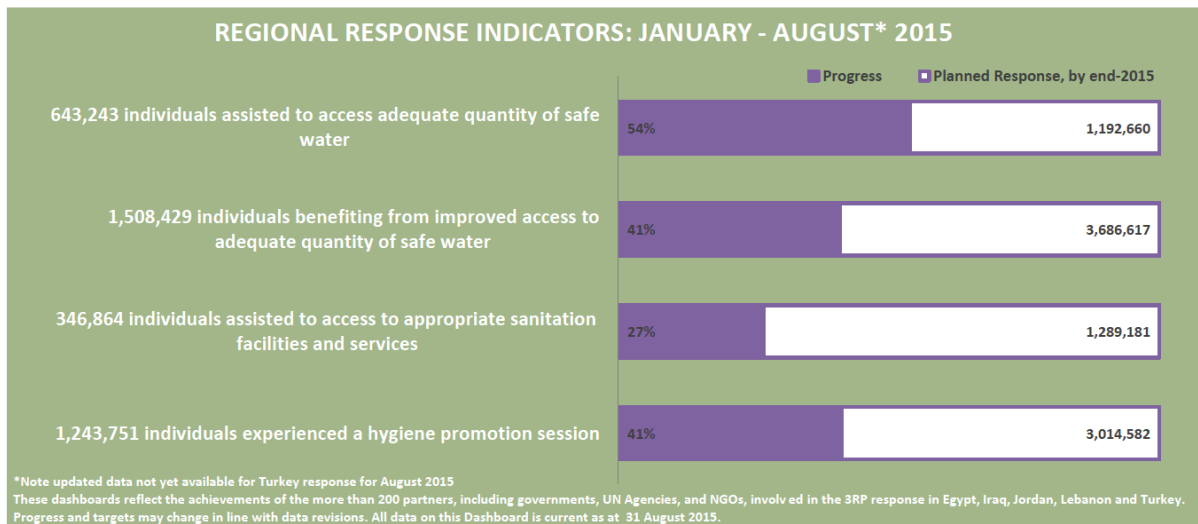
There are many challenges. Funding is insufficient and unreliable for longer-term planning. There is a lack of uniform understanding of WASH needs, nationwide, across all shelter contexts and affected populations. The geographic spread and variance in context complicates response. Services are required to be temporary in informal settlements, making sustainability difficult. Security threats and tensions are increasing and changing and are in some cases linked to large populations displaced from Syria, poor or inadequate WASH services and water scarcity. Pre-crisis water and sanitation infrastructure and services were of poor quality and low coverage rates, and municipalities are frustrated with perceived lack of assistance. Institutions under great pressure and lack of data frustrate coordination efforts.

Overall, as of August 2015, the regional response to WASH needs still is only between 27% - 54% of response targets, which indicates a funding priority also for this sector of the 3RP:



These dashboards reflect the humanitarian and resilience responses of more than 200 partners, including governments, UN Agencies, and NGOs, involved in the 3RP response in Egypt, Iraq, Jordan, Lebanon and Turkey. Achievements are cumulative from the start of 2015, while targets are based on full funding of the 3RP and an expected 4.27 million refugees by end-2015.





Source: <http://www.3rpsyriacrisis.org/wp-content/uploads/2015/11/3RP-Regional-Dashboards-August-2015.pdf>

### 2.3. Lessons learnt

A very important lesson learned is to distinguish the features of working with urban refugees, as opposed to camp based refugees. Different targeting strategies are required, with: a stronger focus on information campaigns and outreach work; service provision in multiple locations as well as service provision to host and refugee populations; and the development of partnerships with local organisations.

Although having a smaller absorption capacity than UN agencies, both international and national CSOs have shown proactivity and ability to implement significant projects at a local scale.

All responses to the crisis, including previous responses through the European Neighbourhood Instrument (ENI), have shown that the situation on the ground develops fast and often beyond projections made. For that reason, a large degree of flexibility will be required for any intervention addressing medium to long term needs in order to allow for an effective response to the evolving needs of the beneficiary populations.

### 2.4. Complementary actions

Both in Jordan and Lebanon, funding from previous ENI special measures for water and sanitation, including wastewater treatment and management projects and from ECHO for humanitarian WASH interventions in most affected host communities has already placed the EU as an important donor in this sector.

In line with the ECHO-NEAR Joint Humanitarian Development Frameworks for Jordan and Lebanon, this action aims at building on these previous projects, and to continue and widen the initial humanitarian funding towards a more sustainable resilience-based response in the sector.

In Jordan, the following interventions are ongoing:

1. GIZ, Technical Assistance grant for Yarmuk Water Company (YWC) for EUR 6 million, Implementation period: 2016-2018
2. JICA, Technical Assistance grant (USD 2 million + USD 1.8 million) & Investment grant (USD 20 million) for YWC, Implementation period: 2015-2017

3. Spanish Government, Investment grant for YWC (EUR 12 million), Implementation period: 2015/16
4. French Government, TA grant for YWC (EUR 1.5 million), Implementation period: starting from 2016
5. USAID, Investment grant for YWC (USD 30 million), implementation period: over 3 years from 2015
6. GIZ, Investment grant (EUR 20.75 million), Implementation period: starting from 2015

In Lebanon, the following EU financed interventions are ongoing:

1. Five infrastructure programmes aiming at upgrading water supply facilities for host communities in Lebanon affected by the consequences of the conflict in Syria (EUR 70 million; 2013-2018).
2. A technical assistance project to the Ministry of Energy and Water and the Ministry of Public Works and Transport (called "SISSAF Project"; EUR 9 million, 2013-2016) currently under implementation, whose objective is to improve the efficiency and effectiveness of service delivery and financial sustainability in the Lebanese sectors of water, energy and land transport.
3. The construction of local water distribution networks and waste water treatment plants in South Lebanon (EUR 9 million; 2010-2014).
4. A EUR 8 million grant committed in 2006 for the construction of wastewater facilities in the region of Tyre, South Lebanon (with a waste water treatment capacity of approximately 80,000m<sup>3</sup>/day).
5. A EUR 10 million grant committed in 2006, for the construction of wastewater facilities in the region of Greater Beirut (with a waste water treatment capacity of approximately 325,000m<sup>3</sup>/day)
6. A EUR 10 million grant (through the Neighbourhood Investment Facility) for the construction of water and wastewater facilities in the coastal area of the Keserwan region, North of Beirut (with a waste water treatment capacity of approximately 150,000m<sup>3</sup>/day, benefitting to 350,000 inhabitants).
7. A Public Awareness Campaign on Water Scarcity (EUR 200,000) prepared in close collaboration with the Ministry of Energy and Water, took place in the summer of 2014 to raise awareness of the Lebanese population of the risks and consequences of water scarcity in the country and better attitudes and habits to adopt to face this situation in a responsible manner.
8. Several regional projects promoting a better preservation and usage of water resources, in particular the "Sustainable Water Integrated Management (SWIM) project".

In Iraq, the following EU financed interventions are ongoing:

1. A 5 MEUR contribution to UNESCO to improve capabilities in integrated groundwater resources management (implementation until first quarter 2016)



2. A 3.7 MEUR contribution to UNICEF to improve public awareness on efficient water use and improved hygiene practices
3. A 5 MEUR Technical Assistance Program to develop an integrated water quality management system
4. A 0.6 MEUR grant for improving water governance in the KRG area through CSO development

## **2.5. Donor co-ordination**

At a broader level the EU is actively contributing to overall donor co-ordination under the auspices of the United Nations in the framework of the 3RP that integrates humanitarian, development and macro-fiscal interventions to increase coherence between humanitarian and development and national and regional priorities.

The European Commission also hosts regular meetings of the Core donor group on Syria, which unite the key institutional and bilateral donors to the Syrian crisis in the field of resilience and recovery funding.

In country, the relevant EU Delegations are leading coordination with EU Member States and are also important partners in the coordination platforms now established for the various National Response Plans to the refugee crisis. With regards to the WASH sector in Lebanon, the EU Delegation is proactively engaging with the Water Sector Coordination Group since more than 5 years.

The Madad Trust Fund Management is in the lead in order to ensure coordination with MS contributing to the fund. Moreover, the Fund Management will also coordinate with its selected implementing partners or other stakeholders on regional level or cross border issues.

On country level, all donors operate within the regulatory boundaries of the countries and in agreement with the relevant authorities. Thus, there is coordination with the national authorities,<sup>2</sup> usually through specific working groups.<sup>3</sup> The lead in this coordination will be entrusted into the EU Delegation/EUTF field staff.

## **3. DETAILED DESCRIPTION**

### **3.1. Objectives**

The **Overall Objective** of the programme is to mitigate the destabilising effects of the refugee crisis in Lebanon and Jordan.

The **Specific Objective** of the WASH Sector in Lebanon and Jordan is to improving the stability and resilience of Lebanese and Jordanian communities hosting Syrian refugees and to mitigate the risk of WASH related mortality and morbidity through the provision of and

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<sup>2</sup> However, in higher education there is very little coordination and different donors might deal directly with the Ministry responsible for higher education or with other ministries (e.g. Planning and International Cooperation or Labour).

<sup>3</sup> For example the Jordan Response Platform to the Syrian Crisis is a partnership mechanism between the Government of Jordan, donors, and UN agencies to address the Syrian refugee crisis, operating through several thematic working groups (e.g. on health and education).

access to safe water, sanitation and hygiene to agreed minimum standards for the affected population.

### **3.2. Expected results and main activities.**

The **expected results** are:

**Result 1:** Water and sanitation infrastructure in 11 communities in Jordan and 25 communities in Lebanon is improved and support is provided for institutional strengthening towards efficient and sustainable resource management;

**Result 2:** Access to water and sanitation is improved in 30 public institutions and 32 institutions in Lebanon. Schools (including informal schools), health care centres prisons, CBOs, and child friendly spaces are targeted institutions in this regard. In addition, 1,200 households in Jordan (70 % Syrians 30% Jordanian) will be upgraded in order to meet minimum standards, legal assistance and receive hygiene promotion information (59,000 Lebanese will also receive promotion material).

**Result 3:** Improved access to potable water supply for vulnerable population in Lebanon (109,345 direct beneficiaries) affected by the Syrian crisis. .

**Result 4:** Improved capacity of Lebanese Water Establishments (WEs) to provide a quality service to all customers and collect water payment fees.

**Result 5:** 1,200 households in Jordan and 29,500 households in Lebanon have reduced expenditure on water.

**Result 6:** Increased regional knowledge sharing between countries affected by the Syrian crisis on the impact of the crisis on water and sanitation infrastructure operation management

The estimated direct beneficiary number for community infrastructure rehabilitations is 790,000 in **Jordan**, and 400,000 in **Lebanon**.

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The difference between countries is due to the fact that Lebanon has a weaker institutional framework for water and waste water governance as compared to Jordan. Indeed, in Lebanon, fewer communities are connected to networks and waste management systems, requiring decentralized interventions and higher investment to ensure beneficiaries in such communities are reached.

Areas were chosen in collaboration with the WEs and selected based on need and potential for success (based on WEs' experience in the regions). Choosing target areas in conjunction with the WEs is essential not only to ensure the project's sustainability but also to choose areas where the WEs are able to support the new infrastructure. It was determined that a variety of areas should be piloted to enable greater scalability and relevancy to other locations in the region.

### **3.3. Risks and assumptions**

The main risks are:

- Political instability in the targeted areas leading to limited access, change of rules and lack of collaboration and consensus amongst local stakeholders

- Economic uncertainties leading to lack of suitable contractors and unforeseeable costs
- Rejection of activities by target beneficiaries.

The assumptions for the success of the project and its implementation include:

- Willingness of host communities to engage in the project.
- Approval of the Programme by local and national authorities.
- Continuing hardship, need and tensions in host communities with very strong presence of Syrian refugees.

Mitigating measures have been considered, including:

- Very close coordination with local and national authorities by the means of a Memorandum of Understanding. At all stages of the planning and implementation active involvement of stakeholders is sought
- Continuous mapping of needs (also in forms of survey) to make sure there is a buy-in from target beneficiaries for the activities proposed.
- Adaptation of the activities proposed to the country-/community-specific contexts. Excellent knowledge of respective political context in the host countries.
- Partners have good relationships with relevant government stakeholders, also allowing a rapid securing of approvals from line ministries and MoPIC in Jordan and MoEW in Lebanon. As proposed activities are in alignment with priorities of the Governments of Jordan and Lebanon, partners do not expect delays in this regard. In **Jordan**, for several community infrastructure projects, BoQs have been developed and Ministry approval has been secured. In **Lebanon**, consortium members have existing MoUs with Water Establishments as a part of ongoing projects, as well as strong linkages with the MoEW.
- In both countries, the action will build on on-going and recent activities implemented by consortium members, as well as align with national priorities, including the JRP and the LCRP. The project will actively seek to support exit strategy of on-going humanitarian interventions (including ECHO) in the region through capacity building for administration and improved systems for service delivery in areas most affected by the refugee influx, reducing the need for HH level interventions.
- Finally, the consortia will engage water utilities / establishments, municipalities, and relevant line ministries, as they are primarily responsible for service delivery. A comprehensive assessment of resources, technical and institutional capacities, and gaps for O&M of water supply and sanitation systems by government institutions will be conducted. This will complement preliminary consultations conducted for the preparation of the action, and inform the design of training and institutional strengthening activities.

### **3.4. Cross-cutting issues**

The effective taking into account of cross-cutting issues into the Programme design will be verified via field visits and by analysis of reporting on the Programme.

Projects funded under this programme will integrate a Rights-Based Approach in each step of the project cycle from identification, formulation, implementation, monitoring to evaluation

### **3.5. Stakeholders**

The main stakeholders of the project are local host and refugee communities as such, their leaders, local and national authorities of respective target countries, local and national CSOs as well as other forms of local community or business/economic associations.

All stakeholders need to be continuously consulted.

## **4. IMPLEMENTATION ISSUES**

### **4.1. Financing agreement, if relevant**

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### **4.2. Indicative operational implementation period**

The indicative operational implementation period of this action, during which the activities described in section 3.2 will be carried out is 48 months from adoption of this Action Document by the Operational Board.

Extension of the implementation period may be agreed by the Manager which will be communicated immediately to the Operational Board.

### **4.3. Implementation components and modules**

#### *4.3.1. Grants: direct award (direct management)*

In order to be able to respond to immediate needs for interventions in the context of the Syrian crisis in favour of livelihood opportunities for Syrian refugees and their host communities the direct award of grants is foreseen. The Fund has been established under Article 187 of the Financial Regulation as 'emergency' trust fund, and is therefore covered with flexible procedures applicable to crisis situations. Moreover, the crisis situation applicable to all programmes implemented in the whole of Syria and activities related to the Syrian crisis which will have to take place outside Syria has been extended until 30/06/2016.

#### a) Eligibility conditions

The lead applicant needs to be a legal entity, be non-profit making and non-governmental organisation. Specialised European or International non-profit operators and CSOs will be envisaged partners.

#### b) Essential selection and award criteria

Essential selection criteria are the financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the Action Document; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action

Presence and experience in the region, immediate intervention capacity, and the ability to work in multi-actor approaches and inclusive partnerships aimed at recognising the value of different stakeholders' contributions and synergies will be part of the evaluation criteria.

#### c) Maximum rate of co-financing

The maximum possible rate of co-financing for the grants is 80% of the total eligible costs of the action.

If full financing is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. If full funding is essential, the applicant has to provide adequate justification and accepted by Manager, in respect of the principles of equal treatment and sound financial management.

d) Indicative trimester to conclude the grant agreements is 1<sup>st</sup> trimester of 2016.

#### 4.3.2. *Management structure*

The management structure of the overall programme will depend on the implementation bodies that will be chosen. The Madad Fund liaison officers in the relevant EU Delegations shall ensure coordination between different partners and with the Delegation, and that activities are in line with host governments guidelines and national plans.

#### 4.4. **Indicative budget**

<b>Component</b>	<b>Amount in EUR</b>
Grants (direct management)	24,000,000
Evaluation and audit*	300,000
Communications and visibility*	700,000
<b>TOTAL</b>	<b>25,000,000</b>

\* The costs of Evaluation and audit and Communication and visibility will be included in the projects' budgets

#### 4.5. **Performance monitoring**

Monitoring shall be ensured primarily through EU Delegations in-country and in particular with the assistance of specific Trust Fund field & liaison officers posted within the EU Delegations. In addition, the EU Trust Fund will launch an independent M&E exercise to accompany all Fund programmes and ensure that targets are met and lessons learnt can be incorporated into other EUTF actions.

The purpose of the Madad EUTF Monitoring and Evaluation Framework is to assess, across various levels, the degree to which the Overall Objective of the Trust Fund has been achieved, ie: to assess whether the Madad EUTF provides "a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily and in the first instance to the needs of refugees from Syrians in neighbouring countries, as well as of the communities hosting the refugees and their administrations, in particular as regards to resilience and early recovery".

The Madad Trust Fund M&E Framework will assess the effective delivery of programmes, contribute to improved project design, and develop a knowledge base of 'what works' to allow for continuous improvement of aid delivery. Above all and in the spirit of the Agenda for Change, the Madad Trust Fund M&E Framework aims to ensure upward and downward accountability and transparency of EU support towards the Madad Trust Fund Board and end beneficiaries, respectively.

The Trust Fund and actions financed by it are subject to the monitoring and evaluation rules applicable to EU external programmes, in order to ensure the respect of the principles of economy, efficiency and effectiveness, as per Article 13 of the Agreement Establishing the Madad Trust Fund.

#### 4.6. **Evaluation and audit**

If necessary, ad hoc audits or expenditure verification assignments could be contracted by the European Commission for one or several contracts or agreements.



Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. The amount dedicated in the budget for external *Evaluation and Audit* purposes is EUR 300,000. Evaluation and audit assignments will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

#### **4.7. Communication and visibility**

While communication and visibility of the EU is a legal obligation for all external actions funded by the EU, to date the visibility of the EU's support to the Syrian crisis, in particular in neighbouring countries affected by the crisis, has been insufficient. The public perception is that the EU is not addressing the Syrian crisis, when in fact it is the largest donor. The lack of visibility to the EU's actions weakens the EU's political traction in the region and its standing in Europe.

Therefore, communication and visibility is an important part of all Madad Fund programmes factored into the implementation in order to underline its importance at all stages of the planning and implementation of the Programme.

All visibility actions by Madad Fund implementing partners outside areas of conflict should be stepped up. Each implementer will have to draw up a comprehensive visibility and communication plan for their respective target country/community and submit a copy for approval to the Madad Fund and relevant EU Delegation. The related costs will be covered by the budgets of the contract as part of the project.

The measures shall be implemented by the implementing consortium, its contractors and/or its grant beneficiaries. Appropriate contractual obligations shall be included in the grant contract(s).

The Communication and Visibility Manual for European Union External Action together with specific requirements to highlight the Madad Fund shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.