

EU Regional Trust Fund in Response to the Syrian Crisis, the 'Madad Fund'

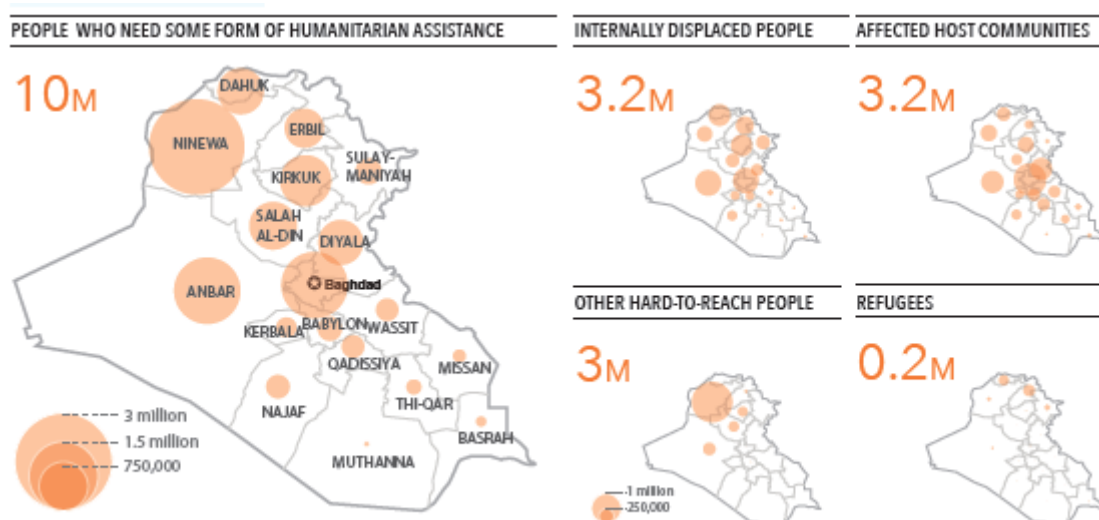
1. IDENTIFICATION

Title/Number	Enhancing resilience in Iraq		
Total cost	Total estimated cost: EUR 50,000,000 Total amount drawn from the Trust Fund: EUR 50,000,000		
Aid method / Method of implementation	Project approach Priority 1 – direct management – direct award Priority 2 – direct management – direct award Priority 3 – indirect management – delegation agreements Priority 4 – direct management – direct award		
DAC-code	15250 43010 43040 16050	Sector	Removal of land mines and explosive remnants of war Multisector Rural development Multisector aid for basic social services

2. RATIONALE AND CONTEXT

Research has shown that overwhelming 80% of Iraqi migrants coming to Europe cite a **sense of hopelessness for leaving** as main reason to leave the country towards Europe. People migrating do so not necessarily out of security concerns but due to political instability, lack of social justice, and economic opportunities¹.

Iraq's recent history is plagued by a multi-layered and multi-faceted conflict featured by a political division, strong sectarianism, weak state institutions and a declining political consensus of what the Iraqi nation is. Moreover, it is worth noting that the conflict is exacerbated by the events in neighbouring Syria spilling over to Iraq. As a result of this rather violent recent history, the Humanitarian Response Plan (HRP) 2016 identifies 10 million people in need for assistance.



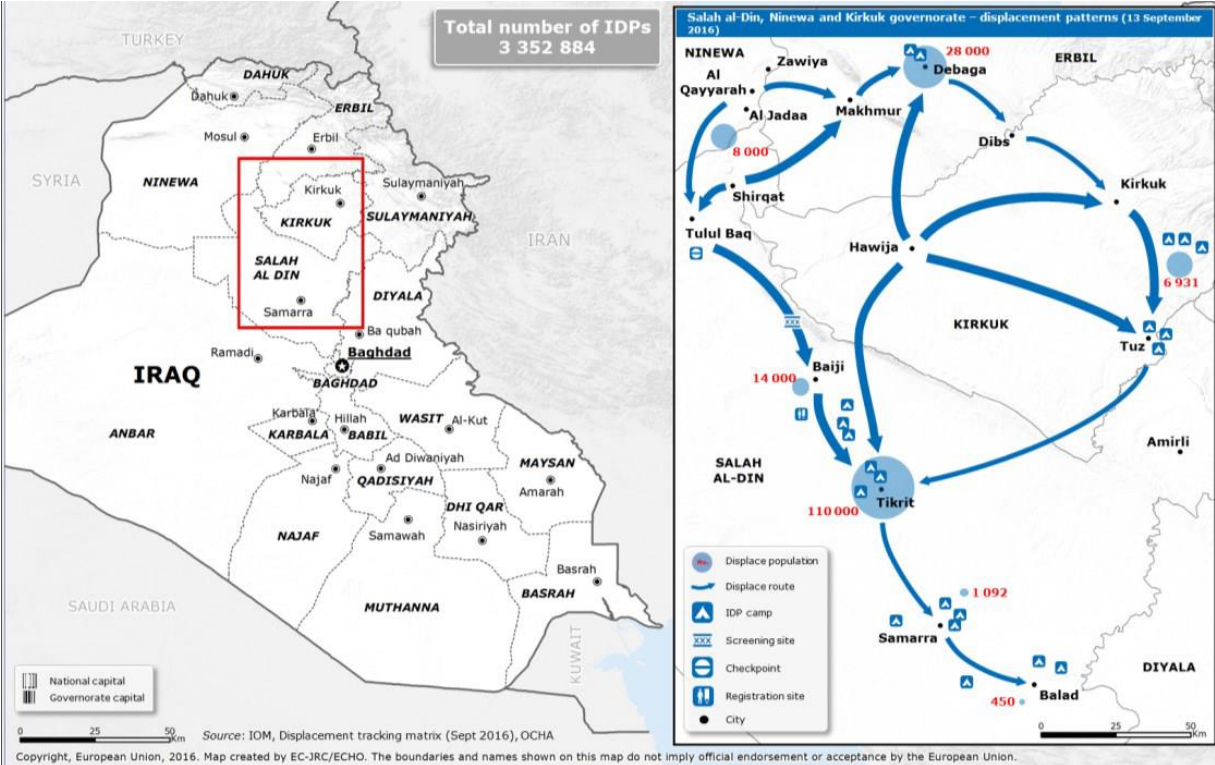
Iraq is facing not only a security but a fiscal crisis. Fiscal revenue losses and decreasing foreign reserves in the wake of the declining oil price have coincided to the same time as rising military, security (estimated 8.5% of GDP in 2016) and reconstruction costs. Iraq is facing a budget deficit of 10% of GDP or USD 20.1 billion whilst the government provides 40% of jobs.

As a consequence of the crises, Iraqis are opting for dangerous alternatives such as migrating to Europe. In 2015, 121,535 asylum applications have been registered within the EU, making Iraqi nationals the third largest group of refugees in Europe. This is a significant increase compared to 2014 when 14,845 asylum cases were registered.

In its current state of play, the military campaign is intensifying with the battle to retake Mosul, the second largest town in Iraq, from Da'esh. Mosul is the last Da'sh symbolic stronghold in the country and could be more difficult to stabilise than other liberated towns because of its multi-ethnic and multi-religious character. This battle does not only risk another epic displacement in other parts of the country already saturated with displacement or further abroad to Turkey and Europe, but also risks being another peak of violent occurrence in Iraq.

¹ <http://iomiraq.net/reports/migration-flows-iraq-europe>

Without a broad and comprehensive approach of national and international actors to turn the tides reduce and eventually stop and break the cycle of violence, the battle for Mosul may only be another peak of violence in the history of Iraq. Therefore, moving forward in terms of stabilising the country the mitigation of negative outflows of violence in a holistic and complementarity way is instrumental at this critical stage.



Hence, there is an urgent need to prepare for an immediate humanitarian response (of Mosul) while setting the scene for Recovery and Stabilisation in addressing critical linkages between humanitarian responses and longer term development. The proposed program identified priorities for longer term engagement building upon ongoing and planned engagement of other EU instruments and looking ahead.

The program will have struck a balance between emerging and protracted needs between *stayers, displaced, hosts and returnees* maintaining a balanced nationwide approach.

2.1. Summary of the action and its objectives

The **overall objective** is to contribute to the Stabilisation of Iraq in the post Da'esh era in general in a comprehensive and complementary manner, building on previous and ongoing EU engagements.

The following Specific Objectives have been identified:

- Priority area 1** to address physical threats through decontamination in areas of concern
- Priority area 2** to create income and livelihood opportunities for vulnerable population
 - (a) Based on the ECHO multi-purpose cash assistance scheme, and the continued need to address extremely vulnerable individuals and mindful that this cash assistance consortium is operating in a context without fully functional social

protection systems (further weakened by the fiscal and economic crises), the assistance scheme needs to be further developed.

(b) to support initiatives for creating livelihoods, durable housing solutions and basic services such as WASH and Health

Priority area 3 to rehabilitate medium size agriculture infrastructure in newly retaken and accessible areas

Priority area 4 to strengthen the recipient host community resilience in terms of mental health and psychosocial support especially but not limited to women and young children

2.2. Context

2.2.1 Country context

Iraq hosts nearly **250,000 Syrian refugees** while at the same time coping with large-scale displacement of its own population. In mid-2014, Da'esh advanced quickly through the governorates of Diyala, Ninewa, Anbar and Salah-al Din, reaching as far North as the border of Duhok governorate or almost the city limits of Baghdad. Advances by Da'esh and military operations by the ISF and Kurdish forces to retake captured areas have as yet **displaced over 3.4 million Iraqis** of various ethnic backgrounds and religions, including Kurds, Sunni Arabs, Yezidis, and Christians, while others choose or were forced to remain behind in their communities of origin under its control.

Displaced families and host communities are unable to cope with reduced livelihoods opportunities, deterioration of public services and depletion of savings. Employment and income opportunities across Iraq have significantly been reduced among crisis-affected people.

Decontamination

Iraq remains one of the most contaminated countries in the world with hazardous explosive ordnances and devices as a result of over four decades of national and regional conflicts. The presence of dangerous items not only threatens lives but considerably hampers the safe implementation of an effective and structured humanitarian relief response and impedes stabilisation by directly preventing people from safely returning back home to areas of former conflict.

More recently, conflict between security forces and Da'esh have significantly increased the risk to Iraqi communities through the extensive use of improvised explosive devices, designed and placed to deliberately target families, farmland, local mosques, houses and other community centres. These deadly items threaten the lives of Iraqi men, women and children, creating a legacy of fear and inhibiting socio-economic development.

Prior to recent conflicts in the region, legacy contamination for example in the Kurdistan Region of Iraq (KR-I) alone was estimated to impact over 1.6 million people. Inevitably, this figure is likely to have increased as a result of the current conflict, although no concrete figures exist as yet due to the lack of systematic data collection.

The scope and scale of the contamination in Mosul is anticipated to be extensive. Sufficient international and national personnel and equipment required to deal with the problem quickly and systematically does not currently exist. Explosive hazards mitigation support will be vital to enable the stabilisation assistance that will be required following the liberation of Mosul.

Livelihood

Employment and income were identified by 42 % of displaced people assessed as their top priority need². Over two million displaced individuals do not have access to a steady income. Some 85 % of IDP families are in debt, while the overall debt burden has quadrupled in the Kurdistan Region of Iraq, Diyala and Ninewa.

Among communities hosting significant IDP populations, elementary or unskilled host community workers have seen their monthly wages dropping significantly. Increased labour competition with IDPs has resulted in rising host community unemployment from an average of 8.4 % to 9.6 %.

While displacement is the general trend, the process of return of IDPs to their former communities is taking place in parallel. Most of these are to regions of recent conflict, and many to areas currently contested between the Kurdish Regional Government and the Iraqi central government (Kurds and Arabs), between Sunni and Shia, and, at more localised levels, between tribes and minority groups.

Returning households frequently encounter damaged or destroyed infrastructure, limited access to electricity, water, municipality services and local markets; and tensions and mutual suspicions between individuals who remained and individuals who were displaced and later returned, including those who were initially reluctant or prevented from returning.

Irrigation infrastructure

In 1991 a large supplemental irrigation project, the North Al-Jazeera Irrigation Project, was launched in order to serve some 70 000 ha using a linear-move sprinkler irrigation system with water pumped from the storage of Mosul Dam. Another irrigation project, the East Al-Jazeera Irrigation Project, involved the installation of irrigation networks on more than 70 000 ha of rain fed land near Mosul. These projects were part of a scheme to irrigate 250 000 ha of the Al-Jazeera plain which formed the “bread basket” of Iraq with the irrigation system finishing the winter wheat and providing water for the spring and autumn vegetable crops.

The current escalation of armed conflict in Iraq, particularly in Central and North regions of Iraq has resulted in Al-Jazeera Irrigation infrastructure damaged. An initial detailed damage assessment in conjunction with the Ministry of Water Resources indicates the below damages:

- 100 sections of the main canals, 12 bridges, many control gates and 800 elevated canal sections and were damaged by Da'esh, with the canals filled with sediment and debris, and which may contain unexploded improvised explosive devices (IEDs)
- 12 concrete bridges have been blown up and may contain unexploded IEDs
- The main distribution pumping station on Mosul Lake has suffered little damage but requires major maintenance and overhaul work, but the 2 large transfer pumping stations have suffered major damage to the control system and transformers.

Mental Health and Psycho social support:

As a result of the violent contemporary history of Iraq, there is an ever growing need for mental healthcare in particular amongst displaced persons. Posttraumatic stress disorder, depression and anxiety are wide spread. It is an especially acute issue among those who have escaped or have been rescued from Da'esh captivity and enslavement.

² ELSC Cluster, October 2015.

Improving access and quality of mental health and psychosocial support is critical. Not addressing a trauma amongst survivors would not only hamper their personal development but also come with a cost for those communities hosting them.

2.2.2 Sector context: policies and challenges

Unlike for other targeted countries, the 3RP/NRP for Iraq is only of limited use as it exclusively focuses on Syrian refugees.

The humanitarian community has a defined engagement through the [Humanitarian Response Plan \(HRP\) 2016](#). In its recovery approach, some of the HRP objectives such as scaling up innovative resilience programs or providing targeted assistance to highly vulnerable returnees, prepare the ground for Stabilization initiatives as presented in this Action document. From EU perspective it is also important to refer to the EU regional strategy for Syria and Iraq as well as the Da'esh threat. EU's strategic aim is lasting peace, stability and security in Syria and Iraq as well as in the region.

To complete the policy context, the relevant EU services have also conducted extensive consultations with Member States and partners to define its short and medium term stabilisation priorities for further EU engagement in the country. The results of these consultations are reflected in the proposed action.

2.3. Lessons learnt

- The Iraq context grants for a coherent and comprehensive program not only addressing Syrian refugees, but Iraqis in need of assistance in general (10 million people) and IDPs (3.4 million) and their host communities in particular
- Iraq is affected, simultaneously, by multiple crises; security, humanitarian, political, and economic. Strong interlinkages in terms of planning, programming, and implementation for EU humanitarian, post conflict to the longer term interventions is indicated. Complementarities and different added value of EU instruments have to be maximised, for a more strategic, comprehensive and effective EU's support in Iraq.
- The context does not allow for longer term planning cycles; short to medium term engagement has to be designed flexible enough to be able to react meaningful to the fast moving operational theatre
- The question on how to engage with targeted vulnerable population is equally important to the question on what to do. Activities have to be developed in a comprehensive manner and with the necessary confidence building measures.
- The Iraq context is challenging which also affects organisational establishment in the country. Registration for international NGOs is difficult to achieve with the national authorities; at central government level. For all international partners (INGOs and UN) it is a challenge to have an operational foothold in the country not least for the volatile security situation. For rapid implementation of programs the selection of established

local based implementing partners is required to keep risks of implementation delays and transitional costs to a minimum.

2.4. Complementary actions

- Decontamination programs

IScP has engaged with the United Nations Mine Action Service UNMAS to strengthen national governmental capacities through training and mentoring. In addition, threat and impact assessment are conducted and priority locations are identified. The total value of the support is EUR 6.3 million.

- Major stabilisation programs

Next to MS financial support, the EU (via the Development Cooperation Instrument DCI) contributed EUR 14 million to the UNDP managed Funding Facility for Immediate Stabilization (FFIS). The overall European contribution (EU and its Member States) to the Fund amounts to 87.6 M€. The objective of FFIS is to provide rapid assistance to respond to immediate recovery and stabilization needs and enable IDPs to return and re-start their lives in the newly liberated areas in Iraq. It is currently focusing on urban areas with immediate stabilisation activities rehabilitating critical social infrastructure (health clinics, WASH installations, schools etc.)

Moreover, the Instrument contributing to Stability and Peace (IcSP) financially supports a EUR 3.5 million IOM implemented program for stabilisation of Iraq on community level. The objectives of the program are to strengthen the capacity of individuals and communities to cope with the crisis, mitigate the tensions between IDPs and community members, as well as increase the knowledge and dynamics and factors of radicalization of youth.

- Other MADAD financed programs in the field of Higher Education, strengthening government authorities and Health

The overall portfolio of MADAD for Iraq is around EUR 28.3 million out of which EUR 14 million are contracted.

Ongoing are the following programs:

- The program HOPES with DAAD in the lead aims to establish a permanent higher education counselling service for Syrian refugees and IDPs through the local presence of the British Council. The service includes 33 scholarships (Masters/Bachelor), free of charge online English courses as well as funding through calls for proposals for short term projects such as certified short term courses or MOOCs (Massive Open Online Course);
- Search for Common Ground (SFCG) together with Un Ponte Per (UPP) and NOVACT will provide up to 40,000 young refugees, IDPs and host community youth with psychosocial services and expose them to informal education activities – including technical and vocational training - and peacebuilding trainings. Moreover, pilot livelihood micro-projects and a business development services will be offered to targeted communities.
- The new Qudra program managed by GIZ is cooperating with the Joint Crisis Coordination Centres (JCC) of the Kurdistan Region to finance targeted local investment in the three northern Governorates. A total of 24 community

based projects focusing on basic services or improved infrastructure will reach up to 50,000 people.

- With AISPO (Associazione Italiana per la Soliedarita tra i Popoli), a highly specialised health NGO founded in Italy, the Madad Fund is enhancing equitable access to, quality, use and coverage of essential health care for Refugees, Internal Displaced Persons and host communities. This has led to a 20% increase in capacity of Dohuk's Maternity and Paediatric Hospitals. Furthermore, 72 main primary Health Care Centres can provide improved Mother Care Health and mental Health care services; and the Akre Emergency Hospital increased its capacity to handle additional workload by 30%.

Negotiations are ongoing predominantly with regards to livelihood activities with the Danish Red Cross /Iraqi red crescent Society, Italian Cooperation/Agence Française de Développement (5 MEUR) as well as with World Vision International/Islamic Relief.

2.5. Donor co-ordination

The US-led Global Coalition to counter Da'esh was formed in September 2014. Its 67 members are committed to degrading and ultimately defeating Daesh. Beyond the military campaign in Iraq, the Coalition is also committed to supporting stabilisation and the restoration of essential public services to areas liberated from Da'esh. The Global Coalition established 5 working groups on the military campaign/stabilisation/counter-finance/counter-messaging/foreign terrorist fighters. The EU is engaged in all civilian strands and leads the sub-working group on explosive hazards mitigation. The working group on stabilisation is co-chaired by Germany and the UAE.

The EU Delegation in Baghdad is in close contact with MS and chairs regular meetings of the development counsellors.

In Brussels, EU and MS coordinate in the EU Council Working Party Middle East and Gulf.

3. DETAILED DESCRIPTION

3.1. Objectives

The **Overall Objective** of the present program is **to contribute to the stabilisation of post-Da'esh Iraq in a comprehensive and complementary manner, building on previous and ongoing EU engagements.**

Four Specific Objectives have been identified:

Priority area 1 to address physical threats through decontamination in areas of concern

Priority area 2 to create income and livelihood opportunities for vulnerable population

(a) Based on the ECHO multi-purpose cash assistance scheme, and the continued need extremely vulnerable individuals and the fact that this consortium is operating in a context without fully functional social protection systems, the assistance scheme needs to be further developed.

(b) to support initiatives for creating livelihoods, durable housing solutions and basic services such as WASH and Health

Priority area 3 to rehabilitate medium size agriculture infrastructure in liberated and accessible areas

Priority area 4 to strengthen the recipient host community resilience in terms of mental health and psychosocial support especially but not limited to women and young children

3.2. Expected results and main activities

<p>Priority area 1: to address physical threats through decontamination in areas of concern</p> <p>Main activities :</p> <ul style="list-style-type: none">• Identification of priorities for decontamination in areas of concern with biggest possible coverage and impact• Decontamination of areas of concern• Raising risk awareness through advocacy and education <p>Result :</p> <ul style="list-style-type: none">• Reduced risk of physical injury or death for IDPs, returning populations and host communities by removing and destroying Explosive Remnants of War (ERW) and raising awareness of their dangers amongst vulnerable groups.
<p>Priority 2: to create income and livelihood opportunities for vulnerable population</p> <p>Main activities :</p> <ul style="list-style-type: none">• Establishing and operating financial/business services (job placement, training, business start-up or expansion grants, possibly establishment of village/community savings and loans groups and/or micro-credit amongst other things);• Provision of financial inputs for private housing and community/municipal infrastructure repair/reconstruction• Sub-granting component: supporting to income levels for the extremely vulnerable through cash-for-work, outright cash grants and facilitating linkages with government services (e.g. PDS, MoSA, MoDM)• To identify livelihood opportunities for durable housing solutions and basic services such as WASH and Health in areas and people of concern <p>Result :</p> <ul style="list-style-type: none">• Direct beneficiaries will be up to 180,000 individuals or up to 29,240 households• Increased quality and quantity of basic services such as Health and WASH
<p>Priority 3: to rehabilitate medium size agriculture infrastructure in liberated and accessible areas</p> <p>Main activities :</p> <ul style="list-style-type: none">• Identification of rehabilitation needs;• Rehabilitation of 2 pumping stations and adjacent canals including selected bridges <p>Result :</p> <ul style="list-style-type: none">• Improved access to irrigation facilities for up to 5,000 farming

households (35,000 beneficiaries) + up to 25,000 seasonal farm workers and their dependants

Priority 4: to strengthen the recipient host community resilience in terms of mental health and psychosocial support especially but not limited to women and young children

Main activities :

- providing centralized and mobile mental health and psychosocial support (MHPSS) services
- to strengthen the institutional structure and standardisation of MHPSS

Result :

- better access and improved standards of MHPSS services

3.3 Risks and assumptions

Risks:

- Deteriorating security situation;
- Falling oil price/economic downfall of the country;
- No additional availability of international assistance and finance to reinforce the response;

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

External factors:

- Military gains are sustainable;
- All stakeholders are engaged and provide support for implementation;

Mitigating measures will be further defined in the actual projects, but have been already taken or will be considered, including:

- Length of projects taking into account potential obstacles;
- Conflict sensitive approach, particularly in areas of mixed displacement and in areas with protracted displacement;
- Partners will be selected on the basis of their access, acceptance and experience in a targeted area as evidence of their ability to manage periods of instability;

3.4 Cross-cutting issues

Reconciliation

The program aims to establish an equilibrium of beneficiaries. The process of selection and the active engagement of partners in the field will contribute to grass-roots reconciliation efforts and as such to be a cross-cutting feature of program. Engagement and implementation may not be possible without establishing an element of trust also amongst groups which are otherwise ill-disposed towards each other.

Migration and de-radicalization

As one of the root causes for Iraqi citizens to migrate is the *lack of hope*, the program is tailored to counter this narrative by seeding the potential to turn to alternative to migration. It can be assumed that the lack of hope can contribute to radicalisation. By the means of analogy, seeding the potential of alternative will also reduce the breeding grounds for radicalisation. The program aims to counter the radicalisation narrative.

Providing the necessary means to restart/maintain their physical security, livelihoods and prospect for the individual, family and community future may make the population more resilient towards violent extremist narratives and the false hopes of migration.

3.5 Stakeholders

The following stakeholders have been identified:

- Prime beneficiaries of the financial support will be internally displaced persons;
- Returnees, refugees, and their host communities;
- EU Member States contributing to the Trust Fund;
- Government of Iraq; and
- Other international partners.

4. IMPLEMENTATION ISSUES

4.1 Financing agreement

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 36³ months from adoption of this Action Document by the Operational Board. All actions must be implemented prior to the 14.12.2019.

4.3 Implementation components and modules Component

4.3.1. Grants: direct award (direct management)

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. Iraq is under the crisis declaration.

Direct Management is foreseen for activities under Priorities areas 1, 2, and 4.

b) 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 the envisaged partners.

³ The implementation period of the contract must remain within the duration of the Trust Fund (December 2019).

c) 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.

d) 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 to be accepted by Manager, in respect of the principles of equal treatment and sound financial management.

Priority area 1 to provide comprehensive support for decontamination operations in areas of concern

To engage with specialised organisations such as Mines Advisory Group (MAG), Danish Demining Group, Norwegian People's Aid, Handicap International and others (i.e. ITF; Enhancing Human Security) currently active in the field of decontamination in order to create a MADAD consortium with MAG leadership.

This approach is justified given the need to work in both ISF and Peshmerga held areas which might not be possible for one organisation only (i.e. MAG is currently only operating in Peshmerga held areas)

Negotiation will be led by costs effectiveness, budgetary equilibrium and geographic balance between ISF and Peshmerga held areas as well as old case load and new emerging ones.

Priority area 2 to create income and livelihood opportunities for vulnerable population, by extending the humanitarian cash based support with a resilience component.

(a) to extend ECHO's cash alliance with a resilience program

To negotiate with the Danish Refugee Council DRC, International Rescue Committee IRC and Mercy Corps consortium to extend scope and ongoing humanitarian operations with suggested resilience activities; an extension to other partners could be envisaged at a later stage.

Direct award to the consortium is justified given the unique position and experience to define vulnerable population, serve with the widest possible coverage and with an acceptable and suitable methodology. The preliminary emergency multi-purpose cash assistance presents the entry point for then identifying and implementing an income and livelihood assistance programme. This approach would also keep the transformation costs at a minimum.

(b) to support initiatives for creating livelihoods, durable housing solutions and basic services such as WASH and Health

A negotiation team will be appointed by the EUTF manager to identify suitable organisation and to launch negotiation in the following sequence:

1. Continue processing already positively assessed Concept Notes (i.e. ACTED consortium)
2. In case the above negotiation are not conclusive and/or budgetary availability allows, further identification of suitable implementing partners

Priority area 4 to strengthen the recipient host community resilience efforts (psychosocial support, etc) with a focus on direct service delivery

A negotiation team will be appointed by the EUTF manager. On the bases of its mandate, the negotiation team will identify suitable organisation based on i.a. their operational foothold, international experience, implementation capacity and experience in the country. Upon identification negotiation will be held with the aim to create a consortium to work on the systemic development and service delivery.

4.3.2 Delegation Agreement (Indirect Management)

Eligible institutions will be selected on the basis of their experience in the field, and possibility to scale up their existing operations and/or introduce new activities within their portfolio. As such the selection of these entities may justified by their unique position as lead agencies in the sector, coupled with their ability to absorb considerable funds in a short period whilst maintaining the required accountability standards.

Indirect Management is foreseen for activities under **Priority area 3**:

to rehabilitate medium size critical infrastructure (i.e. water canals for agriculture) in liberated and accessible areas

A negotiation team will be appointed by the EUTF manager to launch negotiation in the following sequence:

- a** Food and Agriculture Organisation of the United Nations FAO

FAO has a strong foothold in the country and years of experience in collaborating with the Iraqi authorities. FAO has a unique direct access to government authorities including Ninevah and it is expected for them to re-establish ties with partners in Mosul once liberated.

In case the above negotiation are not conclusive, further negotiation will be launched with the following implementing partner :

- b** International Committee of the Red Cross ICRC

ICRC has an extensive Iraq operation (estimated annual budget of USD 100 million), good access to the areas of concern and profound expertise in the Water and Environmental Sanitation and Hygiene. ICRC also made recently a shift in policy that immediate crises response is insufficient and hence plans for more long term solutions. It is expected that ICRC is working on a very cost effective basis. Visibility would be subject to negotiations.

4.3.3 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, including ECHO, and that implementation of activities are in line with host governments guidelines and national plans.

4.4 Indicative budget

Module	Amount of total budget	Third party contribution
Priority 1	10,000,000.-	
Priority 2		
(a)	20,000,000.-	
(b)	8,000,000.-	
Priority 3	6,000,000.-	
Priority 4	6,000,000.-	
Total	50,000,000.-	

The costs of Evaluation and audit and Communication and visibility will be included in the projects' budgets and/or contracted separately via service contract(s).

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 is planning to 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 would be to assess, across various levels, the degree to which the Overall Objective of the Trust Fund has been achieved.

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

Projects shall carry out an obligatory final evaluation, and one external audit per year. Whenever possible, evaluations will be jointly carried out by partners. This will also contribute to harmonise further and higher education support to Syrian refugees and to the host countries in the region, in order to make technical co-operation more effective in line with current EU guidelines.⁴

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts.

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.

⁴ EC Guidelines No. 3, *Making Technical Co-operation More Effective*, March 2009.

The measures shall be implemented by the implementing consortium/ia, its contractors, and/or its grant beneficiaries. Appropriate contractual obligations shall be included in, respectively, procurement and grant contracts.

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

All visibility and communications actions need to be discussed with the Madad Trust Fund in order to ensure coherence and uniformity in messaging and branding. The EUTF Madad Fund's visual identity needs to be incorporated in all activities carried out by the implementing partners.