

EUTF Syria Results-Oriented Monitoring (ROM) - Reviews completed until 15/09/2020

Project partner and location	Project description	EUTF contribution	Project start date and duration	Date of ROM mission	Summary of key findings
World Health Organisation (WHO) Lebanon	Strengthening the health care system and provision of chronic medications at primary health care centres	28,400,000 €	07/04/2018 56 months	07/2020	The political, economic and fiscal crisis that evolved during the last quarter of 2019 created much more humanitarian pressure on Lebanon, with a shrinking role and capacity of its institutions, not least the Ministry of Public Health (MoPH). Inability of the MoPH to pay for chronic medication as appeared by the end of 2019 led to serious shortages of drug availability for beneficiaries. Missing funds have been bridged by the project. There is a range of delays, originating from before the crisis, and it is doubtful if the current environment, with economic and political crisis plus Covid-19, will allow to catch up and achieve the intended results. The core of the project, i.e. provision of acute and chronic medication for vulnerable Lebanese and Syrian refugees, is not sustainable.
United Nations High Commissioner for Refugees (UNHCR) Turkey	Increasing access to Turkish language learning and vocational training for Syrians under temporary protection in Turkey	9,875,000 €	15/06/2018 30 months	06-07/2020	Relevance to the needs of beneficiaries with different needs and future aspirations may be further strengthened to increase the effectiveness and impact prospects, including a thorough analysis of risks. Working relations between the key stakeholders are constructive and ownership is strong. However, delays have led to a low level of progress towards the results with limited impact prospects. Sustainability is mixed.
United Nations Organisation for Project Services (UNOPS) Jordan	Expanding and Equipping Ministry of Health Facilities Impacted by the Syrian Crisis in Jordan	11,500,000 €	22/03/2018 46 months	06-07/2020	The project delivers its outputs with very good efficiency. The planned immediate outcomes have been achieved by the project but it is now up to the Ministry of Health to convert them into the planned outcome, with full use of the facilities. The increase in quality of health services that the project has started to produce is visible. Sustainability is overall appropriately planned but there are still some issues that need to be resolved.
United Nations Children's Fund (UNICEF) Lebanon	Mitigating social tensions among vulnerable populations through improved water services in Lebanon	5.000.000 €	21.11.2018 24 months	03-04/2020	The project is relevant as it addresses WASH as a EUTF priority sector and covers three out of the six EUTF results Framework indicators for the WASH sector. UNICEF is implementing the planned activities in a routine manner with proficiency. However, the lack of a plan of action and weaknesses in reporting do not provide enough transparency. As the implementation of activities is currently delayed and results indicators not monitored, effectiveness appears to be rather limited at present.
World Food Programme (WFP) Lebanon	Improving socio-economic resilience of most vulnerable population and support to an emerging social	48.000.000 €	13.02.2019 24 months	02/2020	The underlying rationale (helping Syrian refugees and vulnerable Lebanese with existential needs), whilst still fundamentally valid, has started to be seriously affected by the deteriorating economic climate. This situation poses a significant challenge for the implementer and donors alike. To achieve long-term positive impact, cash provision (and social protection) alone is generally not sufficient to promote people out of poverty

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	protection system through social and cash assistance				and improve their lives in all its forms. The modality of enhancing the economic impacts of cash transfers while enhancing livelihoods potential has to be explored.
Euromed Feminist Initiative (EFI) Lebanon	Strengthening access to protection, participation and services for women refugees, IDPs and host communities	12.500.000 € (all countries)	01.09.2018 24 months	02/2020	For many reasons, the length of the project would appear to be short given the areas being addressed. Despite the many challenges posed by the project environment, the project has been implemented well. Thus, it has been largely effective in meeting the needs of Syrian women refugees and host communities to the extent possible in the given timeframe. This can be attributed in part to the implementing partners, with the lead partner playing a particularly important role in managing the other partners and the local service providers in the work on the ground.
Euromed Feminist Initiative (EFI) Jordan				03/2020	The project is highly relevant to the needs of the ultimate beneficiaries. The lead implementer appears to be operating very well with all parties and has a good relationship with and control over the local NGOs carrying out the work on the ground. The project has been largely effective in working to meet the needs of Syrian women refugees and host communities.
Euromed Feminist Initiative (EFI) Iraq				02/2020	The project remains relevant and Implementation modalities proved to be conducive to plan and implement a project of this type and scope. The project is likely to produce its expected outputs according to plan by meeting or even exceeding its numerical target values. However, financial sustainability is insufficiently secured. In particular, sustainability on policy level as regards implementation of new laws, regulations or guidelines still needs to materialise.
Stichting SPARK Turkey	Increasing participation in higher education programmes of Syrian and disadvantaged youth from host communities in Turkey	10.000.000 €	01.09.2019 39 months	02/2020	Relevance is high, the design is strategically strong and fully corresponds to the needs of the target groups. However, the current management structure is inadequate and needs to be strengthened urgently. Delays have undermined efficiency. Prospects for effectiveness are currently impossible to assess due to the lack of progress in implementation and absence of results. Employability capacity building including start-ups and internships are planned to be further supported.
Stichting SPARK Iraq	Providing access to higher and vocational training education to Syrian and host community youth	18.496.641 € (all countries)	15.08.2016 48 months	03/2020	SPARK phase 1 as well as phase 2 offer an important starting point to give people in need access to higher education. The programme has been run in a largely cost-efficient manner, with a lean management approach. The quality of the outputs is essentially good and meets the quality standards of the host country. Effectiveness and impact of phase 1 could have been increased considerably with more in-depth communication and visibility work. Sustainability remains a structural weakness of SPARK phase 1.

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German Jordanian University (GJU) Jordan	Providing higher education and vocational training and scholarships to Syrian refugee and disadvantaged Jordanian students	11.000.000 €	01.10.2016 62 months	02/2020	Relevance is strong. The project is highly cost-efficient particularly due to the unique consortium set-up. Partner universities are involved in all phases of the project. Effectiveness is considered to be good. Despite the weak intervention logic, key targets are expected to be achieved. The project can be considered sustainable in terms of learning outcomes of programme graduates and profound cooperation mechanisms, established among the consortium partners and subcontractors
German Academic Exchange Service (DAAD) Jordan	HOPES: Higher and Further Education Opportunities and Perspectives for Syrian Students	11.999.879 € (all countries)	26.04.2016 52 months	02/2020	HOPES in Jordan is, in general, being implemented efficiently, although there are some elements that harm the cost-efficiency ratio. The Programme has several positive impacts, although it is difficult to measure them. In the long term one of most important will be that refugees have been provided with tools to participate in rebuilding post-war Syria. Some components of the HOPES Programme in Jordan should be considered innovative.
German Academic Exchange Service (DAAD) Lebanon				01/2020	HOPES, highly valued by stakeholders and beneficiaries, is in the process of achieving the intended objective of increasing participation in and improving access to quality further and higher education in Lebanon for vulnerable Syrian youth and host communities. The longer term 'improved perspectives' referred to in the Overall Objective are unlikely to manifest themselves economically. As a consequence, there is currently little chance of making a difference to the lives of the target groups due to the economic crisis in Lebanon and in the region.
Agence Française de Développement (AFD) Lebanon	Developing coverage and quality of basic social services delivery while ensuring socio-economic empowerment of local communities	9.450.000 € (all countries)	25.07.2017 42 months	01/2020	The project is highly relevant for two main reasons: the protracted displacement of the Syrian refugee population remains and host communities have become increasingly vulnerable due to the deteriorating economic and political situation, leading to an increased demand of basic social services. The chosen implementation modality has negatively affected efficiency and effectiveness of the project. The quality of reporting is weak. It is difficult to trace implementation progress and cost-efficiency.
Agence Française de Développement (AFD) Jordan				11/2019	The project provides an important contribution to the mitigation of the impact of the Syrian crisis in Jordan by supporting efforts made by the partner government. Ownership and commitment from key stakeholders remains high. No project governance entities are in place, despite this was initially envisaged. The absence of an institutional overview has not been conducive for the achievement of expected results or for fostering transparency.

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Agence Française de Développement (AFD) Iraq				11/2019	Relevance remains high but the initial governance structure turned out to be too complex. The individual activities are likely to achieve their expected results which are mainly defined in terms of the number of trainings held and beneficiaries reached. It is difficult to assess the extent and quality of the broader effects, however. Dependence on donor funding is likely to maintain.
United Nations Children's Fund (UNICEF) Lebanon	Securing access to essential medical commodities for most vulnerable population	6.000.000 €		06/2019	Most activities are progressing well (vaccinations and delivery of acute medicine to warehouse) although there are still some delays. The project is having the desired effect in that poor and vulnerable Syrian and Lebanese are accessing acute medicine and vaccines. However, the project is likely to generate false expectations of availability in the eyes of beneficiaries as supply is not mapped to consumption only demand.
UN Woman Jordan	Strengthening resilience and empowerment of Syrian women and girls and host communities; increased access to recovery, livelihood and protection	12.500.000 € (all countries)	19.12.2019 30 months	10/2019	Skills development, job placements and entrepreneurship support provided are essential to empower women and develop their business opportunities. However, this often happens from very low levels, and thus the opportunities to generate substantial and long-term income are naturally limited. Social empowerment and actions against gender-based violence are just as important however and are also supported by the project appropriately. Project effectiveness is still mixed however, mostly due to the accumulated delays and the distorted sequencing of activities. Sustainability remains weak.
UN Woman Iraq				09/2019	The project is fully relevant. It aims at empowering women with livelihood opportunities, by providing capacity building and Cash For Work. Women shelters remain a key area of concern as their situation is still characterised by poor advocacy, insufficient resources, and still partially unacceptable cessation conditions for the women therein. In general, UN Women has been able to deliver the outputs in a cost-efficient manner. Where UN Women and its local partners work on the basis of own key competencies and expertise effectiveness is usually being achieved. Sustainability was not developed at the planning stage and its achievement will not be possible without additional measures.
United Nations Relief and Works Agency for Palestine Refugees (UNRWA)	Strengthening the Resilience of Palestine Refugees from Syria in Jordan and Lebanon	15.000.000 € (all countries)	01.10.2018 12 months	09/2019	The intervention is still relevant and responds appropriately to the most urgent needs of the beneficiaries. The selection criteria of the beneficiaries are not specified, there is no target-based approach concerning their vulnerability. Concerning cost-efficiency, UNRWA has an internal monitoring mechanism in place and well structured. However, the systems used to monitor the quality of the services provided have some limitations still to be addressed. The progress of each output is good and in line with what was

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Lebanon					planned. There are no systematic links with existing structures to guarantee a continuation of services, also reflecting the economic limitations of UNRWA.
United Nations Relief and Works Agency for Palestine Refugees (UNRWA) Jordan				07/2019	Relevance is broadly in line with EUTF priorities and general needs of Palestinian Refugees from Syria (PRS) but the failure to incorporate adequate monthly Unconditional Cash Assistance allocations for them compromises both relevance and likely effectiveness. The programme has significant flaws regarding the cash entitlement component design regarding the adequacy of the resources made available to the PRS population in Jordan through the project in comparison with the overwhelming needs of this target group. The planned level of entitlement does not cover even the most basic needs. The project was designed as an emergency project for which the main rationale is not long term sustainability and as a result, in many respects sustainability is not assured.
WorldVision Jordan					Synergies between different partners were not considered in the design phase. Also, the design did not include a common communication framework within the project, there are rather different visual identities among the three partners in Jordan. High numbers of participation and high appreciation of youth and children on remedial and informal education are a reality. The potential of generating sustainable opportunities on the economic component of livelihood is jeopardised by time limitations the project is likely to have.
WorldVision Lebanon	Strengthening youth resilience and empower youth as leading actors in post-conflict reconstruction and reconciliation	12.796.827 €	01.09.2017 24 months	05/2019	Social cohesion even inside the consortium remains a big challenge, as inclusion of different communities inside the project has been a key difficulty. Youth initiatives are not properly aligned with local needs at municipal level. Although Syrians will most likely benefit from the youth-led initiatives, they were not included from the start in the definition of the project designed at their attention. No proven strategies exist to secure the financial future of the results after project completion.
WorldVision Iraq					The project is well in line with the intentions to of the Kurdish Regional Government to immediately increase the employability of young Syrian refugees, IDPs and host community members. Implementation efficiency so far has been mixed: both, speed of implementation and outreach have still room for improvement, notably for the activities running in Erbil. Beneficiaries are particularly enthusiastic about the apprenticeship programme as it offers them not only practical work experience but also a certain temporary income. Sustainability remains mixed.

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UN Women Turkey	Strengthening resilience and empowerment of Syrian women and girls and host communities; increased access to recovery, livelihood and protection	5.000.000 €	19.12.2019 24 months	03/2019	The project is addressing key aspects of improvement for most vulnerable groups by providing essential services through unique women-only spaces. It is implemented in a largely efficient manner with the SADA Centre in Gaziantep. Challenges remain to be solved, in particular with regard to the targeted rate of involvement of Turkish beneficiaries in individual project activities. The future of the SADA Centre after the end of the project remains unclear. Efforts by all involved partners are necessary to make the planned takeover of the Centre by the Municipality a reality.
ACTED Lebanon/ Jordan	Improving WASH infrastructure and facilities at community, institution, and household level	11.902.039 €	11.07.2017 24 months	03/2019	Infrastructure activities are relevant and in line with identified needs which are the most pressing WASH needs in the targeted areas/ beneficiary institutions. The quality of outputs is good and the effects on target groups are favourable. WASH interventions give positive effects with beneficiary institutions that have a clear vision of their needs and plans for addressing them. Weaknesses include delays in the delivery of the outputs, and limited prospect for impact. WASH counterparts need further support and allies for securing longer-term and wider impact. Sustainability needs further attention.
International Medical Corps (IMC) Lebanon	Reducing Economic Barriers to Accessing Health Services in Lebanon	31.852.672 €	01.01.2018 24 months	03/2019	IMC is expected to achieve all its targets in September/ October 2019 well ahead of schedule and is able to continue to deliver these services until the end of the year. Data indicates good community engagement, community awareness, community mobilisation and community satisfaction with the IMC model. The reduction in family debt due to health costs needs to be re-emphasised as a direct benefit from this model. Additional donor funding will be required if this successful model is expected to continue. Work needs to be done at donor level to ensure there is no gap in financial support.
Danish Red Cross Lebanon/Jordan	Livelihood support, risk management, health and psychosocial support to refugee and host communities affected by the Syria crisis.	49.290.000 €	15.12.2016 36 months	10/2018	The action responds to the needs to contribute to peaceful co-existence between refugees and host populations and is in line with the country response plans. Due to the delayed start, progress of several outputs is also delayed, and effectiveness especially of the livelihood and resilience component is still limited. The quality of the delivered outputs is generally good, but there is room for improvement with regard to the materials available for health education and awareness sessions.
Danish Red Cross Iraq					Strong commitment from the local authorities is a reality. The main remark on efficiency is the mixed pace of implementation across the different implementing partners. The progress on output delivery is as planned, with the exception of the first programme component. As for the action's expected outcomes, it is still premature to see substantial effects.

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Danish Red Cross Egypt/Turkey					The projects in Egypt and Turkey are and remain relevant to target groups and the EUTF thematic priorities. They are appropriately planned as part of the DRC regional action which aims to reach refugee and resident populations in five different intervention countries. High ownership of the main country implementing partners is evident. Project effectiveness is mixed mostly due to the accumulated delays. Quality of the outputs delivered so far is good and this augurs well for their future effectiveness.
United Nations Children's Fund (UNICEF) Lebanon/Jordan	Investing in the future of a generation of children and young people affected by the Syria crisis in Lebanon, Jordan and Turkey.	107.900.000 €	01.01.2018 12 months	09/2018	The action is on track. The planned outputs for Lebanon will be produced and targets in the majority of cases will be reached. For Jordan, the project has a good output production, but in some cases, targets may not be reached by the end of the project; however, they may be reached in 2019.
United Nations Children's Fund (UNICEF) Turkey					The priorities of the action continue to correspond fully to the needs of the target groups. Activities have been implemented without significant delay. UNICEF has well established partnerships with the relevant public institutions and NGOs and high-quality human resources have been made available, both at central and local level.
Gruppo di Volontariato Civile (GVC) Lebanon	Promoting Sustainable Management of Water Services and Resources in Lebanon by strengthening infrastructural and managerial capacities of local water establishments	12.618.649 €	17.11.2016 36 months	08/2019	The project is appropriately planned to reach refugee and resident populations, through three water establishments. Efficiency has so far been mixed due to delayed start-up and knock-on delays caused by this that can only be corrected by extending the time frame. Effectiveness is still mixed: The quality of the outputs delivered so far is good and the effects on target groups have been favourable. However, there are risks for the transformation of some outputs to outcomes and limited prospect for impact due to the challenging external project environment.
United Nations High Commissioner for Refugees (UNHCR) Lebanon	Providing essential life-saving care to refugees in Lebanon.	15.000.000 €	01.08.2017 24 months	07/2018	Project relevance can be considered positive, efficiency at year one of implementation is satisfactory. Progress of each output is of the highest possible standards (quality of secondary and tertiary care and treatment provided to the refugees) and leading to the expected outcomes. The effects on the target groups are tangible in terms of providing better access to care and treatment.
Deutsche Gesellschaft für	Qudra - Improving school conditions, access	74.600.000 € (5 countries)	15.06.2016 36 months	04/2018	Lack of adequate involvement of the partner country institutions represents the main challenge of Qudra Lebanon. The project design does not adequately take into

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Internationale Zusammenarbeit (GIZ) Lebanon	to economic opportunities, local administration, social cohesion and dialogue facilitation for refugees, internally displaced persons and host communities.				consideration the contextual/ political framework of the country and does not offer an approach for effectively liaising with the local stakeholders in implementing activities and achieving the expected outcomes. Compared to the conditions given on the ground, the design of Qudra is too complex and ambitious. Efficiency to date has been sub-optimal.
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Turkey					The complicated design with four modules coupled with lack of a clear structure for involvement of the country partners has not allowed for it to be well-understood and adopted by the country partners particularly after the Coup attempt in July 2016. Qudra Turkey failed to be implemented efficiently within the past first half of the project duration particularly due to lack of a clear implementation mechanism defining the activities and roles of implementing partners and country partners.
Fondazione AVSI Lebanon/ Jordan	School readiness, inclusion and retention for children victims of the Syrian Crisis.	12.123.811 €	25.12.2016 30 months	04/2018	Despite difficulties and obstacles posed to implementation noted in both countries, the project seeks to address highly pertinent aspects related to promoting enrolment and improving retention in the formal education system for vulnerable children and adolescents in Lebanon and Jordan. The intervention has proven effective overall in delivering outputs across the different components despite initial delays in both, Lebanon and Jordan.
International Organization for Migration (IOM) Serbia	EU support to managing the migration/refugees crisis/ Balkan route.	16.350.211 €	17.12.2016 36 months	03/2018	The action tackles essential aspects of the protracted migration crisis in Serbia. Implementation has been hampered by the lack of long-term planning and strategies on the part of the relevant Serbian authorities and bureaucracy associated with obtaining authorisation to proceed with the various reconstruction works. As a result, some aspects of implementation have been hampered and timeframes disrupted.
Ministry of Labour, Employment, Veteran & Social Affairs (MoLEVSA) Serbia	Strengthening the capacities in managing the migration/ refugees crisis in Serbia.	7.299.999 €	13.01.2017 12 months	03/2018	The project is adapted and relevant in scope and standard of services. An implementation mechanism, which was not efficient in Madad 1, is used in Madad 2. Capacity and experience of the MoLEVSA team appear insufficient and relations with other partners are at times difficult, which is a risk for coordination and implementation. The action's governance structure, made of five Serbian central state actors, is not particularly efficient but should guarantee service provision within the existing system.
Associazione Italiana per la solidarietà i popoli	Supporting emergency/ critical care services and maternal and child health care; increasing	5.727.304 €	17.09.2016 30 months	02/2018	This project remains very relevant in terms of health needs and is a top priority for the Kurdish Government in Iraq. AISPO is delivering an exceptional, cost-effective service to vulnerable communities but due to initial delays is running behind. AISPO cannot



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(AISPO) Iraq	access to quality and equitable health care for refugees, internally displaced persons and impacted local populations.				shorten implementation timelines without compromising the outcome and so an extension at no extra cost might be needed.