

EU Regional Trust Fund in Response to the Syrian Crisis: Action Document for the decision of the Operational Board

1. IDENTIFICATION

Title/Number	Support to livelihoods through cultural heritage development	
Total cost	Total estimated cost: EUR 11.000.000 Total amount drawn from the Trust Fund: EUR 11.000.000	
Duration	24-months	
Country	Jordan, Iraq	
Locations	JORDAN: Mafraq Governorate, Irbid Governorate; IRAQ: Erbil Governorate, Dohuk Governorate	
Implementing Partner(s)	UNESCO/ILO, German Protestant Institute of Archaeology (GPIA) Institut français du Proche-Orient (IFPO) in Erbil, The High Commission for Erbil Citadel Revitalization (HCECR)	
Main Stakeholder(s)	Jordan: Ministry of Tourism and Antiquities, Department of Antiquities of Jordan, Ministry of Labour, Universities, private companies – Kurdistan Region of Iraq (KRI): Presidency of Council of KRG Ministers, High Commission for the Erbil Citadel Revitalization, Universities, private companies	
Aid method / Method of implementation	Project Approach: Indirect Management – Delegation (Contribution) Agreement with UNESCO – EUR 11.000.000	
SDGs	Goal 8: Decent work and economic growth	
DAC-code	43010	Multisector aid
Objectives	<p>The overall objective is to (i) ensure dignified, sustainable livelihoods and create economic opportunities for Syrian refugees, vulnerable Jordanians and Iraqi IDPs in the cultural heritage sector; and (ii) support the No Lost Generation initiative within the Regional Refugee and Resilience Plan (3RP) by providing psychosocial support to refugee children and youth through a cross-sectoral approach involving education, protection, cultural and creative activities, thus reducing vulnerabilities to violent extremism.</p> <p>The specific objectives of the action are:</p> <ul style="list-style-type: none"> • To improve self-reliance through access to immediate short-term decent employment opportunities for Syrians, Jordanians and Iraqis in the cultural heritage sector through Employment Intensive schemes in the northern governorates of Jordan and the Kurdistan Region of Iraq (KRI), • To create an enabling environment for entrepreneurship development in the cultural heritage sector. 	
Main Activities	<ul style="list-style-type: none"> • Employment Intensive schemes and Vocational Training in Cultural Resources Management will be used to safeguard and develop six cultural heritage sites in northern Jordan and two in the Kurdistan Region of Iraq (KRI) – including the world heritage site Erbil Citadel . • Through the strengthening of capacities of Public and Private Sector entities and workers, and through the development of a tailor-made framework for partnership between the Department of Antiquities, the Ministry of 	

	Tourism and Antiquities and the Private Sector in Jordan and between the KRG, the High Commission for Erbil Citadel Revitalization and the Private Sector in the Kurdistan Region of Iraq (KRI), a sustainable medium to long-term framework for entrepreneurial activities in the cultural heritage sector is created.
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2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

The **overall objective** is to ensure dignified, sustainable livelihoods and create economic opportunities for Syrian refugees, vulnerable Jordanians and Iraqi IDPs in the cultural heritage sector;.

The **specific objectives** of the action are:

- To improve self-reliance through access to immediate short-term decent employment opportunities for Syrians, Jordanians and Iraqis in the cultural heritage sector through Employment Intensive schemes in the northern governorates of Jordan and the Kurdistan Region of Iraq (KRI).
- To create an enabling environment for entrepreneurship development in the cultural heritage sector.

In line with the Overall Objective of the EU Regional Trust Fund in Response to the Syrian Crisis, (EUTF Syria) "*to provide a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily to the needs of refugees from Syria in neighbouring countries, as well as of the communities hosting the refugees and their administrations, in particular as regards resilience and early recovery*", the Action will contribute to the following Specific Objectives of the EUTF results framework:

- *3.1 Employability prospects of Syrian refugees and host communities improved*
- *3.5 Social tensions between refugees and local populations in host communities decreased*

2.2. Context

2.2.1. Regional crisis context

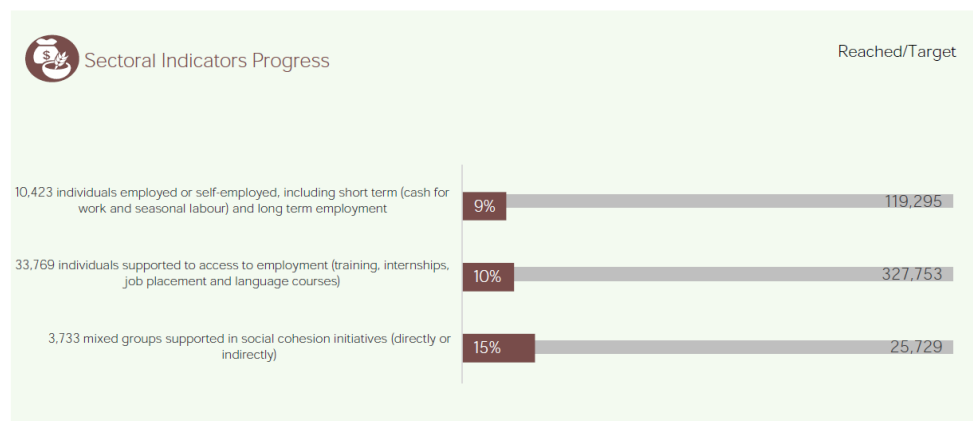
As the conflict in Syria entered its eighth year, neighbouring countries continue to show great generosity in shouldering the weight of the crisis in terms of hosting refugees. As of late 2018, over 5.6 million Syrian refugees were registered in Turkey, Lebanon, Jordan, Iraq, and Egypt. Nevertheless, host countries continue to contend with mounting demographic, economic, political, security and social pressures. Across the region, borders and admission practices remained closely managed, affecting the displacement ability of many individuals.

Despite the exceptional generosity of host governments, the conditions of refugee families across the region remain extremely challenging and many refugee families have become increasingly vulnerable with each passing year of displacement: poverty rates exceed 60 per cent in some host countries and some 35 per cent of Syrian refugee children are out-of-school. The impact of this crisis on vulnerable girls, boys, women and men's protection and well-being remains staggering. This may have lasting consequences, including the impacts of early marriage, sexual and gender-based violence, child labour, indebtedness, and exploitation. As more refugees slip into poverty, such protection risks will only get worse. The political, economic and social trends which have compounded the conditions of refugees in countries neighbouring Syria have also had a similar impact on vulnerable members of their host communities.

2.2.2. Sector context: policies and challenges

Especially in the sector of *livelihoods*, there remain considerable gaps in the response according to the latest available 3RP Dashboards from July 2018. In the livelihoods sector, less than 50,000 out of 470,000 targeted beneficiaries received support for employment and training.

ACHIEVEMENTS



3RP Dashboard July 2018 - Livelihoods

There is hence a continued need to invest into these sectors with innovative approaches to overcome the low coverage of the response.

The impact of the crisis is particularly harsh in the north of Jordan and the Kurdistan Region of Iraq (KRI), and especially in the poverty pockets of Mafraq and Irbid, Erbil and Dohuk Governorates, where an important number of archaeological and cultural heritage sites of great interest, yet not currently developed and promoted as tourism destinations, can be found. In Jordan, the crisis has furthermore affected a broad number of industries including tourism, one of the key business sectors contributing to about 20% of Jordan's GDP (WTTC, 2014). The number of visitors has recently picked up again to more than 4 million in 2017 and 2018, after declining since 2011. , This recent increase provides a good investment opportunity to further strengthen the country's cultural heritage sites in order to contribute to further growth.

In Iraq, the recent military and political events that affected the the Kurdistan Region of Iraq (KRI) and its Government led to the sudden shortage of funding and income generating activities in the three governorates of Erbil, Dohuk and Suleimaniyah, including the World Heritage site of Erbil Citadel (<http://whc.unesco.org/en/list/1437>).

Contrary to the observed trends and patterns mentioned above, the Agenda 2030 and related SDGs' call for the promotion of sustainable tourism that creates jobs and promotes local culture and products (SDG 8, Target 9), including through the preservation, protection and conservation of all cultural heritage worldwide (SDG 11, Target 4). In line with the above, UNESCO promotes the role of heritage as a driver of economic growth, vector of dialogue and reconciliation and as promoter of sustainable development (UNESCO 38 C/5 and 39 C/5), including in emergency and conflict-related contexts.

Against this background, the Jordan Response Plan for the Syria Crisis (2018-2020) calls for the creation/improvement of income-generating opportunities and the revitalization of seriously impacted industries, including tourism, for improved livelihoods opportunities for Jordanians, and Syrians living in host communities.

The Iraq 3RP Regional Refugee & Resilience Plan 2017-2018 in Response to the Syria Crisis addresses the longer-term self-reliance of individuals and communities and the stronger role of Government in delivering equitable basic services to refugees and host communities. Interventions carried out in the various sector response plans are aimed at improving individual and community self-sufficiency and helping to mitigate against negative coping mechanisms so as to improve the prospects of affected populations.

These priorities are further substantiated by the Co-Host Declarations of the London (2016) and Brussels Conferences (2017 and 2018), which all call on the international community to support the creation of new jobs in the public and private sector. Also, in the **2018 Elements for an EU strategy for Iraq**, the EU commits itself to „also seek to support international efforts to prevent the trafficking in cultural goods and to restore and preserve Iraq's cultural heritage.”¹

The refugee crisis and consequent displacement entails loss of property and livelihoods, the death and scattering of family members as well as separation from places and communities of origin. All these factors inevitably induce changes in lifestyles and cultural practices. Within the environments of exile, the cultural heritage - defined as an irreplaceable repository of knowledge and a valuable resource for economic growth, employment and social cohesion² – is an important manifestation of cultural diversity and it has to be protected and passed on to future generations. Rehabilitating and promoting cultural heritage and its several dimensions, for instance skills and artisanship, can also provide a source of livelihood, and traditional knowledge may be therefore used for survival.

With this action, the EUTF Madad intends to intervene across cultural heritage and touch upon both tangible and intangible cultural activities in order to provide for livelihood opportunities in support of refugees and vulnerable Jordanian and Iraqi communities.

2.3. Lessons learnt

The draft Global Compact on Refugees and the 3RP underpinning the Syria refugee crisis response have clearly put resilience building and economic opportunities at the centre of international aid efforts in protracted and forced displacement situations. Both refugees and their host communities need support to absorb the economic and social stress generated by the increased demand on services and jobs. At the same time, labour markets in e.g. Jordan and Lebanon are highly regulated, not allowing Syrians to work in most sectors, except construction and agriculture and low-level services. Therefore, innovative solutions and approaches are required to identify win-win situations for both the host country and refugees.

Thus, an “employment intensive” approach for decent jobs substantively differs from various initiatives, primarily in the humanitarian sector, of “cash for work³” that have been implemented so far due to (a) its special focus on decent working conditions, including occupational safety and health, no child labour, and equal pay for work of equal value, (b) safeguards it offers for heritage protection, and (c) the creation of public assets value that in turns contribute to improved livelihoods.

2.4. Complementary actions

Both components of this action are complementary to ongoing projects, both EU- and non-EU funded, because a) they address needs and sectors where there still substantial gaps in the response (livelihoods, education, protection); and b) use innovative approaches through a focus on intangible and tangible cultural heritage and related activities.

Culture is also an integral part of the external action of the EU. In particular, through culture the EU intends to promote human rights, diversity, intercultural dialogue as well as supporting it as an engine for sustainable social and economic development.

For example, the EU-Jordan partnership framework foresees “Initiatives in the cultural sector, including those aimed at the development of a cultural and creative industry should be considered given its significant contribution to promoting intercultural dialogue and socio-economic development” (EU-Jordan Partnership Priorities 2016-2018, Art. 2).

¹ Brussels, 8.1.2018 JOIN(2018) 1 final , p.12.

² See <https://en.unesco.org/preventing-violent-extremism/clt-diversity> and also “[The role of culture in preventing and reducing violent extremism](#)”, Dr Asiem El-Difraui, 2017, MORE EUROPE - external cultural relations

³ Cash for Work (CfW) is an initiative coordinated by UNHCR in which refugees are remunerated for supporting partner programming, especially in the camp of Zaatari. As of December 2016, JOD 813,678 have been invested in CfW activities, especially WASH (53%) and education (27%), by inter-governmental (e.g. UNHCR, UN Women) and non-governmental Organizations (e.g. ACTED, Oxfam, NRC, IRD, IRC etc.), and benefitted 5,775 workers (<http://reliefweb.int/sites/reliefweb.int/files/resources/DecemberCfWfactsheet.pdf>).

For Iraq, the proposed action is complementary to DCI activities, including the forthcoming project „Reviving Mosul and Basra Old Cities“ (UNESCO and FAO), as well as ongoing projects such as „Education and Cultural Heritage Enhancement for Social Cohesion in Iraq“ with the University of Bologna, and „Mesopotamian youth for democratic governance, social cohesion and reconciliation in Iraq“ with the Italian NGO UPP. Within the framework of the CSDP mission EUAM Iraq, the EU contributes to implement UN Security Council Resolution 2347 to strengthen international cooperation in protecting cultural heritage and deprive terrorists of funding through the illicit trafficking of cultural goods.

In addition, 2018 has been established as the European Year of Cultural Heritage (2018), to promote cultural diversity and social cohesion, highlight the economic contribution of cultural heritage to development, and emphasize the role of cultural heritage in EU external relations, including conflict prevention, post-conflict reconciliation and rebuilding destroyed cultural heritage.

The attention given by the European Year of Cultural Heritage and the Partnership Priorities with Jordan reflect longstanding engagement of the EU for the promotion of cultural diversity and cultural heritage such as the Athena Project, the Med Culture and through the ENPI and ENI Regional Programme. In line with the above, the proposed programme aligns with the EU’s past and present priorities and actions, in the region and with its forthcoming engagement in the promotion of culture as a source of socio-economic development and resilience.

2.5. Donor co-ordination

For this action donor coordination is ensured:

- At EU level through the EUTF Board itself, the local EU development counsellors meetings, as well as the EUNIC clusters in the region.
- At wider donor community level through the regular local coordination under the host country refugee response plans (JRP, LCRP) with the host governments and the UN.

3. DETAILED DESCRIPTION

3.1. Objectives and expected results

The **overall objective** is to (i) ensure dignified, sustainable livelihoods and create economic opportunities for Syrian refugees, vulnerable Jordanians and Iraqi IDPs in the cultural heritage sector;.

The **specific objectives** of the action are:

- a) To improve self-reliance through access to immediate short-term decent employment opportunities for Syrians, Jordanians and Iraqis in the cultural heritage sector through Employment Intensive schemes in the northern governorates of Jordan and the Kurdistan Region of Iraq (KRI).
- b) To create an enabling environment for entrepreneurship development in the cultural heritage sector

The expected results are:

- a) 250,000 work days are created for Syrians, Jordanians and Iraqis through “custom tailored” application of “employment intensive” schemes and vocational training in cultural resources management for the safeguarding and development of six cultural heritage sites in northern Jordan and two cultural heritage sites in northern in the Kurdistan Region of Iraq (KRI);
- b) A sustainable medium- to long-term framework for entrepreneurial activities in the cultural heritage sector is created through strengthening of capacities of private/third sector entities and workers, and through the development of a tailor-made framework for partnership between the Department of Antiquities, the Ministry of Tourism and Antiquities and the private/third Sector in Jordan and between the KRG, the High Commission for Erbil Citadel Revitalization and the Private Sector in the Kurdistan Region of Iraq (KRI).

3.2. Main activities

3.2.1. Component 1 - Decent Jobs for Cultural Heritage in Jordan and Iraq

Activities towards achievement of Specific Objective 1 a):

- ACTIVITY 1.1 – Establishment of two Technical Committees (Jordan TC and Iraq TC) inclusive of relevant national institutions (especially Ministry of Tourism and Antiquities and Department of Antiquities of Jordan, High Commission for the Erbil Citadel Revitalization, KRI) and archaeological/academic missions active on targeted sites, to oversee programme implementation and compliance with Cultural Resources Management (CRM) standards and Employment Intensive (EI) techniques.
- ACTIVITY 1.2 – Design and approval of Site Maintenance and Tourism Development Plans (SMTDP) for six sites in northern Jordan and two sites in the Kurdistan Region of Iraq (KRI).. The SMTDP will include: clearance of the site, maintenance, consolidation, site development and presentation works, as well as instructions for maintenance interventions.
- ACTIVITY 1.3 – Launch of the selection process and identification of CRM/EI entities to implement the SMTDPs in the eight selected sites.
- ACTIVITY 1.4 – Implementation of SMTDP by CRM/EI entities through the use of Employment Intensive methods engaging Syrian, Jordanian and Iraqi labour, including on-the-job Vocational Training in CRM.
- ACTIVITY 1.5 – Monitoring and technical oversight of SMTDP implementation works and their compliance with CRM and EI standards.

Activities towards achievement of Specific Objective 1 b)

- ACTIVITY 2.1 – Design and implementation of baseline assessment, inclusive of gender analysis, and awareness-raising campaign to promote women's involvement in CRM works
- ACTIVITY 2.2 – Design, organization and delivery of preparatory training for implementation of SMTDP through CRM and EI standards for CRM/EI entities selected through Activity 1.3. This may include also on-the-job coaching, which better allows for actual learning by doing, and ensures sustainability of the learning process. The training /on-the-job coaching may capitalize on the expertise already available in a range of private companies that are active and profitable in the Cultural Resources Management sector in Europe (e.g. Italy, France, UK). The link with these companies will not only provide valuable, practical learning resources, but also and particularly set a business model to the CRM/EI entities engaged through the project, for prospective continuation of the business well after project completion, hence guaranteeing sustainability of the whole action.
- ACTIVITY 2.3 – Feasibility study on the viability to create Public-Private Partnerships (PPP) in CRM, based on the outputs of the project and development of a tailor-made framework between the Department of Antiquities, the Ministry of Tourism and Antiquities, the HCECR and the Private/Third Sector.
- ACTIVITY 2.4 – Certification for labourers and technicians on CRM and EI against good performance throughout SMTDP implementation activities.
- ACTIVITY 2.5 – Design, organization and delivery of Sites Management Trainings to private companies selected by the Jordanian and KRG authorities to manage the rehabilitated sites.
- ACTIVITY 2.6 – Support in the promotion of rehabilitated sites as domestic and international tourism destinations in the north of Jordan and the Kurdistan Region of Iraq (KRI), complementing standard tourism routes, through national and regional media and competent tourism institutions. Involvement of governmental stakeholders (e.g. for Jordan: Ministry of Tourism and Antiquities, and Jordan Tourism Board) is crucial to the successful promotion of the sites as part of new tourism itineraries in the benefitting countries.

- ACTIVITY 2.7 – Preparation of publication of case studies that reflect the strategic approach on the creation of decent jobs opportunities through the employment of EI techniques in the CRM sector, for possible replication of the methodology in future interventions.
- Activity 2.8 (optional) - small start-up grants for CRM/EI companies involved in the project. In the short/mid-term, the availability of private sector companies that can provide the Department of Antiquities with external support, and hence fill in this market gap represents a real business niche worthy exploring and investing. This is particularly relevant in view of jobs creation of Jordanians and Syrians, both skilled labourers and young graduates in CRM-related disciplines, who otherwise have no opportunity for employment. The successful experience from European countries sets the framework of reference for this type of market. A small start-up grant would allow young entrepreneurs/graduates from the CRM sector to launch such business initiatives.

3.3. Risks and assumptions

3.3.1. Component 1 - Decent Jobs for Cultural Heritage in Jordan and Iraq

Risks	Risk level (H/M/L)	Mitigating measures
Sensitivity due to the presence of Syrian refugees in the hosting communities: Syrian refugees' presence in the hosting communities may lead to episodes of intolerance and violence, especially in relation to employability.	M	Participatory processes, including focus groups, will be used prior to the beginning of the on-site activities within the beneficiaries' communities. This is to minimize the risk of misperceptions and integrate the participants in the programme on an equal basis.
Perception of inequity between Jordanian/Iraqi and Syrian beneficiaries: Inequity might be perceived by the Jordanian/Iraqi beneficiaries vis-à-vis the Syrian beneficiaries, in relation to the conditions at work and general treatment.	H	In order to mitigate the perceptions of inequity, the selection of participants will be done on an equitable basis and considering the representation of different people within the beneficiary groups. Participatory processes will be utilized.
Ability of CRM/EI entities to manage sensitive issues	M	The programme relies on the ability of the CRM/EI entities to manage sensitive issues, such as the relation between Jordanians/Iraqis and Syrians, gender issues, etc. UNESCO will provide assistance to CRM/EI entities to guarantee that sensitive issues are addressed in the proper manner and solved accordingly.
Gender issues: The type of job foreseen by the project is traditionally considered for males. Introducing female workers in the EI programme might determine misperceptions and problems at the level of implementation.	H	Women will be hired in order to guarantee a gender balance. Their participation will be coordinated with the CRM/EI entities.
Persons with disabilities: The programme encourages persons with disabilities to enrol in the EI scheme; however, not all jobs foreseen by the project are suitable for those with disabilities.	M	Persons with disabilities will be hired to carry out specific types of jobs, according to their disability.

3.4. Cross-cutting issues

3.4.1. Component 1 - Decent Jobs for Cultural Heritage in Jordan and Iraq

Gender: The proposed project applies a gender responsive programming approach with participation – to the maximum extent possible and within culturally sensitive considerations- of women at all levels of design, implementation and evaluation as well as targeted activities promoting the participation of women in its activities, and equality of treatment at the worksites. Women will be hired in order to guarantee a gender balance. Their participation will be coordinated with the CRM/EI entities. To this end, a thorough gender analysis will be conducted at Programme’s inception phase as part of the baseline assessment, to identify the strategic and practical needs of women and men. An awareness-raising campaign to promote women’s involvement in CRM works will be undertaken afterwards, in order to encourage women’s participation as well as men’s acceptance and support for women’s participation. As part of the initial training package foreseen under Output 2, CRM/EI entities will be trained to accommodate women’s needs, and to make necessary provisions for their participation. Systematic culturally sensitive awareness-raising will also be targeted at communities to tackle their apprehensions related to females entering the labour market, and specifically the construction sector.

Conflict sensitivity: the Action overall applies a conflict sensitive approach to Do No Harm, in addition to activities that are aimed to enhance social cohesion and social integration. This is why the project will deliberately target both Syrian refugees as well as vulnerable Jordanians and Iraqis to support social cohesion and integration.

Environment: the Action will overall ensure that activities are environmentally friendly.

Disability: the proposed Implementing Partners for this action will make efforts to include beneficiaries with disabilities. Persons with disabilities will be hired to carry out specific types of jobs, according to their disability.

3.5. Stakeholders

3.5.1. Component 1 - Decent Jobs for Cultural Heritage in Jordan and Iraq

Direct stakeholders include **public institutions** in Jordan and **private sector** and **academic institutions** in Jordan, Iraq and worldwide.

With regard to **public institutions** in Jordan, these will be primarily the Ministry of Tourism and Antiquities, the Department of Antiquities, including its offices in the two concerned Governorates, the Ministry of Labour and the Jordan Tourism Board who will altogether contribute to the delivery of services under the programme. In the Kurdistan Region of Iraq (KRI), the programme aligns with the strategies being implemented by the Presidency of Council of KRG Ministers and the High Commission for Erbil Citadel Revitalization (HCECR), as well as avails of the expertise of IFPO.

With regard to **academic institutions**, the programme will build on existing capital of knowledge and resources in Jordan and worldwide, especially in Europe. The following institutions/missions have been variously involved in excavations and research on the six selected sites:

- École Biblique et Archéologique Française de Jérusalem
- Department of Antiquities, Amman, Jordan
- Yarmouk University, Irbid, Jordan
- University of Siena, Siena, Italy
- Warsaw University, Warsaw, Poland
- Centre d'Étude des Peintures Murales Romaines, Soissons, France
- University of Bonn, Bonn, Germany
- University of Vienna, Vienna, Austria

The programme will furthermore establish partnerships with relevant Jordanian and Iraqi academic institutions in selected governorates, to ensure that fresh graduates and skilled workforce from disciplines pertinent to CRM works are integrated in the Programme as part of the private sector technical teams.

Other local and international institutions, notably the Institut Français du Proche-Orient (IFPO), and the German Protestant Institute of Archaeology (GPIA) will be further engaged due to their long-standing action in Jordan and Iraq on cultural resources investigation and research.

Finally, private sector companies in Cultural Resources Management will be also engaged to support local entities in the design of SMTDPs as well as in the development of CRM training modules for the local entities that will implement the SMTDPs. Indeed, in Europe the private sector on Cultural Resources Management started in the early 1980s and to date it has developed substantial expertise and knowledge on-site maintenance and tourism development interventions at cultural heritage sites. This experience will be made available to local entities as part of the programme, to ensure that the new CRM private sector can benefit of their knowledge, expertise, and lessons learnt.

3.6. Contribution to SDGs

This intervention is relevant for the 2030 Agenda. It contributes primarily to the progressive achievement of SDG(s):

Goal 8: Decent Work and Economic Growth. On top of having as object the increase of economic opportunities, Component 1 will promote decent working condition by including in all trainings complementary subjects such workplace health and safety, basic life skills, and cultural heritage.

3.7. Intervention Logic

3.7.1. Component 1 - Decent Jobs for Cultural Heritage in Jordan and Iraq

The Programme's direct beneficiaries are 2,493 people, notably 1,439 Syrian and Jordanian women and men affected by the Syria crisis, located in Mafraq and Irbid Governorates, of which 1,385⁴ low skilled/unskilled labourers and 54 skilled technicians; and 1,054 Syrian and Iraqi women and men affected by the Syria crisis, located in Erbil and Dohuk Governorates, of which 1,000⁵ low skilled/unskilled labourers and 54 skilled technicians.

The low skilled/unskilled labourers will be engaged in direct implementation of SMTDP for a total of 230,000 worked days under decent jobs conditions. Through their involvement, the programme will allow injection of about 7.8 million USD in low-income Jordanian, Iraqi and Syrian families in the selected Governorates, with a monthly average of USD 484 net per family per month⁶, much above Jordan and Iraq minimum wage.

In each country, the programme will also create job opportunities (for 20,000 workdays⁷) for 54 skilled staff between senior, CRM-trained staff and young graduates in cultural heritage-related disciplines (e.g. cultural resources management, archaeology, architecture, conservation, etc.) from departments/faculties of relevant universities, and of the Syrians that had previous experience working in this domain when in Syria.

The programme aims to have:

- A share of 30 per cent Syrians and 70 per cent Jordanians/Iraqis benefiting from it, in line with recent provisions requesting, with an estimated number of 432 Syrians and 1.007⁸ Jordanians for

⁴ Calculated based on 4 worked months (88 days) per worker

⁵ Calculated based on 4 worked months (88 days) per worker

⁶ Calculated based on a net salary of USD 22 per day per worker over a month of average 22 days

⁷ The calculation is made based on 9 staff allocated for each site (3 senior staff + 6 young graduates in CRM) in each contractor engaged at each site for 9 months (22 working days/month).

⁸ These figures are an estimate based on current available data, and do not represent a target for the Programme.

the Jordanian component and 300 Syrians and 700⁹ Iraqis for the Iraqi component through the Programme¹⁰. These figures are calculated based on the ground-based information that around 40 per cent of Syrians in construction works currently have a work permit and 60% do not have it;

- To a maximum extent, women as direct beneficiaries of the programme and engaged in skilled activities, possibly up to 10 per cent (250) women involved. However, as recent reports¹¹ indicate, women face significant additional barriers to entry into work, such as family separation and trauma. Previous experiences suggest that targeted information campaigns can be effective, but that reaching female refugees is challenging. These considerations highlight the concrete challenge of engaging women workers in the programme, which will be promoted to the maximum extent also through the gender analysis and awareness campaign. However, given the context, proposed number and percentage of women involved through the programme should be considered as indicative and not as a target of the programme.

Additionally, in an indirect way, the programme is also expected to foster the creation of job opportunities for Jordanians, Iraqis and Syrians after completion of the programme:

- The trained labourers and skilled technicians will constitute a new and unique resource which could be utilized by the responsible national and local authorities or other programs and institutions to rehabilitate the sites¹² currently registered in the Governorates of Irbid and Mafrq, Erbil and Dohuk. This may become particularly appealing in light of the funds which have been reaching the institutions for the purpose of CRM interventions;
- The eight cultural sites rehabilitated through the programme will be available and promoted for tourism purposes. Through collaboration with local entities, tourism services at these sites will be managed by selected MSMEs. Based on the available information, MSMEs involved in tourism sites management involve an average of 158 employees¹³ per project, hence it is estimated that about 800 jobs will be created upon completion of the programme.

In terms of sustainability, the project will provide for two distinct levels of sustainability: (i) the rehabilitation of eight cultural heritage sites will provide for additional income opportunities from tourism, especially if managed by CRM operators; and (ii) the skills and experience obtained by the workers in the project should create better employment opportunities for Jordanians and Iraqis, but also for the Syrians when it comes to a possible return and the rebuilding of such sites in Syria.

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 Governments of the partner countries.

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 maximum 24 months. A possible extension of the implementation period may be granted by the Manager, and immediately communicated to the Operational Board.

⁹ These figures are an estimate based on current available data, and do not represent a target for the Programme.

¹⁰ Total number of work permits may increase/decrease, depending on actual availability of work permits among recruited labourers.

¹¹ ILO, 2017. Work permits and employment of Syrian refugees in Jordan, http://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_559151.pdf, last accessed: 6 July 2017

¹² Source: Mega Jordan, <http://www.megajordan.org>, last accessed: 25 July 2017

¹³ Based on data provided by the Ministry of Tourism

4.3. Implementation components and modules

4.3.1. Component 1- Delegation/Contribution Agreement (Indirect management)

This action may be implemented in indirect management with UNESCO.

UNESCO will work in association with ILO. Both agencies have a specific international mandate when it comes to cultural heritage (UNESCO) and decent working conditions and employment (ILO) and a strong and long presence in Jordan and Iraq. The collaboration for this project to combine the provision of decent jobs for refugees and locals with the development of the host country's cultural heritage is a unique opportunity that other agencies would not be able to generate.

UNESCO is a key EU partner in the promotion and protection of cultural heritage. In line with the Agenda 2030 and the SDG Goals, UNESCO fosters the protection and promotion of cultural heritage as a driver of economic growth, a vector of dialogue and reconciliation and crucial to sustainable development, resilience and social cohesion. Specifically, the proposed Programme falls within UNESCO's Culture Main Line of Action 1 (38 C/5, 2014-2017; 39 C/5, 2018-2021), Expected Result 1 "Tangible heritage identified, protected, monitored and sustainably managed by Member States". The goal also contributes to UNESCO's "Strategy for Reinforcing UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict"¹⁴ (2015) through an increased operationalization of the link between protection of cultural heritage and diversity on the one hand; and on the other hand, humanitarian action and peacebuilding processes. In line with the strategy, the programme particularly targets the development of methodologies, tools and possibly UN joint operational activities to support the protection of cultural heritage and diversity as an integral element of refugee protection and towards promotion of mutual understanding between refugees and host communities. UNESCO's mandate and action for the protection of culture and the promotion of cultural pluralism, especially in conflict and crisis contexts, is further highlighted by the UN Security Council's Resolution 2347¹⁵, which welcomes the actions undertaken by UNESCO in this sector and encourages Member States to enhance joint initiatives within the scope of relevant UNESCO Programmes (art. 13-14).

ILO will play a substantive technical role, especially regarding employment intensive experiences. ILO is a UN specialised agency to set labour standards, develop policies and devise programmes promoting decent work for all women and men. Its Employment Intensive Investment Programme (EIIP) has over 40 years of experience in more than 70 countries giving it a unique portfolio of productive employment creation for economic development, social protection, and natural resource management. More specifically, ILO will be engaged in the following steps: a) Co- establishment of the technical committee on CRM and EI, and technical contributions of technical inputs for the EI part of the work; b) Training of pre-selected contractors on costing methods for EI approach; c) Contribution to the tender documents, and participation in the selection committee to ensure the EI and decent work safeguards are adequately mainstreamed throughout the proposed work; d) training on EI approach and decent work aspects of the interventions; e) Regular co-monitoring of the proposed sites, and coaching of contractors, for compliance with EI and decent work standards; f) Contribution to the design and supervision of the feasibility study on PPR for CRM, to ensure mainstreaming of EI approach and decent work principles; g) Testing and certification of technicians and contractors – for their capacity to design and implement an EI approach; h) Co-promotion of the touristic routes that have been rehabilitated – also with sector level organization of employers part of ILO constituents - in targeted countries.

4.4. Indicative budget

¹⁴ <http://en.unesco.org/heritage-at-risk/strategy-culture-armed-conflict>, last accessed: 29 April 2017

¹⁵ [http://undocs.org/S/RES/2347\(2017\)](http://undocs.org/S/RES/2347(2017)), last accessed: 29 April 2017

Component	Indicative amount in EUR	Jordan	KRI
Component 1: Indirect Management – Delegation Agreement with UNESCO	11 000 000	6 500 000	4 500 000
TOTAL	11 000 000	6 500 000	4 500 000

Costs for monitoring, evaluation, communication and visibility shall be included in the projects' budgets and included in each contract.

4.5. Performance monitoring and reporting

Monitoring shall be ensured primarily through EU Delegations in-country and in particular with the assistance of specific Trust Fund field and liaison officers posted within the EU Delegations. In addition, the EU Trust Fund has an independent Monitoring and Evaluation 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 EUTF Syria Monitoring and Evaluation Framework is to assess, across various levels, the degree to which the Overall Objective of the Trust Fund has been achieved. Partners implementing this Action will comply with the *ad hoc* Monitoring and Evaluation Framework developed for the EUTF Syria, as well as with the reporting requirements and tools being developed by the EUTF..

The implementing partner shall establish a permanent internal, technical and financial monitoring system for the Action and elaborate regular progress reports and final reports.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

The monitoring and evaluation exercises noted above will represent milestones in the implementation of the activities. These regular assessments will constitute a basis for a possible decision of suspension or revision of activities, should the conditions on the ground not allow for their proper implementation.

4.6 Evaluation and audit

Overall, evaluation of the EUTF is mandated by the Constitutive Agreement of the Fund (article 13): “The Trust Fund and the Actions financed by it will be subject to the evaluation rules applicable to EU external programmes, in order to ensure the respect of the principles of economy, efficiency and effectiveness.” Detailed provisions for the evaluation of EUTF-funded Actions are defined by the strategy for portfolio evaluations.

To support the fulfilment of the mandate of the EUTF reinforcing the EUTF capacity to bring a change in the cooperation area, the projects will carry out a number of evaluations.

Projects should carry out a final evaluation, and one external audit per year. A mid-term evaluation may also be considered. Whenever possible, evaluations will be jointly carried out by partners.

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.

4.7 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. Beneficiaries, host communities and administrations in Syria's neighbouring countries, the European public, EU Members States and other stakeholders of the Trust Fund need to be informed about the EU's efforts as the leading donor in the Syria crisis response. Insufficient visibility of the EU's actions weakens the EU's political traction in the region and its standing in Europe. Unsatisfactory recognition of knowledge of EU assistance also has a potential to negatively affect the EU's political efforts to resolve the Syria crisis and its future role in a post-peace agreement transition.

Communication and visibility is an important part of all EUTF Syria programmes and must be factored in to underline the programme's importance at all stages of the planning and implementation. Each implementer is required to draw up a comprehensive visibility, communication and outreach plan for their respective target country/community and submit a copy for approval to the EUTF Syria Communication and Outreach Lead. The related costs will be covered by the project budgets. The measures shall be implemented by the implementing consortium/ia, and/or contractors, and/or grant beneficiaries. Appropriate contractual obligations shall be included in, respectively, procurement and grant contracts.

The global objective of the EUTF Syria communication and visibility campaigns, and hence of the implementing partner, is to improve recognition, public awareness and visibility of the comprehensive and joint EU efforts to effectively address the consequences of the Syrian and Iraqi crises. This should be done by highlighting the Action's real-life impact and results among defined target audiences in the affected region but also vis-à-vis the general public, donors and stakeholders in the EU Member States.

The Communication and Visibility Manual for European Union External Action together with specific requirements for the EUTF Syria serve as a reference for the Communication and Visibility Plan of the Action and the relevant contractual obligations. According to the EUTF Syria's Visibility and Communications strategy all communication and outreach campaigns must be evidence-based, people-oriented and easily understandable. Regional outreach and communication must be conflict sensitive, strategic, do no harm and mindful of the differentiation in messaging for beneficiaries and stakeholders in each country of operation of the Action. The campaigns must place the beneficiaries at the centre and thus ensure adequate ownership. Messaging should have a 'human face', be empathic, honest, transparent, direct, unambiguous, neutral and conducive to a highly sensitive human and political environment, in addition to being gender-sensitive and gender-balanced.

Furthermore, campaigns should also include components of participatory and engaging communication, where the beneficiary becomes a key actor. This will support the EUTF Syria's programmes in promoting social cohesion, inclusion, dialogue and help mitigate tensions and misperceptions between refugee and host communities.

ANNEX 1 - INDICATIVE LOGFRAME MATRIX (max. 2 pages)

Important note: The overall objective should be one of the outcome statements in the Overarching EUTF Syria Results Framework. It should also use the associated performance indicator(s). The specific objective must be coherent with one result given in the EUTF Syria Results Framework (RF). Each Specific Objective must use the performance indicator(s) linked to the selected result from the RF.

ADDITIONAL NOTE: THE TERM "RESULTS" REFERS TO THE OUTPUTS, OUTCOME(S) AND IMPACT OF THE ACTION (OECD DAC DEFINITION).

	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result) When relevant, disaggregated by sex, age, urban/rural, disability, any disadvantaged group, ethnic minorities, income quintile etc.	Sources and means of verification	Assumptions
Impact (Overall objective)	Syrian refugees and host populations in the targeted countries with improved livelihoods	Employment/unemployment rates Proportion of population below the international poverty line	End-of programme Evaluation Portfolio EVAL, IPs' reports, Government of Jordan, Lebanon, Egypt and Iraq reports, statistics	<i>Not applicable</i>
Outcome(s) (Specific Objective(s))	1. Syrian refugees and host populations having more access to socio-economic opportunities 2. Strengthened protection and social cohesion for children, women and adults	Number of work opportunities supported by EUTF (disaggregated by sex and geographic area) Number of refugees, forcibly displaced people or host communities protected/assisted with EUTF support (disaggregated by sex and geographic area)	Mid-term EVAL and monitoring reports (including ROM), QIN	The economic situation does not drastically deteriorate.
Other Results (Outputs and/or Short-term Outcomes)	1.1 Improved employability prospects for Syrian refugees and host communities (with emphasis on women)	Number of Syrian refugees trained in Employment Intensive schemes and Vocational Training in Cultural Resources Management (disaggregated by sex, type of training and geographic area)	Quarterly Information Notes (QIN), Implementing partners reports, ROM reviews	Local and central stakeholders continue to be fully supportive of the project activities

	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result) When relevant, disaggregated by sex, age, urban/rural, disability, any disadvantaged group, ethnic minorities, income quintile etc.	Sources and means of verification	Assumptions
	1.2. Strengthened productive capacities of target groups	Number of work permits facilitated Number of fairs/entrepreneurial activities in the cultural heritage sector organised with the private and third sector entities and workers		
	1.3. Improved financial capacity of Syrian refugees	Number of individuals receiving cash assistance from EUTF, through the Cultural Production Fund (CPF) and the Activity Project Fund (APF) (disaggregated by sex and geographic area)		
	1.4. Alliances built	Number of civil society, public and private partners in alliances created as part of EUTF intervention		
	2.1. Enhanced community cohesion capacities among Syrian refugees and host communities	Number of young Syrian refugees and host community benefiting from peer information, outreach activities and extracurricular activities, such as sports and culture, through the "Creative Space" (disaggregated by gender and refugee/host population)		
	2.2. Strengthened children, women and adult protection mechanisms	Number of cases referred for specialized PSS (disaggregated by sex and refugee/host population) Number of individuals trained on child protection and gender based violence (disaggregated by sex AND refugee/host population)		