

**Action document for the EU Regional Trust Fund in Response to the Syrian Crisis to be used for the decisions of the Operational Board**

**1. IDENTIFICATION**

<b>Title/Number</b>	<b>External Monitoring &amp; Evaluation mechanism for the EU Regional Trust Fund in Response to the Syrian Crisis</b>		
<b>Total cost</b>	Total estimated cost: EUR 3.600.000 Total amount drawn from the Trust Fund: <b>EUR 3.600.000</b>		
<b>Country</b>	Geographical scope covered under the EUTF Syria (MENA)		
<b>Locations</b>	<i>Key countries: Lebanon, Jordan, Turkey, Iraq</i> (with possible future interventions in Egypt and inside Syria)		
<b>Implementing Partner (s)</b>	<i>Not yet defined (service contract)</i>		
<b>Main Stakeholder (s)</b>	<i>The EUTF Syria partners and selected actions' implementers, local and national authorities and EUTF beneficiaries in countries of implementation, the EUTF Syria donors</i>		
<b>Aid method / Method of implementation</b>	<b>Direct management</b> through – Service contract		
<b>SDGs</b>	All SDG's indicators aligned to the EUTF Overarching Results Framework		
<b>DAC-code</b>	430	Sector	Other multisector
<b>Objectives</b>	<p><b>Overall Objective:</b> To support the implementation of a comprehensive and effective Monitoring and Evaluation mechanism, established by the EU Trust Fund in Response to the Syrian Crisis.</p> <p><b>SO1:</b> To provide evidence-based knowledge on progresses achieved by EUTF-financed projects and to inform on their management, through regular and <i>ad-hoc</i> <b>Results Oriented Monitoring (ROM)</b>.</p> <p><b>SO2:</b> To measure the effectiveness of EUTF Actions, through centralized data collection and analysis, based on disaggregated regular <b>results reporting</b>.</p> <p><b>SO3:</b> To evaluate the sustainability, efficiency and effectiveness of EUTF-funded Programmes at thematic and geographic level and to assess potential prospects of impact, through <b>portfolio Evaluations</b>.</p>		

<p><b>Main Activities</b></p>	<p><b>1.1.1</b> Planning, identification and implementation of regular <i>Results-Oriented Monitoring (ROM)</i> and ad-hoc monitoring missions, for single country and multi-country EUTF-funded Actions;</p> <p><b>1.1.2</b> Supporting the EUTF team in disseminating ROM findings.</p> <p><b>2.1.1</b> Supporting the EUTF team with the Projects' logical framework revision, at contract and Action Document level, in line with the requirements for <i>Key Performance Indicators (KPIs)</i> and <i>SDGs' indicators</i> targeted by the EUTF;</p> <p><b>2.1.2</b> Supporting the EUTF team with the collection, registration and analysis of <i>Quarterly Information Notes (QIN)</i>;</p> <p><b>2.1.3</b> Supporting the EUTF team in managing the <i>AKVO rsr</i> online platform, including data entry and verification;</p> <p><b>2.1.4</b> Geographic mapping of implemented EUTF Actions;</p> <p><b>2.1.5</b> Supporting the EUTF team in the process of regular update of the EUTF Results and Overarching Frameworks, in line with the maturity of the Fund;</p> <p><b>2.1.6</b> Supporting the EUTF team in disseminating and/ or publishing of Results Reports, and</p> <p><b>3.1.1</b> Planning, identification and implementation of portfolio Programme Evaluations, including with an horizontal scope, per sector, at multi-country and /or at single country level;</p> <p><b>3.1.2</b> Supporting the EUTF team in disseminating and/or publishing of Evaluation Reports.</p>
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## 2. RATIONALE AND CONTEXT

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

The **Overall Objective** is "to support the implementation of a comprehensive and effective Monitoring and Evaluation mechanism, established by the EU Trust Fund in Response to the Syrian Crisis".

The **Specific Objectives (SO)** of the action are:

- **SO1.** To provide evidence-based knowledge on progresses achieved by EU Trust Fund in Response to the Syrian Crisis (EUTF Syria) financed projects, and to inform on their management, through regular and ad-hoc *Results Oriented Monitoring (ROM)*.
- **SO2.** To measure the effectiveness of EUTF actions, through centralized data collection and analysis, based on disaggregated quarterly *results reporting*.
- **SO3.** To evaluate the sustainability, efficiency and effectiveness of EUTF-funded Programmes at thematic and geographic level and to assess potential prospects of impact, through *portfolio evaluations*.

The monitoring and evaluation technical services to be mobilised under the present multi-sector action aim to continue assessing the extent to which the strategic objectives of the Fund are being achieved. The project builds on the existing Monitoring & Evaluation (hereafter M&E) system put in place by the Fund in December 2016 and serves to complement the regular M&E activities carried out by the EUTF operational team at headquarters as well as the internal monitoring conducted by EUTF local officers, at country level.

### 2.2. Context

#### 2.2.1. Regional context

Since the establishment of the EU Regional Trust Fund (in Response to the Syrian Crisis in December 2014), an increasing share of the EU's non-humanitarian aid for Syrian refugees and support to Syria's neighbouring countries has been provided through the EUTF. The EUTF reinforces the integrated EU aid response to the crisis and primarily addresses longer-term resilience and early recovery needs of Syrian refugees and their host communities and the respective host national authorities supporting them in Syria's neighbouring countries.

To foster a genuine European response in partnership with the host governments in the region, the EUTF succeeded to encourage and better connect European aid delivery capacities. Key underlying priorities are formulated as:

1. *Promoting educational, protection and engagement opportunities for children and young people in line with the ‘no lost generation initiative’; and*
2. *Reducing the pressure on countries hosting refugees by investing in livelihoods and social cohesion and supporting them in providing access to jobs and education that will benefit both refugees and host communities.*

The integral response to the Syrian crisis encompasses actions in basic and higher education, livelihoods, health, water, sanitation and hygiene (WASH), protection and social cohesion.

The EUTF Syria, geographic focus is on the countries that host the majority of Syrian refugees which are Turkey, Lebanon and Jordan. EUTF assistance also includes support to Internally Displaced Persons in Iraq and to irregular migrants in non-EU countries that come to the Western Balkans (3 actions). Additionally, some specific projects have been implemented in Egypt (2), Armenia (1) and Syria (1).

Within the larger framework to bridge the humanitarian-development nexus with support for Syrian refugees and their host communities in the neighbouring countries, the EUTF aims at strengthening the resilience of vulnerable host communities and Syrians affected by the crisis and those who have fled to the region, integrating access to health, education, livelihoods, protection and social cohesion.

The strategic Overarching Framework of the EUTF Syria comprises results from different levels – outputs and higher outputs, outcomes and impact prospects - with emphasis on access to key services and around four main areas i), education, ii) health, iii) economic and iv) wellbeing outcomes, of refugees and their respective host communities.

### ***2.2.2. Sector context: policies and challenges***

With a total number of 5.682.697 registered Syrian refugees in the EUTF Syria region, the EUTF has expanded its operations from EUR 300 million to EUR 1.6 billion, including voluntary contributions from EU Members States and Turkey. Until March 2019, the EUTF team had contracted over 60 projects, which were signed with a wide range of European aid agencies, UN partners, international and local NGOs and governments from the region.

Based on the likely extension of the EUTF mandate till the end of 2020, the EUTF would extend the eligible contracting period for new actions until end of 2020. The need for a renewed investment on a solid expansion of the EUTF Monitoring and Evaluation (hereafter M&E) system becomes evident.

Monitoring on the efficient and effective use of resources, shall contribute to an enhanced accountability and transparency, which are extremely relevant to EUTF in particular, vis-à-vis the donor community, the Implementing Partners (IPs) and the ultimate beneficiaries of the EU main instrument for the response to the Syrian crisis.

Through a EUTF tailored M&E system, the Fund has achieved to integrate the evidence-based analysis within new operations, including on actions within Higher and Further Education and Livelihoods, which are being designed based on conclusions and recommendations drawn by sector evaluations, implemented to steer future programming.

An increased monitoring capacity also provides a sound basis for meaningful reporting, with a view on impact prospects to the benefit of informed Communication and Visibility material, which is endorsed within the overall EUTF framework under *an improved advocacy for refugees and alliances built to the same goal*.

Firstly, the EUTF Syria addresses increasingly structural challenges faced by the Syrian population, expelled by the long-lasting conflict, in their neighbouring countries and their host communities; and secondly, provides support with a more flexible financing instrument that can foster alliances of a wide range of partners and mobilise resources from various instruments and other stakeholders.

The intervention logic of the EUTF, that has been reviewed and updated to address changing responses to emerging needs, is based on its Strategic Overarching Framework<sup>1</sup>. It defines key elements, such as impact, outcomes and outputs resulting from the implementation of EUTF Syria. The intervention logic also helps the understanding of the interactions between the different elements.

In specific terms, the contextual assumptions for the EUTF Syria include *inter alia*:

1. The donor fulfilment of given funding commitments;
2. The ability of the EUTF to identify the most pressing needs, thus identifying the most relevant actions;
3. Effective collaboration between EC, host governments, donor community, implementing partners and other stakeholders;
4. Security situation inside Syria, and
5. Political stability and adequate security conditions in the countries hosting refugees.

The EUTF clearly states that it aims at addressing *'the needs of refugees from Syria in neighbouring countries, and of the communities hosting the refugees and their administrations, in particular as regards to resilience and early recovery'* providing a coherent and reinforced aid response.

Those needs are mostly related to access to quality education and health, livelihood opportunities, protection and social cohesion opportunities for all including men, women, boys and girls. all interventions are largely focused on towards enabling quality access to Syrian refugees and host communities. By promoting **access** (EUTF outputs), the EUTF

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<sup>1</sup> [https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf\\_ofw.pdf](https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf_ofw.pdf)

aims at **quality** education, health, livelihoods and social cohesion among the targeted communities in the Syrian neighbouring countries (EUTF outcomes) in order to improve their **wellbeing** during the period of displacement (EUTF impact).

In order to reach that, there is a wide range of outputs that need to be promoted, through the following results statements:

1. *Increased access to basic education so that boys and girls can enrol in an easier way;*
2. *Improved access to higher and further education offers;*
3. *More livelihood opportunities;*
4. *Improved health services access and use;*
5. *Improved access and utilisation of WASH related services;*
6. *Improved protection mechanisms, in particular women and girls, and*
7. *Increased social cohesion services.*

The EUTF-funded **projects** put the focus on the above *outputs* to ensure that the objectives are achieved, directly contributing to specific programme outputs, so that at sector level the whole **programme** can contribute to make those positive *outcomes* for Syrian refugees and their host communities a *reality*.

The *inputs* in this case comprise of the resources committed to the EUTF budget, the stakeholders' associated human resources, the organisation schemes and tools, technical inputs - including expertise, instruments and resources – including time. The total mobilised budget of EUTF is expected to allow the achievement of the anticipated results, due to the participative way the funded actions are elaborated, its gradual programming and the de-concentration of implementation responsibility to entrusted stakeholders.

To make the strategic results framework operationally act as the basis for the M&E framework of the EUTF, a group of *Key Performance Indicators (KPIs)* has been defined.

Following the revised Results Framework 2019<sup>2</sup>, the EUTF is organised in *six priority sectors, including education, livelihoods, health, WASH, protection and social cohesion*. '**Development alliances**', has been added as a crosscutting sector to capture data on the strengthening of the European Union's response in the form of alliances, which is a key feature of the EUTF.

The EUTF Results Framework aggregates the projects' most important indicators identified within the logical frameworks of the individual projects, and it has been updated in order to have a more compact basis for the monitoring and evaluation of the EUTF. The Results Framework includes measuring the EUTF Syria's contribution to the *Sustainable Development Goals (SDGs)*

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<sup>2</sup> [https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf\\_rf\\_2019.pdf](https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf_rf_2019.pdf)

### 2.3. Lessons learnt

Now into its second year of implementation (with a technical assistance contract signed in November 2017), the first lessons learned from implementing the comprehensive EUTF M&E system include:

- Operations of the EUTF M&E system directly contribute to the setting of EUTF objectives and how those objectives are being met;
- Continuity in EUTF M&E processes assists in benefits realisation, helping to better understand whether the expected benefits from a given programme/ project are going to be achieved, and in understanding what can be done to make sure to achieve them;
- Effective EUTF M&E helps to build networks and share learning between projects and programmes. Collaboration is critical to rapidly disseminate and access practical knowledge on M&E;
- EUTF management and stakeholders need to be continuously engaged, thus assuming full ownership of the M&E work;
- In view of the increasing scope of work, there is a need to strengthen internal EUTF capacity for planning and managing M&E and for creating a true learning culture;
- EUTF results reporting provides accountability through the demonstration of how funding has been spent, what benefits were achieved, and the assessment of the return from the EUTF activities, and
- Regular result reporting has also proven to directly contribute to an increased recognition and awareness in respect to the work of the EUTF.

As well as providing public accountability, good evidence can help demonstrate that the EUTF's funding is **contributing to achieve good and sufficient impact prospects**, also **to justify future investment in EUTF activities**.

At programmatic level, lessons learnt are to be incorporated in the second generation of EUTF Actions, building on the Sector Evaluations conducted during the past two years. At monitoring and reporting level, key lessons learnt refer to Component 2 of the EUTF M&E framework, which is the focus of the AD proposed.

### 2.4. Complementary actions

In general terms, the proposed action **shall complement** the monitoring activities conducted at project level by the implementing partner and the internal monitoring of the *EU Delegation/EUTF staff*, including on *sector evaluations* and *third-party monitoring* initiatives that will be launched at country level, during the implementation period covered by the present action.

The EUTF M&E framework will continue to be harmonised and aligned with the DG NEAR guidelines on M&E, with the reporting system and results frameworks in use at the *Facility for Refugee in Turkey* and at the *North of Africa window of EUTF Africa*.

Moreover, other partners such as the United Nations, World Bank and/or other donors have put in place monitoring and evaluation arrangements for individual projects or sector analysis at national and regional level, which should be taken into consideration including national systems for the collection of data which complement the EUTF M&E framework.

In specific terms, the present action is conceived as the continuation of an ongoing project, which was approved by the Operational Board in June 2016, for the establishment of a comprehensive and effective M&E mechanism of the EUTF. As such, it is expected that the new action builds on the achievements of the ongoing project, taking stock of the following key elements, which are made available on the EUTF website<sup>3</sup>:

- EUTF Overarching Framework;
- EUTF Results Framework;
- EUTF ROM Handbook;
- EUTF Evaluation Strategy;
- Findings from EUTF ROM missions (12 conducted in 2018);
- Findings from 2 EUTF portfolio Sector Evaluations (Higher and Further Education and Livelihoods);
- 3 Six-monthly Results Reports, and
- Creation and operation of an *online platform for projects' Monitoring & Reporting* – provided via Akvo rsr available at: <https://eutfsyria.akvoapp.org/en/projects/>

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

The EU Commission also hosts regular meetings of the Core Donors Group on Syria, including key institutional and bilateral donors to the Syrian crisis on resilience and recovery funding. The EU is actively involved in the coordination of the response to the Syria crisis, under the auspices of the United Nations.

At country level, the respective EU Delegations are leading coordination efforts with EU Member States, national authorities and others organisations, in particular under the framework of the coordination platforms issued from the various National Response Plans to the refugee crisis.

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<sup>3</sup> [https://ec.europa.eu/trustfund-syria-region/content/monitoring-evaluation\\_en](https://ec.europa.eu/trustfund-syria-region/content/monitoring-evaluation_en)



The action documents proposed for funding by the EUTF are formally discussed with all voting members of the Operational Board during regular meetings, so as to become eligible for adoption.

### 3. DETAILED DESCRIPTION

#### 3.1. Objectives/Expected Results<sup>4</sup>

The **Overall Objective** of the programme is *"to continue implementing the comprehensive and effective Monitoring and Evaluation mechanism, established by the EU Trust Fund in response to the Syrian Crisis"*.

The **Specific Objectives (SO)** are:

**SO1: To provide evidence-based knowledge on progresses achieved by EUTF-financed Projects** and to inform on their management, through regular and ad-hoc *Results Oriented Monitoring (ROM)*.

**SO2. To measure the effectiveness of EUTF Actions**, through centralized data collection and analysis, based on disaggregated regular results reporting.

**SO3. To evaluate the sustainability, efficiency and effectiveness of EUTF-funded Programmes** at thematic and geographic level and to assess potential prospects of impact, through portfolio Evaluations.

**Results** are:

The individual project activities are grouped in **three components** along the given three Specific Objectives, which allow further operations of the comprehensive M&E- system for the EUTF. In this respect, the following three Results have to be achieved by the contractor:

**R1.1** An independent and real-time ROM mechanism remains in place and is continuously improved, in line with the emerging needs of the EUTF.

**R2.1** The EUTF system for regular results reporting remains in place and is continuously improved in line with the emerging needs of the EUTF.

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<sup>4</sup> The Overall Objective and Specific Objectives should correspond with those given in the Logframe in Annex 1

**R3.1** A portfolio evaluation framework remains in place and is continuously improved in line with the emerging needs of the EUTF.

### 3.2. Activities

All relevant Activities (A) listed in this section shall be implemented **in cooperation with the EUTF Operational teams in HQ and EU Delegations in general and with the EUTF M&E focal point in particular, who will be responsible for managing, coordinating and supporting** the delivery of planned outputs.

➤ **Under component 1**, the main activity is:

**A1.1.1** Planning, identification and implementation of regular Results-Oriented Monitoring (ROM), for single country and multi-country EUTF-funded actions;

- ROM missions will launch in accordance with a six-monthly work plan, jointly agreed by EUTF team and the selected contractor, and the criteria for the selection of projects to be reviewed through the ROM can include the following: *a) no access, b) no expertise, c) problematic, d) other.*

Within the EUTF M&E framework and building on the specific EUTF ROM Handbook<sup>5</sup>, the selected contractor will be carrying out a consistent number of ROM missions to be defined each year, and can include the use of Third-Party in areas with limitations in security access (i.e. in Iraq). Ideally, all EUTF-funded projects will be monitored at least once during their lifetime, and the reviews will take place not before 6 months from their implementation starting date and not later than 6 months from the planned end-date.

**A1.1.2** Supporting the EUTF team in disseminating ROM findings

This activity will be mostly related to the delivery and update of ROM findings, to be published on the EUTF website.

➤ The envisaged activities **under Component 2**, focussing on regular Results Reporting, include inter alia:

**A2.1.1** Log. Frames revision, at contract and AD level, in line Key Performance Indicators (KPIs) and SDGs' indicators targeted by the EUTF;

**A2.1.2** Data collection, registration and analysis through the Quarterly Information Notes (QIN);

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<sup>5</sup> See Annex II

- Under activity 2.1.2, the selected contractor will support the EUTF team in performing the following sub-activities:

**2.1.2.1** Supporting the EUTF team in managing the QIN Helpdesk;

**2.1.2.2** Supporting the EUTF team in conducting QIN Info Sessions with Implementing Partners (IPs) in the field;

**2.1.2.3** Preparing regular 6-monthly Results Reports based on the progress data collected through the QIN;

**2.1.2.4** Drafting of special reports, based on the available QIN data, as requested and agreed with the Contracting Authority;

**A2.1.3** Administrating the AKVO online platform (<https://eutfsyria.akvoapp.org/en/projects/>), including data entry and verification;

**A2.1.4** Geographic mapping of implemented EUTF Actions, based on the technical possibilities of AKVO SRS;

**A2.1.5** Updating the EUTF Results and Overarching Frameworks, in line with the maturity of the Fund;

**A2.1.6** Supporting the EUTF team in disseminating and/ or publishing of Results Reports.

- **Under component 3**, the main activity consists on:

**A3.1.1** Planning, identification and implementation of portfolio Programme Evaluations;

In line with the EUTF Evaluation Strategy<sup>6</sup>, the Evaluation component will comprise *portfolio evaluations*, based on a list of sample EUTF-funded projects. Under the present action, the EUTF is planning to conduct three types of evaluations:

1. **Sector evaluations:** review of one specific thematic priority addressed by the Fund at multi-country level. This *may include* a sector evaluation on all WASH-related programmes being implemented by the EUTF;
2. **Country evaluations:** review of all EUTF programmes being implemented in one country. This *may include* a country evaluation on the EUTF portfolio implemented in Lebanon *and/or* in Jordan;

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<sup>6</sup> Please, see Annex III.

3. **Horizontal evaluations:** review of one horizontal aspect which is being addressed by the EUTF within its regional portfolio. This *could include* a horizontal evaluation on Gender components within EUTF portfolio *and/or* on the Communication aspects of the EUTF portfolio.

It is estimated that a **minimum of one evaluation/year** shall be conducted and finalized under the present Action.

**A3.1.2 Supporting the EUTF team in disseminating and/ or publishing of Evaluation Reports.**

### 3.3. Risks and assumptions

Risks	Risk level (H/M/L)	Mitigating measures
<b>Under Component 1 and 3:</b>		
Security to access all project sites	M	Consider deploying Third Party Monitoring, through a pool of available local experts to conduct field visits in areas at risk (i.e. Iraq)
<b>Under Component 2:</b>		
Lack of access to reliable statistical data and information	M	Collaborative approach for external M&E; All actors shall be included at different stages of this assignment; Effective coordination with EUTF M&E HQ for the follow-up; Reporting will be ensured as per contractual obligation ( <i>QIN, Annex 1c</i> ); Support to the results reporting conducted by the IPs – making use of the <i>QIN Helpdesk</i> ; Conducting <i>QIN Info Sessions</i> with EUTF Implementing Partners, in the field;
Monitoring indicators are not adequately developed at the design stage	M	Support to the logframe revisions conducted by the EUTF Ops and M&E expert, during negotiations and regular review of indicators over the implementation phase of each project
<b>Assumptions</b>		
<ul style="list-style-type: none"> <li>- <i>Effective coordination and collaboration with all stakeholders;</i></li> <li>- <i>Partners are providing relevant data and support the collection of information in a timely fashion;</i></li> <li>- <i>Evaluation criteria fixed and agreed upon for all countries, themes and sector.</i></li> </ul>		

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

In line with what is already being foreseen by the existing EUTF M&E framework, the proposed action will be developed respecting the internationally recognized principles on human rights, gender equality, good governance and environment.

The EUTF M&E framework will continue using gender-sensitive lenses in the analysis of the Key Performance Indicators (KPIs), mirrored at Overarching Results Framework level. Moreover, a gender disaggregation will apply to all indicators focussing on individual beneficiaries, as well as a disaggregation between vulnerable groups, including refugees, IDPs and hosting communities.

### **3.5. Stakeholders**

The primary stakeholders of this proposed action are:

- EUTF individual beneficiaries, including Syrian refugees, IDPs and vulnerable host communities;
- Local and national stakeholders in the hosting countries;
- EUTF implementing partners;
- EUTF Donors and TF members;
- EUTF and DG NEAR Management;
- EUTF team at HQ and EUDs;
- EUTF and DG NEAR Communication and Visibility services;
- EUTF Indirect beneficiaries and the general public;

### **3.6. Contribution to SDGs**

This intervention is relevant to the UN 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG(s) aligned to the EUTF overarching Results and Strategic Frameworks, including those indicated at single Action Document level.

The EUTF is actively participating during discussions on the SDGs' indicators within the M&E network recently established among other EU Trust Funds.

### **3.7. Intervention Logic**

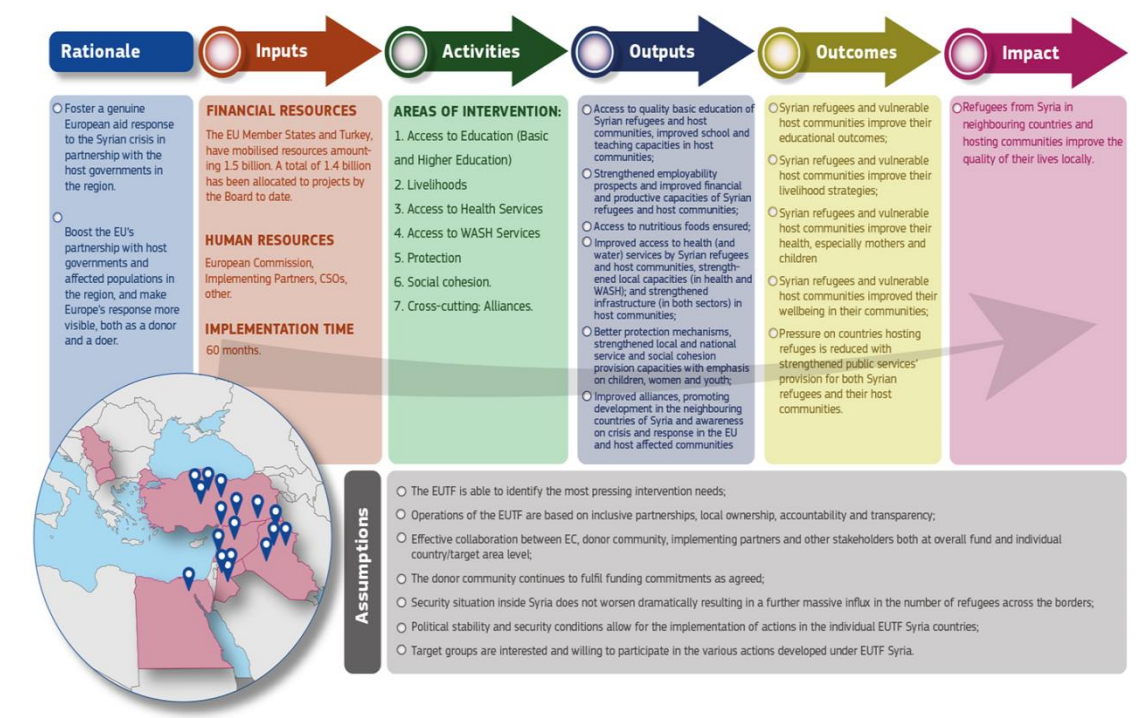
The main objectives of the M&E framework as basis for a strategic planning process are to:

1. Serve as a management tool, supporting also decision-making in respect to on-going and future actions;
2. Foster ownership and consensus;

3. Inspire and guide corrective actions necessary to achieve the given operational and strategic objectives;
4. Facilitate the coordination of development efforts, and
5. Facilitate accountability and transparency for the Trust Fund.

Under the overall M&E framework, all outcomes statements and performance indicators reflected in the EUTF Syria Overarching Results Framework are made available at: [https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf\\_rf\\_2019.pdf](https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf_rf_2019.pdf)

This Action follows the entire EUTF Intervention Logic, as set out below:



## 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 Government 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 **36 months, from the date of signature of the**

**contract.** A possible extension of the implementation period may be decided by the EUTF Manager, and immediately communicated to the Operational Board.

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

The scope of the action determines that the main channel of implementation will be the direct management of *one or several procurement contracts*, following the launch of call for tenders using one of the procedures allowed by the regulations in place.

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

<b>Component</b>	<b>EU contribution (amount in EUR)</b>	<b>Indicative third party contribution, in currency identified</b>
Services	3.600.000	n.a.

#### **4.5. Performance monitoring and reporting**

Monitoring of results of the action will be done by the EUTF team at the level of each service contract, for each contractual deliverables and reporting obligations.

This action, being a supportive measure of the EUTF implementation, developed at horizontal level, will not be included in the EUTF Monitoring and Evaluation Framework.

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**



Evaluation and audit of the action will be conducted at the level of the service contract itself under the rules as described in the contract, in terms of reporting, verifications, checks and audit. This action is a supportive measure of the EUTF implementation, developed at horizontal level, and therefore will not be included in the EUTF M&E Framework. If necessary, ad hoc audit or expenditure verification could be contract by the EUTF.

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

This action is a supportive measure of the EUTF implementation, developed at horizontal level to support EUTF team, and therefore does not require any communication or visibility mechanism, except the visibility requirements at the level of service contracts.