

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

Title/Number	Qudra II – Resilience for refugees, IDPs, returnees and host communities in response to the protracted Syrian and Iraqi crises
Total cost	Total estimated cost: EUR 55.5 Million EUR Total amount drawn from the Trust Fund: EUR 55.5 Million EUR
Country	Lebanon, Jordan, and Iraq ¹
Locations	Iraq (amongst others: Dohuk, Erbil, Halabja, Sulaymaniyah, Ninewa, Kirkuk, Al-Anbar, Salah al-Din and Diyala) Jordan (amongst others: Greater Amman Municipality, Irbid, Zarqa, Rusaifeh, Mafraq governorate) Lebanon (amongst others: Beirut, Northern Lebanon, Akkar, South Lebanon, Bekaa Valley)
Implementing Partner (s)	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (<i>Coordinating Organisation</i>) Agencia Española de Cooperación Internacional para el Desarrollo (AECID) Expertise France (EF)
Main Stakeholder (s)	Syrian refugee communities and vulnerable host communities, governments in targeted countries, as well as their local administrative structures
Aid method / Method of implementation	Indirect management in co-delegation with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (coordinating organisation) Agencia Española de Cooperación Internacional para el Desarrollo

¹ It shall be noted that the program is also active in Turkey which will be financed by financing parties and not with EUTF contribution.

	(AECID)		
	Expertise France (EF)		
SDGs	Main SDG(s) 1, 4, and 10 (please see also section 3.6)		
DAC-code	43010	Sector	Multisector
Objectives	<p>Overall objective: Contribute to mitigating the destabilising effects of the protracted Syrian and Iraqi crises and to better respond to the resilience needs of refugees, internally displaced persons (IDP), returnees and host communities.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To improve education, protection and engagement opportunities for children, young people, and other marginalised groups; 2. To enhance gainful employment and labour market opportunities in particular for youth and women; 3. To improve local governmental institutions' and civil society organisations' capacities to deliver transparent and inclusive basic services. 		
Main Activities	<ul style="list-style-type: none"> ➤ Advice on operationalisation of Child Protection Case Management System and strengthen prevention outreach including capacity development in management, administration and logistics of staff and local authorities ➤ Provision of case management in the SDCs for the people in need ➤ Advice in upscaling facility management models as well as its financial viability and introduction as vocational training course based on international standards for facility managers ➤ Upscale of a school transport model, establishment of a grant facility for school bus operators to upgrade to national standards, including safety and environmental protection among others ➤ Support to selected vocational training institutions (public and private) in providing technical training, employment readiness support and labour market services in cooperation with the private sector ➤ Advice on the implementation of job matching measures such as internships or the implementation of a series of job fairs or career guidance events implemented in cooperation with private sector actors or use of digital labour exchange platforms among beneficiaries ➤ Capacity development on the implementation of social 		

	<p>services-related community projects</p> <ul style="list-style-type: none">➤ Capacity development of the local government institutions to improve their service delivery and the implementation of the Governorate Development Facility to finance community development projects
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2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

Overall objective of this Action is to contribute to mitigating the destabilising effects of the protracted Syrian and Iraqi crises and to better respond to the resilience needs of refugees, internally displaced persons (IDP), returnees and host communities

The specific objectives of the action are:

1. To improve education, protection and engagement opportunities for children, young people, and other marginalised groups;
2. To enhance gainful employment and labour market opportunities, in particular for youth and women;
3. To improve local governmental institutions' and civil society organisations' capacities to deliver transparent and inclusive basic services.

The action is in line with the primary objective of the Trust Fund to provide a coherent and reinforced aid response to the Syrian and Iraqi crises and the massive displacement resulting from them on a multi-country scale. In pursuit of this objective, the Trust Fund shall address the needs of three groups: refugees, internally displaced persons, and returnees, and provide assistance to the communities and the administrations in which those groups find themselves, as regards resilience and early recovery.

The Action builds towards two of the key outcomes of the EUTF Strategic Overarching Framework², namely: *Syrian children and students are better educated* and *Syrian refugees and host population with improved livelihoods*.

In line with the EUTF Results Framework³, the intervention logic of the Action contributes to the following results statements:

- Improved wellbeing of Syrian and host community children, women and adults, through better protection mechanisms, strengthened local and national service and social cohesion capacities
- Syrian and host communities with better livelihoods and food access, through better employability prospects and improved financial and productive capacities
- Syrian and host communities are better educated, through better access to quality basic education, improved school and teaching capacities and increased access to higher education

² https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf_ofw.pdf

³ https://ec.europa.eu/trustfund-syria-region/sites/tfsr/files/eutf_rf_2019.pdf

2.2. Context

2.2.1. *Country context, if applicable*

The Syrian crisis remains the world's largest displacement crisis. By 27/12/2018, 5.6 million Syrian refugees were registered in the four partner countries and over six million people remained displaced within Syria. In 2018, around 42,728 spontaneous returnees were recorded. However, a massive return of refugees is unlikely in the short term as the crisis in Syria does not yet allow to return in safety and dignity.

The main burden of the Syrian refugee situation in 2019 and beyond will continue to be shouldered by the neighbouring countries. Lebanon (950,334) and Jordan (around 660,000) are home of a large number of registered refugees amongst the highest per capita in the world. In Iraq, most (96 %) of the Syrian refugees (252,772) are in Kurdistan Region of Iraq (KRI), accounting together with the internally displaced persons (IDPs) for approximately 20 % of the population.

Many Syrian refugee households face increasing socio-economic vulnerabilities (depleted household savings, sold productive assets and land) and resort to negative coping mechanisms including increased social-conservative tendencies and attitudes. Early marriages of girls have augmented, which exacerbates protection risks. Some 35 % of Syrian refugee children (5-17 years) remain out-of-school across the region, highlighting the long-term impact of the crisis. The need for professional support for traumatised population groups also remains high.

The protracted crisis has negatively impacted the relationship between displaced populations and host societies throughout the region. Restrictions on the formal labour market by host country governments have limited options available to refugees, affecting not only refugees but also the deprived, most vulnerable population of the host communities including through exploitation of labour, child labour, and a race to the bottom of wages in the informal sector. Pressure on the governments of the affected regions to provide basic services and physical infrastructure for all vulnerable groups is increasing. Signs of growing host community fatigue are observed and social as well as political tensions have intensified. People and institutions in the regions most affected by the influx of Syrian refugees are unable to cope with the constant burdens of the protracted crisis.

2.2.2. *Sector context: policies and challenges*

LEBANON

Lebanon continues to host the highest number of displaced persons per capita in the world. An estimated 1.5 million Syrians, including both the displaced Syrians who are registered and those not registered with UNHCR, comes on top of a large community of Palestinian refugees.

The protracted Syria crisis has significantly affected Lebanon's social stability and economic growth (i.e. inflation rate estimated at 6.5% for 2018⁴), causing tensions, poverty and humanitarian needs, while pre-existing development constraints in the country have been exacerbated.

Due to the perception of worsened personal security and access to quality services, social tensions are rising, and violence continues. The lack of access to basic social services, protection and livelihood opportunities, among the displaced population and the host community, has increased the vulnerabilities of already-impooverished families. The aggravation of the economic situation is reflected in the estimated of 37 percent of vulnerable Lebanese; 69 percent of Syrians refugees and 65 percent of Palestine refugees in Lebanon who are living below the poverty line⁵.

Protection of children, women and other vulnerable populations, has been at stake in Lebanon for years. Lack of proper documentation limits refugees' movements and exposes them to greater risk of harassment and exploitation.

Only 27 % of Syrian refugees over 15 years of age hold legal residency and despite improvements in birth registration for Syrian children born in Lebanon, 79 % of refugee births are still technically unregistered in 2018. Child labour remains a concern, with nearly 7 % of Syrian children aged 5 to 17 reportedly working, and 6% among the most vulnerable Lebanese children, a number that tripled between 2009 and 2016.

Sexual and gender-based violence (SGBV) remains one of the main protection concerns affecting Syrian, Lebanese and Palestinian women, and girls. Since 2015⁶, an average of 90 % of SGBV incidents reported to specialized service providers has involved women and girls, indicating that they continue to be disproportionately affected with grave consequences for their health, security, psychosocial and socioeconomic wellbeing.

Men and boys are also affected, with male survivors constituting 8 % of all cases reported (one third of which are under 18 years old). While 32 % of displaced Syrian women aged 20-49 years were married before their 18th birthday, this increases to 41 % among the younger generation (aged 20-24 years). The situation of the host community is also concerning, with 4 % of the Lebanese women between 15-19 years currently married or in union, compared to 2.6 % in 2009.

While 32 % of displaced Syrian women aged 20-49 years were married before their 18th birthday, this increases to 41 % among the younger generation (aged 20-24 years). The situation of the host community is also concerning, with 4 % of the Lebanese women

⁴ VaSyr Executive Brief 2018 <https://data2.unhcr.org/en/documents/details/67983>

⁵ Protection Sector 2019 LCRP Update <https://reliefweb.int/report/lebanon/lebanon-crisis-response-plan-2017-2020-2019-update>

⁶ UNHCR/ UNICEF/ WFP (2018): Vulnerability Assessment of Syrian Refugees in Lebanon (December 2018), <https://data2.unhcr.org/en/documents/download/67380>; Lebanese Crisis and Response Plan (LCRP) 2017-2020 (2018 update), <http://www.3rpsyriacrisis.org/wp-content/uploads/2018/02/Lebanon-LCRP-2017-2020-2018-Update.pdf> (accessed 08.01.2019).

between 15-19 years currently married or in union, compared to 2.6 % in 2009. Reported incidents of sexual exploitation have also been increasing over the past two years⁷.

JORDAN

The conflict in Syria is having an important impact on the country's socioeconomic conditions. The country's community resources, infrastructure and social services have been seriously overstretched and rising rents and competition for jobs have contributed to raising tensions between refugees and host populations.

More than 50 per cent of the Syrian population are living in Amman area and Mafrag governorate and approximately 80 per cent of them live outside the camps and therefore within Jordanian communities. The remaining 20 per cent is hosted mostly in the two refugee camps of Za'atari and Azraq (respectively hosting around 80 000 and 40 000 inhabitants).

The crisis has directly impacted among others the public education sector, with a significant increase in public expenditure on education, but at the same time with deterioration in quality of education. The capacities of both the education system and educators are overstretched while ensuring at the same time access to schools to more than 130,000 Syrian school-age refugees (6-17 years old).

There are about 500 schools with a double-shift system in Jordan, including more than 200 shifts added to host Syrian students in afternoon shifts, leading to an over-usage of the facilities. The degradation of school environments with an increase in violence and vandalism reported in schools has become worrying, deterring children, and especially girls from attending school.

Access to quality education services is also depending on suitable models for public school transportation. At present, the private sector provides school transport informally using old vehicles in bad technical condition, without license and insurance. Although parents do not trust the private providers, they use them due to lack of affordable alternatives. The cost of reliable and safe transport contributes keeping children, particularly vulnerable children from refugee and host communities, out of school.

Like in other countries of the Middle East, in Jordan a strong informal labour market and a low employment rate persist. Youth unemployment has been high and rising, even before the Syrian refugee crisis. The unemployment rate during the second quarter of 2018 was 18.7 %.⁸ The employment situation of women in Jordan is especially dire; unemployment rate for women during the second quarter of 2018 was 26.8 %. Only 9 % of young women

⁷ UNHCR/ UNICEF/ WFP (2018): Vulnerability Assessment of Syrian Refugees in Lebanon (December 2018), <https://data2.unhcr.org/en/documents/download/67380>; Lebanese Crisis and Response Plan (LCRP) 2017-2020 (2018 update), <http://www.3rpsyriacrisis.org/wp-content/uploads/2018/02/Lebanon-LCRP-2017-2020-2018-Update.pdf> (accessed 08.01.2019).

⁸ Department of Statistics (DoS) quarterly report on the unemployment rate in the Kingdom.

participated in the labour force in 2016, compared to 40,6 % of young men⁹. Cultural factors combined with a lack of adequate supporting services (e.g. child care) may strongly contribute to this high unemployment rate.

The employment situation for Syrian refugees in Jordan, despite all the efforts made by the Government of Jordan to facilitate access to the labour market, is challenging. However, even when the policy framework allows access to the labour market, many refugees face additional challenges in labour market integration as their skills and prior learning experiences are often not recognized or properly identified. Therefore, as result of the London Compact and subsequent Brussels conference, the EU together with the international community are committed to maintaining strong economic support to Jordan's stability, by promoting new opportunities, entrepreneurship, economic growth, and attracting foreign investors. While welcoming the progress made under difficult political circumstances, further economic reforms to unleash growth and attract further investments in the country should be promoted. Within this context it is critical to keep promoting certified vocational training opportunities as well as explore different options for economic opportunities to attract skilled and unskilled workers, Jordanians and Syrians.

Furthermore, in consideration of the fact that majority of the refugee population is living outside camps and coexisting with Jordanian communities, there is a consistent need of providing improved public services, building a continuous dialogue and cooperation between the local administration and the communities building on the current decentralisation process currently ongoing in Jordan.

IRAQ

By the end of 2018, there were 6.7 million people (18 % of the total population) in need of humanitarian assistance. An estimated 4.5 million people face protection concerns. In 2019, an estimated 2.1 million children will be at serious risk of not being able to access essential services due to lack of civil documentation or face discrimination, psychological distress, domestic violence, child labour, and sexual violence including child marriage.

Ninewa, Kirkuk, Salah al-Din and Anbar governorates show the highest number of conflict-affected children at risk. The most urgent needs are found in areas where past hostilities have led to destruction of infrastructure, a breakdown of services and erosion of social fabric, or in areas indirectly impacted due to hosting and providing for a sizeable displaced population. Limited livelihood opportunities in these locations are a key

⁹ ILO (2017): Promoting youth employment and empowerment of young women in Jordan An assessment of active labour market policies https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_598671.pdf (accessed 15.01.2019) and 2018 World Bank: <https://data.worldbank.org/indicator/SL.UEM.1524.ZS>

compounding factor keeping some of the most vulnerable people dependent on humanitarian assistance.¹⁰

In KRI, the consequences of the ongoing economic and financial crisis and the lack of investments due to the high economic risks have gained weight resulting in increased unemployment and impoverishment. There is high competition for a limited number of jobs. For refugees, returnees, IDPs and host communities' workers there are specific challenges such as the high (youth) unemployment, low-quality employment, informal economy, few protections for decent work with adequate salaries, and alarming gender inequalities.

After the military defeat of Da'esh, the situation in the liberated areas of Iraq remains very challenging. The private sector is small and affected by high levels of corruption. Its competitiveness is further negatively affected by the difficult access to land and financial services, respectively, subsidized competition from state-owned enterprises, excessive salaries in the public sector, inadequate quality of public services and a lack of social security outside public employment. Against the background of a formerly good education system in Iraq, the labour market participation of the population is low by regional standards, at 69 % for men and only 14 % for women. Youth unemployment (age group 15-29) is high at 18 % and business start-ups are still rare. The formal sector is lacking skilled workers.

2.3. Lessons learnt

The proposed Action builds on the experience of Qudra I. Qudra I covered the 4 neighbouring countries of Syria targeting refugees, internal displaced persons and vulnerable host communities with rehabilitation of educational infrastructure, skills training, strengthen social cohesion, support to local administrations and facilitating dialogue.

Based on ROM exercises, a project conducted midterm review, and in discussion with donors and implementers, the following key lessons can be distilled:

- The starting design of Qudra I was complex and based on thematic leads. Hence, the **Qudra II** aimed to **reduce the complexity** by consolidating the design, reducing the sectors covered, and establish program **governance structure by country** leads.

¹⁰ Sources: UNOCHA 2019 Iraq Humanitarian Needs Overview (issued 16/12/2018), https://reliefweb.int/sites/reliefweb.int/files/resources/irq_2019_hno.pdf; UNHCR/ WFP: Joint Vulnerability Assessment for Syrian Refugees (JVA) in Iraq (issued July 2018), <https://reliefweb.int/sites/reliefweb.int/files/resources/65023-2.pdf>; Iraq – Regional Refugee & Resilience Plan 2017-2018, <http://www.3rpsyriacrisis.org/wp-content/uploads/2017/01/IRAQ-3RP-Regional-Refugee-Resilience-Plan-2017-2018.pdf>; WFP - Humanitarian Bulletin Iraq October 2018 (issued 20/11/2018) (all sites accessed 04.01.2019).

- Moving forward, the intervention will focus on resilience-oriented approach to respond to and mitigate the effects of the protracted crises on Syrian refugees which is two-fold; (1) to ensure that the **impact** of the crises will **not lead to lasting negative effects** on the wellbeing of individuals, households, communities, institutions and systems and (2) to **enhance national capacity** to absorb future external shocks and deal effectively with their related stresses.
- Qudra I has built a partnership between European Union Member States agencies. This partnership shall be further developed to reach its' full potential. Moreover, a **strategic partnership** of the implementing partners with host governments – with the help of EU services - needs to be strengthened. The Country Advisory Committee established in Qudra I can be used as vehicle for such partnership
- Construction rehabilitation measures in schools are completed and have been well received. **Facility management and school transport measures** which were very well received in Jordan may also be transferred to other countries.
- Vocational training measures are sometimes sensitive, as access for refugees to the legal job market is limited. Even if possible, there are not enough jobs and the job market is overcrowded. Therefore, **niches and leeway and/or build on emerging initiatives** shall be developed and used of. Moreover, lessons learned in Qudra I clearly show that promoting employability through vocational and skills training is necessary but in itself not sufficient to improve employment outcomes and incomes in a situation of protracted displacement, therefore skills development should be certified and supported in line with labour market needs and in cooperation with the private sector.
- There continues to be a **great need for supporting local administrations**. This includes strengthening local administrative and civil society structures in order to improve living conditions for the people.
- **Quick Impact Projects (QIP)** of the corresponding facility in the Kurdish Region of Iraq is very positive experience due to the high level of local ownership. This method is well suited to incorporate local civil society structures and improve the local capacities for reconstruction, the planning and implementation of projects and local emergency response as well as to address the local needs.
- Qudra I support for **local administration in Jordan** led to a high ownership of activities aimed at strengthening host communities. Participatory budgeting, accompanied by advisory measures have led to concrete savings in the municipal budget as well as micro-subsidies, serve as a vehicle for facilitating conversation with the refugee population and incorporating them into decision-making. Hence activities may be expanded.
- The priority approach of this regional project – dialogue that cuts across countries and topics, and the exchange of experience – has proven to be effective. Efforts should continue to give voice to refugees in particular, and to promote networking among stakeholders.

2.4. Complementary actions

In complementarity to the above mentioned ROM and Mid Term Review exercise specifically for Qudra I, the EUTF also commissioned an external portfolio evaluation of the EUTF's Livelihood portfolio. At the time of drafting this Action Document the final evaluation report is not yet available.

However, the preliminary findings indicate overall alignment of the EUTF portfolio with regional and country based development priorities and the need of programs to adapt to the evolution of the national contexts. Livelihood through employment approach is representing the majority of programs as well as some included social cohesion activities amongst other things.

- EUTF Syria & region is currently negotiating a program with UNICEF for 100 MEUR to improve access to and retention in public formal education as well as in Non-Formal Education (NFE) programmes, for Syrian refugee children and vulnerable Lebanese for the school years 2018/2019 and 2019/2020
- A program for a total of 12,5 M EUR supporting quality and sustainable child protection systems, policy and services for boys, girls and women in Lebanon will be presented at the EUTF Operational Board on the 25th June 2019
- With financial support of the EUTF Syria & region and under the leadership of Danish Red cross, European and national Red Crescent societies are providing livelihood support, risk management, health and psycho social support to refugees, IDPs and host communities in Turkey, Lebanon, Jordan and Iraq (budget 49 MEUR).
- EUTF Syria & region program implemented by Agence Française de Development and the Agenzia Italiana per la Cooperazione allo Sviluppo (AICS) with the aim to develop access and quality of basic social services and ensure social-economic empowerment of local communities in Turkey, Lebanon, Jordan and Iraq (budget 22 MEUR)
- EUTF Syria & region financed program with European Feminist Initiative (EFI) enhances security and resilience for Syrian women refugees, IDPs and women from host communities in Lebanon and Iraq/KR-I. The program promotes gender issues and will improve livelihood of women Syrian refugees and host communities in Jordan.
- EUTF Syria & region financed consortium under the leadership of World Vision aims at the strengthening youth resilience and empower the youth as leading actors in post conflict reconstruction and reconciliation in Lebanon, Jordan and Iraq (budget 12.7 MEUR)
- EUTF Syria & region with UN WOMEN to strengthen resilience and empowerment of Syrian women and girls as well as host communities in Iraq, Jordan, and Turkey by addressing economic vulnerabilities and violence by increased access to recovery and livelihood opportunities (budget 12.5 MEUR).
- EUTF Syria & region program for Iraq with FAO to restore water supplies for food production and livelihood in post conflict areas (budget 6 MEUR)

- EUTF Syria & region program for Iraq under the leadership of ACTED to support resilience for host communities, returnees and IDPs in Iraq (budget 8 MEUR)
- EUTF Syria & region program for Iraq under the leadership of Danish Refugee Council (DRC) to strengthen resilience by creating income generating opportunities in order to support early recovery and stabilisation in areas of return in Iraq (budget 24 MEUR).
- EUTF Syria & region program for a total of 12,5 M EUR supporting quality and sustainable child protection systems, policy and services for boys, girls and women in Lebanon will be presented at the EUTF Operational Board on the 25th June 2019
- The second phase of the **‘Regional Development and Protection Programme (RDPP) in the Middle East’** covering the period 2018-2021

The action also complements bilateral support provided to Jordan under the European Neighbourhood Instrument in the field of Private Sector Development and innovation (addressing business environment climate and support to start-ups for example), as well as in the field of basic and vocational Education (working on the quality of education and the issue of mismatch between skills and labour market). It is also complementing the opportunities offered by the revised “Rules of Origin scheme” granting preferential access to EU market for firms employing Syrian refugees in Jordan.

The proposed action will complement the ongoing efforts in Iraq to support economic governance, vocational training, migration management and job creation through sustainable agriculture and diversification of economic opportunities and responds to the key priorities defined by the EU in its Strategy for Iraq. Furthermore, as Iraq has been selected as a pilot country, this proposal is also fully in line with the operationalisation of the EU Peace-Humanitarian-Development Nexus in Iraq, in particular when assisting displaced and returnees and vulnerable population in areas prone to instability, enhancing governance and livelihoods through better policies and employment creation.

Finally, the programme is complemented with financing from the BMZ (5 MEUR), which will be dedicated for Turkey and from AECID/BMZ (5 MEUR) for Lebanon, Jordan and Iraq.

2.5. Donor co-ordination

All donors operate within the regulatory boundaries of the countries and in agreement with relevant authorities. Thus, there is coordination with the national authorities usually through specific working groups¹¹.

¹¹ For example, the Jordan Response Platform to the Syrian Crisis and the Lebanon Crisis Response Plan (LCRP) are partnerships between the Government, donors, UN agencies and programmes operating through different thematic working groups (e.g. on livelihoods, social stability, protection, health, education etc.).

In country, the respective EU Delegations are leading coordination with EU Member States through regular meetings of the Development Counsellors, and participates to the coordination platforms established for the various National Response Plans. The EU Delegations complete the coordination framework were needed with ad hoc meetings. The livelihood EUTF partners coordination group in Jordan would be one example.

In this context it is worth to note that the EU Delegation to Lebanon continues to advocate for a regular coordination forum on the National Plan for Safeguarding Children and Women to continue its policy dialogue and pave the way for structural improvements in the protection sector. At the moment an informal coordination mechanism has been created at operational level with EU/MOSA/ Italy/UNHCR and EU financed projects in the child Protection and SGVB area. The main aim is to enhance the synergies, complementarity and coordination while avoiding all possible overlapping.

At a broader level, the EU is also actively contributing to the overall donor coordination under the auspices of the United Nations in the framework of the Regional Refugee & Resilience Plan 2016-2017 (3RP) that integrates humanitarian, development and macro-fiscal interventions.

Brussels:

The EUTF Syria Management team coordinates and liaises with the donors contributing to the Trust Fund, currently consisting of 22 member states plus Turkey, as well as other actors involved in the crisis response. Moreover, the Trust Fund Management also coordinates with its contracted implementing partners and other relevant stakeholders on regional level and cross border issues.

3. DETAILED DESCRIPTION

The Action is based on a refocused resilience-oriented approach to respond to and mitigate the effects of the protracted crises on Syrian refugees, IDPs, returnees and their host communities and institutions. **The action is nationally owned to identify durable solutions and contribute to the economic development in Iraq, Jordan, and Lebanon** having in mind a potential return scenario.

A comprehensive, multi-sectoral protection and resolution strategy aims to strengthen the self-reliance of the vulnerable target groups through access to education, skill development, protection services, legal employment, basic services as well as improving the resilience of the host countries and host communities to provide basic services;

On the one hand, the program will ensure that the impact of the crises does not lead to lasting negative effects on the wellbeing of individuals, households, communities, institutions and systems. On the other hand, national capacity are strengthened to absorb future external shocks and deal effectively with their related stresses.

3.1. Objectives/Expected Results

Overall objective of this Action is to contribute to mitigating the destabilising effects of the protracted Syrian and Iraqi crises and to better respond to the resilience needs of refugees, internally displaced persons (IDP), returnees and host communities

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

1. To improve education, protection and engagement opportunities for children, young people, and other marginalised groups;
2. To enhance gainful employment and labour market opportunities in particular for youth and women
3. To improve local governmental institutions' and civil society organisations' capacities to deliver transparent and inclusive basic services

Other Results are:

An indicative logframe reflecting all of the above is included in Annex 1.

The expected main results are

- LEBANON
 - ✓ Up to 17,000 Lebanese and refugees received specialised treatment in the area of PSS (10,200 children thereof 60 % girls, and 6,800 adults, thereof 64 % women)
 - ✓ Up to 2,160 cases referred externally to specialized services
 - ✓ SDCs are capacitated to deliver improved protection services including the implementation of innovative pair work system
 - ✓ Up to 156 governmental and implementing partners' staff are trained on CP, protection or organisational issues (thereof 6 staff per NGO, 4 staff per SDC, 20 staff from MoSA's national and CASA level, and 30 of local CSOs, thereof 50 % women)
 - ✓ 2 national protection guidelines in terms of prevention and case management services are improved
- JORDAN
 - ✓ Up to 50,000 children (Syrian refugees and from host communities) participated in extracurricular activities such as in sports or culture
 - ✓ Up to 20,000 children received school transportation services (thereof 50 % girls)

- ✓ Up to 100 schools upgraded in minimum standards targeting sustainable facility management or school transportation (thereof 25% double-shift schools)
 - ✓ Up to 3,800 Syrian refugees and vulnerable Jordanians obtained recognized vocational training at semi-skilled and skilled level as part of an integrated approach to employment promotion (thereof 60 % youth and 40 % women)
 - ✓ 1,800 Syrian refugees and vulnerable Jordanians received labour market services for finding employment opportunities (career guidance, internships, job fairs), and 500 of those complete an internships with a provider (thereof 60% youth and 40% women)
 - ✓ 100 enterprises in catchment areas of selected Vocational Training Institutes participated in human resources management training or coaching with a minimum of 75 work based learning schemes between VTI's and local enterprises to offer learning opportunities to 2,000 Syrian refugees and vulnerable Jordanians beneficiaries of vocational trainings;
 - ✓ Up to 25% Syrian refugees and vulnerable Jordanians participating in internship/work based leaning are in employment three months after the end of the intervention
 - ✓ Up to 6 municipalities benefitting from improved services
 - ✓ Up to 30 community support projects developed and implemented jointly by the local authorities, Syrian refugees and host communities
 - ✓ 500 staff of the municipalities trained in assessment, planning, and implementation of community development projects (thereof 40 % women)
 - ✓ 600 civil society actors trained in social cohesion related topics (thereof 40 % women)
- IRAQ
 - ✓ Up to 645,000 Syrian refugees, IDPs and community members benefit from improved communal services
 - ✓ Up to 5,000 refugees, returnees, IDPs, and host community members involved in assessment, planning, and implementation of community support projects (thereof 35% women)
 - ✓ Up to 3,600 vulnerable community members have increased access to income generating opportunities (thereof 40% women)
 - ✓ Up to 2,000 Syrian refugees, Iraqi returnees, IDPs, and host communities receiving psychosocial support
 - ✓ Up to 350 MSMEs enhanced their self-employment skills in entrepreneurship, business development, or marketing (thereof 30 % women)

- ✓ Up to 300 farms have access to improved agricultural infrastructure
- ✓ Up to 150 municipalities (districts/ sub-districts) benefitting from improved infrastructure and services
- ✓ Up to 100 community support projects developed and implemented

3.2. Activities

The indicative main activities are:

LEBANON

- Specific Objective I

Output 1	Local and national protection systems and service delivery capacities are strengthened
	<ul style="list-style-type: none"> ○ Advice on operationalisation of Child Protection Case Management System ○ Advice to strengthen prevention outreach ○ Capacity development in Child Protection PSS, management, administration and logistics of staff and local authorities ○ Capacity development of civil society organisations in technical, managerial and organisational issues. ○ Advice on the organisation of a transportation system for beneficiaries
Output 2	Protection measures for the self-development and wellbeing of children and vulnerable adults are promoted
	<ul style="list-style-type: none"> ○ Capacity building on protection, child development, effects of displacement, early marriage or early pregnancy ○ Provision of primary and secondary prevention services in 12 SDCs ○ Provision of case management in the SDCs for the people in need ○ Provision of community-based PSS sessions for vulnerable persons in remote areas through mobile units

JORDAN

- Specific Objective I

Output 1	Improved facility management of and transport to educational facilities are promoted
	<ul style="list-style-type: none"> ○ Advice in upscaling facility management models including sustainability goals as well as its financial viability and introduction as vocational training course based on international standards for facility managers ○ Capacity development of educational personnel, caretakers, and drivers on models of sustainable facility management or school transportation ○ Upscale of a school transport model, establishment of a grant facility for school bus operators to upgrade to national standards, including safety and environmental protection among others ○ Support the development of a sustainable subsidy model for school transport for vulnerable children ○ Support of the development of digital solutions in a standardised school transport system
Output 2	Learning and exchange formats for children and youth are supported
	<ul style="list-style-type: none"> ○ Capacity development of PE teachers on the implementation of the S4D approach as extracurricular activity ○ Capacity development through collaboration and networking with national and international artists to implement cultural extracurricular activities ○ Supporting collaboration with national universities on the implementation of extracurricular activities facilitated by university students

- Special Objective 2

Output 1	Access to employment opportunities for the target group is provided
	<ul style="list-style-type: none"> ○ Identification of suitable sectors trades and occupation for training and certification trough coordination with private sectors, public institutions and National Sector Skills councils ○ Support to selected vocational training institutions (public and private) in providing employment readiness support and labour market services in cooperation with the private sector ○ Advice on the implementation of job matching measures such internships or the implementation of a series of job fairs or career guidance events implemented in cooperation with private sector actors or use of digital labour exchange platforms

among beneficiaries	
<ul style="list-style-type: none"> ○ Engage in policy dialogue with programme stakeholders on issues relevant to the programme and to improve the policy environment to economic resilience in Jordan (e.g. autonomy of vocational training institutes to tailor their services to local needs and engage with the private sector). 	
Output 2	Skills development to semi-skilled workers is provided in cooperation with the private sector
<ul style="list-style-type: none"> ○ Support to the Vocational Training Corporation management providing technical assistance to the Corporation and to the Vocational training institutes ○ Mapping and assessment of demand for skills of local enterprises ○ Establish and support work-based learning partnership between selected VTIs and local enterprises <p>Provide technical support to local enterprises through coaching on Human Resources management</p>	

▪ Special Objective 3

Output 1	Grant scheme for participatory community development projects is provided
<ul style="list-style-type: none"> ○ Advice on the development and/or updating of the Local Development Plans in the target municipalities ○ Advice on the development of the procedures for the grant mechanism “Local Government Support Window” for funding of grants and implementation of projects ○ Capacity development on the implementation of social services-related community projects 	
Output 2	Capacities of local governmental institutions at organisational and individual levels
<ul style="list-style-type: none"> ○ Capacity development on the budgeting, assessment, formulation and implementation of community support projects (on-the-job training) ○ Capacity Development through fostering dialogue among municipalities and between municipalities and governorates 	

Output 3	Capacities of civil society actors at organisational and individual levels are strengthened
<ul style="list-style-type: none"> ○ Mapping of civil society actors in the target municipalities ○ Capacity development of civil society actors on social cohesion topics, ○ Capacity development through fostering networking among civil society actors 	

IRAQ

- Specific Objective 1

Output 1	Protection measures for the self-development and wellbeing of children and vulnerable adults are promoted
<ul style="list-style-type: none"> ○ Capacity development of facilities and service providers of MHPSS ○ Advice on the provision of PSS to refugees, returnees, IDPs, and host communities ○ Advice on the promotion of PSS wellbeing of MHPSS staff including review on the structures and practices of the identified providers 	

- Specific Objective 2

Output 1	Employment opportunities for the target groups are enhanced
<ul style="list-style-type: none"> ○ Assessment to identify potential partners providing vocational training programmes and on actual labour market demands ○ Capacity development of innovative and labour market oriented vocational training programmes ○ Advice on the promotion for coordinating job placements and other active labour market measures ○ Advice on the establishment of start-up and scale-up business measures 	
Output 2	Income generating opportunities to most vulnerable target groups are provided
<ul style="list-style-type: none"> ○ Market and agribusiness assessments (refreshing already existing assessments, 	

<p>preparation of new analysis)</p> <ul style="list-style-type: none"> ○ Capacity development for selected beneficiaries, MSMEs ○ Assessment of district-level environment and beneficiaries’ legal status regarding land ownership ○ Establishment of the procedures for the “assisted procurement technique” for MSMEs entrepreneurs ○ Establishment of the procedures for the selection of small-scale agricultural rehabilitation and/or construction projects ○ Establishment of the procedures for direct livelihood and agricultural support for selected beneficiaries including capacity development
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▪ Specific Objective 3

Output 1	Grant scheme for participatory community support projects is provided
	<ul style="list-style-type: none"> ○ Advice on the revision of the GDF procedures according to the lessons learned and evolving requirements ○ Capacity building on the implementation of the GDF to finance community development projects ○ Advice on the implementation of call(s) for proposals
Output 2	Capacities of governmental institutions at organisational and individual levels are strengthened
	<ul style="list-style-type: none"> ○ Advice on the identification of strategic priorities of capacity development needs ○ Capacity development of the local and provincial governance capacities through on-the-job training, coaching, and mentoring ○ Capacity development of the local government institutions to improve their service delivery
Output 3	Capacities of civil society actors at organisational and individual levels are strengthened
	<ul style="list-style-type: none"> ○ Capacity building of civil society actors in social cohesion aspects. ○ Advice on the establishment and implementation of a grant scheme for local NGOs/CBOs

Moreover, the program will include a cross cutting component with the following indicative main activities:

- Establish (annual) dialogue agenda.
- Conduct and support dialogue events with focus on country-level and cross-cutting issues that are of mutual concern across Specific Objectives;

3.3. Risks and assumptions

The main risks, assumptions and mitigation measures of this program are:

Implementing partners will be requested to address identified risks to ensure their mitigation.

Risks	Risk level (H/M/L)	Mitigating measures
<p>The security situation in all partner countries remains highly volatile. Changes can affect staff of the action as well as for activities. This is particular true for Iraq and the Kurdistan Region which have been affected by a complex financial, political, security and humanitarian crisis.</p> <p>While ISIL/ Da'esh had been declared defeated in 2017 and the military operation completed, the security situation remains highly volatile.</p>	M	An established safety and risk management system (SRMS)
<p>Political blockades by national and local authorities cannot be ruled out due to the sensitive nature of the refugee crisis</p>	M	A high degree of transparency and participation is needed during planning and implementation in order to generate trust and a positive attitude among partners.
<p>A certain risk of duplication and/or overlapping arises from the large number of organisations active in all countries.</p>	L	close coordination and cooperation with other donors, government institutions and civil society organisations as well as clear and transparent communication on the objectives and activities of the programme

Low women participation in education and training activities, as well as in the job market. (i.e. societal norms precluding women to actively participate in education and job market, young girls not getting schooling opportunities, young marriages etc.)	M	Program will proactive seek to identify suitable female candidates to promote the benefits of the program to women.
With regard to measures of employment promotion, there is a risk that the local labour market will not have the necessary absorption capacity	L	Program activities are planned and implemented based on sound market assessments in order the target group obtain skills that are needed and legally allowed to work and/or skills that may serve the Syrian refugees in the case of rebuilding Syria..
Assumptions		
<ul style="list-style-type: none"> - The political and security situation will not deteriorate and that the programme management, staff, and implementing partners can carry out the proposed action in the selected areas. - Close coordination and cooperation with targeted institutions as well as buy in of targeted beneficiaries. - A context-sensitive impact monitoring system is established and all implementation activities follow the "do no harm" principle in particular for the geographical selection and target groups as well as observing human rights situations. 		

3.4. Cross-cutting issues

Social cohesion

The program will incorporate Social Cohesion as a strategic implementing principle of the action. Hence, social cohesion will be promoted in each specific objective of the action. Fostering social cohesion may reduce tension among target groups and in relation to host communities as well as to increase stability for durable solutions. The action's contribution to increased social cohesion will be measured through dedicated indicators at impact level. In addition, result/ output level indicators will be integrated in the M&E plan as part of its intervention logic. The action shall therefore systematically monitor and evaluate the relevant activities to measure their contribution to social cohesion. Lessons learned will be constantly incorporated in the implementation.

Fostering dialogue for exchange and innovation

“Fostering dialogue for exchange and innovation” will be embedded under the program’s horizontal management and coordination tasks in close collaboration with the respective country coordination structure to oversee the facilitation of national dialogues and regional/ international exchanges as well as to ensure thematic relevance and coherence in the overall structure of the action. The monitoring of the cross-cutting activity “Fostering dialogue for exchange and innovation” will be integral part of the result-based monitoring system while taking account of the Trust Fund key performance indicators.

Production and dissemination of accurate information

Production and dissemination of accurate information will be implemented by the program national level in Lebanon, and Jordan. More than seven years after the beginning of the Syrian crisis, the protracted displacement situation in the partner countries is a fertile soil for rumours, misunderstandings, and frustrations with biased and incomplete information leading towards the perpetuation of stereotypes and increased tensions between the different target groups. To combat this, accurate information on issues of common concern will be provided through the participatory “communication for communities” approach to further strengthen social cohesion and inclusion. Relevant themes will be identified related to the SOs. Given the national focus of the program, synergies at national level are supported by also identifying livelihood issues. This will allow to reach the most vulnerable populations of the target groups and integrate children and young people as direct recipients of information campaigns through creative production and dissemination methods.

3.5. Stakeholders

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

In Lebanon, Ministry of Social Affairs, Ministry of Education and Higher Education, Ministry of Public Health, and the Ministry of Justice may count as the main governmental stakeholders. Even if the main interlocutor for the project implementation is MoSA, regular coordination and involvement of other Ministries is key, since protection is a multidimensional sector which need the involvement of the mentioned actors in order to ensure an adequate follow up of protection cases through the referral system.

In Jordan, the Ministry of Education, Ministry of Labour together with the Vocational Training Corporation, and Ministry of Municipal Affairs are the main governmental stakeholders. Their key role is to approve and implement the program. The Ministry of Planning and International Cooperation usually provides the overall coordination on behalf of the GoJ and its representatives usually co-chair the national steering meetings of the programme. MOPIC is also in charge of the Jordan Response Information System for the Syria Crisis (JORISS) to which all partners submit projects for approval before starting implementation in Jordan.

In Iraq, the main governmental counterpart are the Ministry of Planning of the Kurdistan Regional Government in Erbil and the Ministry of Planning of the Government of Iraq in Baghdad`. The program will also liaise with the Ministry of Health, Ministry of Agriculture, Water Resources and Labour and Social Affairs as well as with local and provincial authorities. As a crisis response, the Iraqi government also established the Joint Coordination and Monitoring Center (JCMC) which is an important institutional counterpart for community development projects in liberated areas.

3.6. Contribution to SDGs

This intervention is relevant for the 2030 Agenda. It contributes primarily to the progressive achievement of SDGs 1 no Poverty, 4 Quality Education and SDG 10 reduced Inequalities, while contributing to

- 1.2 to reduce the proportion of men, women and children of all ages living in poverty, 1.5 build resilience of the poor and those in vulnerable situations,
- 4.2 to improve access to quality education,
- 8.3 promotion of decent job creation, entrepreneurship, creativity and innovation by encouraging the formalization and growth of micro-,small- and medium-sized-enterprises,
- 8.7 to reduce the proportion of youth not in employment, education or training,
- 10.1 reach and sustain income growth of the vulnerable population,
- 10.2 promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status,
- 10.3 equal opportunity and reduce inequalities,

3.7. Intervention Logic

Building up on experience and strong partnerships established in Qudra 1, Qudra 2 consolidates the resilience-oriented approach while increasing leverage effects and synergies. Qudra 2 focuses on the complementarity of interventions both within the action itself and with other international projects and financial instruments in order to maximise coherence and synergies, avoid overlaps and reduce transaction costs.

Qudra 2 is designed to enable distinctive European solutions by building on the combined strength and capacities of experienced implementing organisations. It is planned to be jointly implemented as a multi-partner action by a strong partnership of European Member State Organisations (MSO), namely Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Expertise France (EF) and Spanish Agency for International Development Cooperation (AECID), as well as the non-governmental organisation (NGO) Hungarian Interchurch Aid (HIA).

A Co-Delegation Agreement between the EUTF in response to the Syrian Crisis and GIZ, EF and AECID is proposed, with GIZ as the coordinating organisation.

The implementation partners will build on proven working structures, effective networks and strategic partnerships in the four partner countries. They have jointly implemented the Qudra 1 programme over the past 3 years and are also integrated into long-standing bilateral and regional cooperation structures with the partner countries. The action will be a vital multi-donor action with two European governments, Germany and Spain, bilaterally contributing EUR 10 million (15.5% of the total proposed budget) to increase the impact of the interventions while making Qudra 2 more cost-effective.

Qudra 2 as multi-country and multi-sector action considers the country level as the core of its strategy: Actively interlinking sectors and activities at country level and using local synergies for comprehensive solutions, while at the same time leveraging learning from the regional scale, will effectively strengthen the resilience of the target groups and institutions of the host societies.

The action serves the objective of a common and visible European response to the challenges of the Syrian and Iraqi crises, ensuring strong visibility of the EU as well as of the German Ministry of International Co-operation (BMZ) and the Spanish Cooperation as a horizontal management task and effectively increasing public outreach and visibility in the region as well as in European countries.

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

4.3. Implementation components and modules

4.3.1. Indirect management with entrusted entities

This action may be implemented in indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Expertise France (EF) and Spanish Agency for International Development Cooperation (AECID).

The envisaged entities has been selected due to the nature of the action – multi-country, several sectors – and based on their proved operational capacities (Phase I of Qudra) as well as the absorbed lessons learned to continue and extend successful part of the program and identify other avenues for program parts which have not implemented with

less success. The consortium also carries the European dimension for the response to the crisis and will continue to generate added value as demonstrated in Phase I.

The Commission authorises that the costs incurred may be recognised as eligible as of the date of the adoption of this decision if an acceptable justification is provided.

4.4. Indicative budget

	EU contribution (amount in EUR)
Indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Expertise France (EF) and Spanish Agency for International Development Cooperation (AECID)	55,500,000 EUR
Total	55,500,000.-

Costs for monitoring, evaluation, communication and visibility shall be included in the projects' budgets as 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 EU Trust Fund.

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.

Within the context of this protracted crisis, it is increasingly important to strategically communicate the sustainability of the project's impact and the EU support, highlighting that the action also helps strengthen the host countries' national public service delivery systems and infrastructures beyond the current crisis.

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

	Results chain: Main expected results (maximum 10) Reference overarching framework – sector objectives	Indicators Where relevant, numbers of final beneficiaries will be disaggregated by sex and by refugees/IDPs/host community	Sources and means of verification	Assumptions
Impact (Overall objective)	to contribute to mitigating the destabilising effects of the protracted Syrian and Iraqi crises and to better respond to the resilience needs of refugees, internally displaced persons (IDP), returnees and host communities		Program reports as well as EU in-house reporting and external analysis	<i>Not applicable</i>
Outcomes Specific Objectives	<p>To improve education, protection and engagement opportunities for children, young people, and other marginalised groups;</p> <p>To enhance gainful employment and labour market opportunities, in particular for youth and women;;</p> <p>To improve local governmental institutions’ and civil society organisations’ capacities to deliver transparent and inclusive basic services</p>	<p># Lebanese and refugees received specialised treatment in the area of PSS (EUTF Syria 30)</p> <p># of Social Development Centres supported (EUTF 41)</p> <p># of staff trained on Child protection</p> <p># children (Syrian refugees and from host communities) participated in extracurricular activities such as in sports or culture (EUTF 32)</p> <p># children received school transportation services</p> <p>#MSME receiving start up support (EUTF 11)</p> <p># of municipalities benefitting from improved communal services (EUTF 37)</p>	<p>Survey from a sample of beneficiaries (to be defined), EUTF led evaluation reports (by sector or country)</p> <p>Project interim and annual reports and ROM reports as well as QIN/result reporting</p>	<p>Demand for skilled labour in the market. Access to the labour market for Syrian refugees. Qualification with certification combined with labour market services increases access to formal labour market.</p>

	Results chain: Main expected results (maximum 10) Reference overarching framework – sector objectives	Indicators Where relevant, numbers of final beneficiaries will be disaggregated by sex and by refugees/IDPs/host community	Sources and means of verification	Assumptions
Other Results (Outputs and/or Short-term Outcomes)	<p>Lebanon Lebanese and refugees received specialised treatment in the area of PSS SDCs are capacitated to deliver improved protection services</p> <p>Jordan Children (Syrian refugees and from host communities) participated in extracurricular activities such as in sports or culture Children received school transportation services</p> <p>Community support projects developed and implemented</p> <p>Iraq Syrian refugees, IDPs and community members benefit from improved communal services Vulnerable community members have increased access to income generating opportunities Community support projects developed and implemented</p>	<p># of governmental and NGOs staff receiving PSS relevant training (EUTF 32)</p> <p># cases referred externally to specialized services (EUTF 29)</p> <p># of children receiving transportation services</p> <p># of Syrian refugees, returnees, IDPs and host communities participating in vocational training programmes (EUTF 10)</p> <p># of people benefitting from internships, career counselling</p> <p># of participants in extracurricular activities</p> <p># of vulnerable community members with increased access to income generating opportunities</p> <p># of people benefitting from improved communal services</p> <p># governmental staff participating in capacity development measures for better assessment, planning, and implementation of community development projects</p>	<p>MoUs with stakeholders, baseline and end line survey, attendance sheets, handover documentations, training programmes and curriculum, follow up surveys, activity reports, progress reports, photo documentation, monitoring reports.</p>	<p>Limited number of dropouts, economic situation remains relatively stable, identified MSMEs are open for cooperation, newly established MSMEs are able to operate, market analysis is available, MSMEs profile is in line with market demands</p>