

**Action Document for EU Trust Fund to be used for the decisions of the Operational Board**

**1. IDENTIFICATION**

|                                       |   |        |  |
|---------------------------------------|---|--------|--|
| Title/Number                          | <b>1. Regional Resilience &amp; Livelihoods Programme for Syrian refugees and host communities</b>            |        |  |
| Total cost                            | Total estimated cost: <b>EUR 10,000,000</b><br>Total amount drawn from the Trust Fund : <b>EUR 10,000,000</b> |        |  |
| Aid method / Method of implementation | Project Approach<br>Direct management –grants – direct award  |        |  |
| DAC-code                              | 73010   | Sector | Reconstruction relief and rehabilitation |

**2. RATIONALE AND CONTEXT**

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

The proposed action is based on the resilience and livelihoods needs of Syrian refugees and host communities as identified in Regional Refugee & Resilience Plan 2015-2016 (<http://www.3rpsyriacrisis.org/>) and the national response plans of the main host countries Lebanon, Jordan, Turkey, and Iraq. It builds on several concept notes submitted by different networks and partnerships of European CSOs to the Madad Fund in the field of livelihoods support for the a.m. target groups and countries.

The Overall Objective of the programme is to mitigate the destabilising effects of the refugee crisis in Lebanon, Jordan, Iraq and Turkey. The Specific Objectives are to (i) strengthen the prospects of young refugees and poor host populations towards better social and economic inclusion; (ii) increase through skills development short-, medium- and long-term economic opportunities for Syrian refugees in preparation of their future return to Syria; (iii) increase economic opportunities for poor host communities in Lebanon, Jordan, Iraq and Turkey; and (iii) support improved local economic development and service delivery in communities hosting refugees.

In pursuit of these objectives, the programme would target up to 90 communities across the target countries, addressing basic financial needs of vulnerable families, engaging unemployed and disillusioned youth through work (short-term), skills development (medium-term) and community engagement (social inclusion) in preparation of a future return to Syria, mitigating tensions between host and refugee communities, and providing enhanced EU visibility locally.

The proposed Action responds to Madad Fund's priorities and the recent [Council conclusions adopting the EU regional strategy for Syria and Iraq as well as the ISIL/Da'esh threat](#), of 16 March 2015, committing the EU support to "provide protection and assistance to refugees and vulnerable host communities, build resilience and comply with international law, standards, conventions and humanitarian principles, including through the new European Union Regional Trust Fund in response to the Syria crisis (the Madad Fund) which is open to all donors. The Madad Fund will operate in close co-ordination with existing funding

*mechanisms and in line with relevant national and international planning, responding to priorities set out in the UN Regional Refugee and Resilience Plan, to support an effective international response to the crisis."*

In particular, the proposed action contributes to the implementation of [EU regional strategy for Syria and Iraq as well as the ISIL/Da'esh threat](#) under section 2.1.5 - *Strengthen local resilience capacities in Syria, Iraq and the affected neighbouring countries*, i.a. by using "the 'Madad fund' for stabilisation and resilience aid to refugee and host communities in Iraq, Lebanon, Jordan, Turkey, and Egypt. This needs to be achieved in a holistic way, in coordination with existing funding mechanisms and in line with current national government planning and the UN 3RP approach;"

## **2.2. Context**

According to the Regional Refugee & Resilience Plan 2015-2016 (<http://www.3rpsyriacrisis.org/>), all indicators are that the human costs of the Syria crisis will continue to grow in 2015 and 2016, with continuing population movements, and deepening vulnerabilities.

The overall planning assumptions for 2015 are that armed conflict and insecurity will continue inside Syria; that an effective overall peace agreement will not yet be achieved and implemented; and that refugees will continue to flee Syria and seek international protection, despite measures to restrict admission in some countries in the region. Additional Syrian refugees may arrive in the five host countries during 2015, which would bring the total regional refugee population up to 4.27 million by the end of 2015. More than half of these refugees are children.

As middle-income countries, the countries neighbouring Syria have significant government capabilities and growing civil societies. Nevertheless, the crisis is severely straining the coping abilities of millions of vulnerable people in these impacted communities. Many refugees are living in already poor areas where there are limited livelihood opportunities, and where housing and social services are stretched, exacerbating vulnerabilities among the local population. Conflict in Iraq has compounded the difficulties for refugees and impacted communities there, with the two displaced populations overlapping and placing a large burden on local services (inflow of nearly 250,000 Syrian refugees and more than 2.8 million IDPs in Iraq).<sup>1</sup>

On 15 December 2014, the Lebanon Crisis Response Plan (LCRP) was co-hosted by the Lebanese Prime Minister and the UN Deputy Secretary-General. The LCRP requirements are for USD 2.1 billion, including USD 1.4 billion for the refugee component and USD 724 million for the resilience/ stabilization component. The Government of Lebanon's requirement included in the total is USD 169 million. In Lebanon, the LCRP maps out several response areas and represents inputs from government ministries and 77 international and national organizations. Lebanon will support the expansion of temporary income-generating opportunities at scale for stabilization, linked with the priorities of local economic development and longer-term planning at local and national level.

In Jordan, the Jordan Response Plan (JRP) seeks a total of USD 1.8 billion in 2015, broken down by USD 889 million for the refugee component and USD 957 million for the resilience

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<sup>1</sup> Kurdistan Region of Iraq, economic and social impact assessment of the Syrian conflict and ISIS crisis - World Bank, 2014

component. In addition, the JRP identifies the need for some 1.1 bn USD of direct budget support in the same year, to provide subsidies to the Syrian population, to address security issues and infrastructure depreciation, resulting in a combined total of USD 2.9 billion. The JRP focuses on providing livelihood opportunities, enhancing food security and building the income-generating capacity for vulnerable populations, particularly women. The JRP proposes a livelihoods and food security budget in the amount of USD 296.1 million for the year 2015. 77.5% (USD 229.4 million) of this is directed at the refugee pillar and divided as follows: USD 227.9 million for basic food distributions for poor and vulnerable Syrian refugees and Jordanian host communities; USD 2.06 million for promotion of consumption of nutritious and diversified food for Syrian refugees and vulnerable Jordanians and; USD 0.38 million for coordination of food security and livelihoods programming. The response proposed by the JRP also focuses on generating job opportunities for Jordanians, reviving local economies through small and medium enterprise development, restoring and preserving pastoral lands and natural resources and food distributions to Jordanians in host communities.

The Turkey Chapter of the 3RP foresees a total budget of USD 624 million including USD 460 million for the refugee component and **USD 164 million for the resilience component. Turkey's Country Plan provides for a nearly threefold increase in spending on livelihoods**, compared to the RRP6, and reflects Turkey's commitment to development that builds resilience. Spending on livelihoods accounts for nine per cent of total planned spending; roughly 81 per cent of funding for livelihoods aims to build resilience. In governorates with a high concentration of Syrian refugees and in refugee camps in south-eastern Turkey, new livelihoods generating initiatives will be launched, and existing ones will be expanded, with new investments to boost job creation. In all cases, implementing livelihoods initiatives and projects requires finding a productive combination of strengthening the capacity of available institutions, the engagement of the private sector in financing innovative initiatives and identification of key growth sectors, including those for women.

In Iraq, the 3RP seeks a total of USD 426 million, made up of USD 318 million for the refugee component and USD 108 million for the resilience component. Iraq's plan was developed in the context of ongoing major internal displacement in that country. In Iraq, nine per cent of all interventions of the 3RP are focussed on livelihoods. As part of the short-term response, there is still a need for cash assistance activities, such as cash-for work, particularly for the most vulnerable households. However, the overall strategy acknowledges the need to shift to more sustainable support, with a market-oriented approach, strengthening the local economy as a whole to support the creation of jobs through the development of the private sector. Consequently, partnerships with the private sector for the development of market systems will be strengthened.

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

Along with efforts to strengthen local and national systems and improve service delivery for all, a critical dimension of building resilience is to expand livelihoods and employment opportunities for vulnerable men, women and, especially, youth, in compliance with national laws and regulations, and in line with national priorities. In all five countries, livelihoods support is a key way to slow and reverse depletion of individual, family and community assets.

To ensure access to sustainable employment, it is vital to equip refugees and vulnerable local populations with the skills that the markets demand. Livelihoods initiatives give refugees the means to cope with hardship, to increase their skills and abilities, and to prosper, as well as improving their prospects in a future return to Syria. In turn, the skills of refugees can help to

grow and diversify local economies. Complementary social cohesion interventions in the region include the development of conflict mitigation mechanisms, with stakeholders helping to conduct participatory conflict analysis to identify sources of tension, along with training on conflict resolution skills such as negotiation, problem solving and mediation.

Evidence from the five country chapters of the 3RP indicates different priorities depending on the country context. A first track of interventions include options for livelihoods stabilization aiming to equip households and communities with coping mechanisms through temporary employment for youth and women through labour intensive methods such as the rehabilitation of key community socio-economic infrastructure, including markets and roads, skills and vocational training to increase qualifications for a future return to Syria, and start-up packs and grants for revamping new and old enterprises.

A second track includes interventions designed to generate employment opportunities through addressing rehabilitation/restoration needs of the local economy, promoting access to financial capital for sustainable Micro, Small and Medium Enterprises (MSME) development, investing in socio-economic infrastructure and local institutions, and restoring the natural resource base. It also includes creating partnerships between public and private institutions at local level to improve social dialogue and economic collaboration.

A third track of interventions contributes to creation of sustainable employment including private sector through a more enabling policy environment and support to institutions and capacities.

However, especially in Jordan and Lebanon, there is now a clear preference for a bifurcation of the response, focusing on short term emergency relief for Syrians while addressing development needs of host communities. This could potentially create a barrier to improving resilience and social cohesion in displacement-affected communities. There is increased tension surrounding employment due to uneven access between Syrians and their hosts, and a prevalent perception that increased competition in the local labour market is due to the refugee influx.

On the other hand effective resilience based interventions have to be based on a realistic understanding of the Syrian crisis. As the ILO report on the impact of Syrian crisis on Jordanian labour market notes,

*“two overarching premises should guide any policy related to Syrian refugees’ relationship with the Jordanian labour market:*

- 1) Syrian refugees will most probably be in Jordan and make implications on the labour market for many years to come, and*
- 2) focus should be kept on how Syrian refugees involvement in the Jordanian labour market can be formalised in ways that could be beneficial for the Jordanian economy.”<sup>2</sup>*

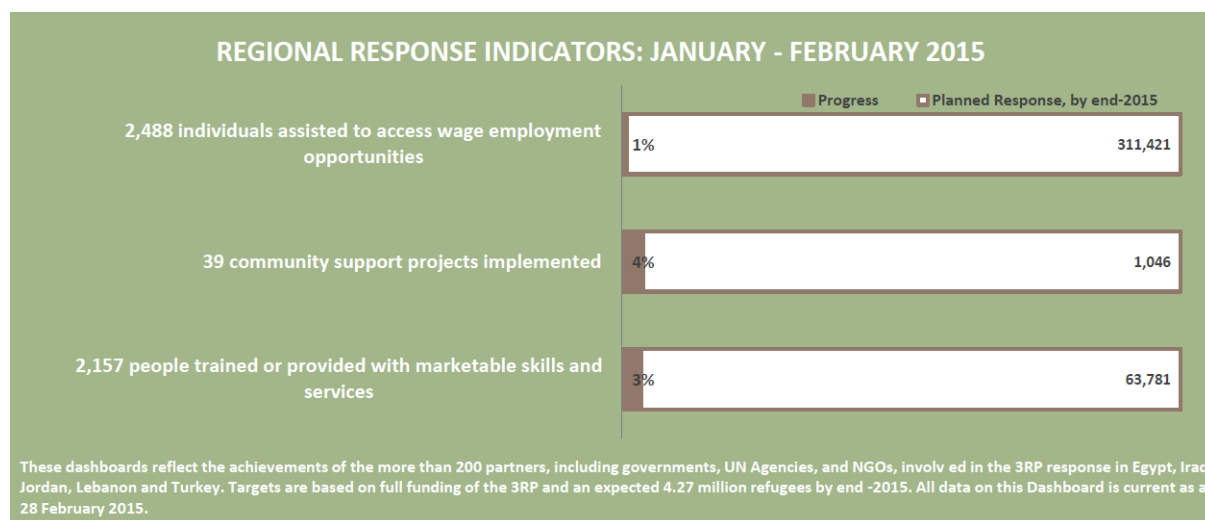
The ILO report further recommends that *“the high unemployment rates among Jordanians, particularly youth, as well as among Syrian refugees should be addressed by maximizing short-term employment and capacity building opportunities in relation to the activities of development aid organizations in the study governorates. This could directly create new job opportunities for Jordanians as well as ease pressure in other parts of the labour market by*

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<sup>2</sup> [ILO: Impact of Syrian refugees on the Jordanian labour market, 28 April 2015](#), p.9.

*livelihoods support to Syrian refugees. It could also contribute to boosting local economies and thereby create additional jobs.*"<sup>3</sup>

Overall, the livelihoods sector makes up almost around 10 per cent of the 3RP financial requirements, up from around 7 per cent under the RRP6. However, as of February 2015, the regional response to livelihoods needs is the lowest among all sectors in the 3RP, which indicates a funding priority for this sector of the 3RP:



Source: [REGIONAL MONTHLY UPDATE: 3RP ACHIEVEMENTS -FEBRUARY 2015](#)

### 2.3. Lessons learnt

Since 2012, the EU recognised the need to upscale and accelerate its cooperation with the most-affected refugee hosting countries in order to respond to the growing needs of vulnerable host communities as well as the refugee population. The EU adopted an approach where medium to long term needs in local communities are addressed in parallel to emergency humanitarian needs of refugees. This is done in order to help alleviate the pressure felt by local communities as well as to reduce the risk of confrontation and conflict.

It is crucial to plan for the long term and to build the capacities of the Syrian refugees in a way that they will be able to contribute to the rebuilding of a cohesive and peaceful future Syria. As livelihood, recovery and education programmes are established in, both in and outside of the refugee camps, plans must be made for how refugees will use the knowledge, skills, and ideally credentials provided by trainings both in their host countries now and in Syria after the violence decreases. In the 5<sup>th</sup> year of the conflict, humanitarian assistance has to be gradually replaced by a more sustainable response that builds capacities of the affected communities to cater for their needs.

In order to recover from and adapt to the compounding effects of the Syrian refugee crisis in the main host countries, future livelihoods and local economic development programming must thus remain cognisant of the immediate and long-term needs, including the desired return to a pacified Syria. This includes a concerted focus on strengthening the post-return employability of individuals and households, identifying potential opportunities and placement arrangements to employ these skills, supporting the incubation and acceleration of existing and scalable micro, small and medium enterprises and facilitating access to the

<sup>3</sup> Idem.

necessary inputs to support their sustainability. In addition and parallel to these efforts, strong support should also be given to inclusive and harmonized local economic development and service delivery planning and implementation. Through these approaches to improve access to sustainable livelihood opportunities and increase participation in local development, the resilience and social stability of affected communities will be significantly enhanced – enabling households to decrease reliance on external assistance and build their capacity to become economically self-sufficient.

Livelihood and recovery, as education, should aim at addressing differences and promote tolerance not only amongst refugees, curbing the impetus to seek redress, but also between the host community and the refugees as a mean to decreasing the potential of resentment and violence. There are growing calls to integrate conflict prevention approaches in livelihood activities in the region, as the strains on host communities' increase and the incidences and risk of violence and lack of integration escalate.

A very important lesson learned is to distinguish the features of working with urban refugees, as opposed to camp based refugees. Different targeting strategies are required, with: a stronger focus on information campaigns and outreach work; service provision in multiple locations as well as service provision to host and refugee populations; and the development of partnerships with local organisations.

Although having a smaller absorption capacity than UN agencies, both international and national CSOs have shown proactivity and ability to implement significant projects at a local scale.

All responses to the crisis, including previous responses through the European Neighbourhood Instrument (ENI), have shown that the situation on the ground develops fast and often beyond projections made. For that reason, a large degree of flexibility will be required for any intervention addressing medium to long term needs in order to allow for an effective response to the evolving needs of the beneficiary populations.

#### **2.4. Complementary actions**

This action is complementary to the support already provided by the European Commission, certain EU Member States, other donor countries, international organisations and CSOs, to address the humanitarian and so-called 'stabilisation needs' caused by the conflict in Syria and the unprecedented influx of refugees to the neighbouring countries. This complementarity will mainly concern (i) the nature of the financed actions and (ii) geographical areas of intervention (this new programme focusing on zones where basic infrastructure and socio economic needs have not been addressed yet by the Government nor by the international community). Numbers of supported vulnerable populations will increase, which shall contribute to enhance their resilience, thereby mitigating the risks of tensions and conflicts at community levels.

The EU Directorate-General for Humanitarian Aid and Civil Protection (ECHO) is providing cash assistance to the Syrian refugees since the last 3 years for Non Food Items, food vouchers, winterisation and rent subsidies among others. In addition to an harmonised and aligned approach to the NRP's of host countries, the EU Delegations and ECHO offices have started developing in some countries of the region "Joint Humanitarian and Development Frameworks" that will highlight synergies, coordination and, to the extent possible, the respective areas where development and humanitarian assistance are best placed to deliver support..

The following EU interventions are of particular relevance to this action:

In Jordan, a €10 million allocation for livelihoods support under the programme "***Support to the response to the Syria crisis in Jordan***"<sup>4</sup> adopted in December 2014 under the Special allocation for Jordan to respond to the Syria crisis, and the ongoing programme on livelihood implemented by Caritas in Jordan with ENI funding of €1.2 million. This amount will be combined with the € 5.4 million for SME enterprises development in the Northern Governorates of Jordan (2013 Special allocation) through an upcoming call for proposals.

In Lebanon, ***Support to enhance basic infrastructure and economic recovery in Lebanon***<sup>5</sup>, is a EUR 18 million programme to upgrade the provision of basic services and contribute to economic recovery, in particular to mitigate the impact of the Syrian crisis on Lebanon. It is implemented through international and national CSOs. Also, ***Recovery of local economies in Lebanon***<sup>6</sup>, which is a EUR 7 million intervention financed through SPRING funds. It aims to recover the local economies of communities particularly affected by the influx of refugees. In parallel, the IcSP will be mobilized to support the "Governance and Community Action Programme" measure (tentative start date: July 2015) which will target Unions of municipalities in the North of Lebanon to foster the establishment of community-based conflict management mechanisms and to increase responsiveness to local needs by building local institutional capacities and supporting social service projects to address resource-based tensions (EUR 2 million). In the medium run, a "Civil Society Partnership to Promote Reform in Lebanon" is foreseen under ENI AAP 2015. The programme aims at promoting a conducive environment for civil society toward reform in the field of Health, Education and Environment. It provides financial support to CSOs to engage them in the local development process in vulnerable areas.

In Turkey, Exceptional Assistance Measure "Enhancing access to services, strengthening resilience of host communities, and facilitating integration of refugees"<sup>7</sup> of a total of EUR 17 million adopted under the IcSP in December 2014 will address also the issues of livelihood opportunities for both host and refugees communities in cooperation with IOM and UNDP.

Complementarity will also be sought with Component 4 of the Regional Development and Protection Programme (Socio-economic development and livelihoods). Support is currently being provided in this framework to a UNDP livelihoods project in Lebanon and Jordan.

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

At a broader level the EU is actively contributing to overall donor co-ordination under the auspices of the United Nations in the framework of the 3RP that integrates humanitarian, development and macro-fiscal interventions to increase coherence between humanitarian and development and national and regional priorities.

The European Commission also hosts regular meetings of the Core donor group on Syria, which unite the key institutional and bilateral donors to the Syrian crisis in the field of resilience and recovery funding.

In country, the relevant EU Delegations are leading coordination with EU Member States and are also important partners in the coordination platforms now established for the various National Response Plans to the refugee crisis.

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<sup>4</sup> C(2014)9136 adopted on 4 December 2014

<sup>5</sup> C(2013)5680 adopted on 9 September 2013

<sup>6</sup> C(2014)2860 adopted on 25 April 2014

<sup>7</sup> C(2014)9566 adopted on 12 December 2014

In Jordan, the EU Delegation is the donor lead for the livelihood & food security task force under the Jordan Response Plan (JRP).

### **3. DETAILED DESCRIPTION**

#### **3.1. Objectives**

The **Overall Objective** of the programme is to mitigate the destabilising effects of the refugee crisis in Lebanon, Jordan, Iraq and Turkey.

The **Specific Objectives** are to

- a) strengthen the prospects of young refugees and host populations towards better social and economic inclusion;
- b) increase through skills development short-, medium- and long-term economic opportunities for Syrian refugees in preparation of their future return to Syria, in particular for youth and women;
- c) increase economic opportunities for poor host communities in Lebanon, Jordan, Iraq and Turkey, in particular for youth and women;
- d) support improved local economic development and service delivery in communities hosting refugees.

#### **3.2. Expected results and main activities**

The **expected results** are:

R.1: Basic financial needs of vulnerable families in at least 90 communities across the target countries are addressed.

R.2: Unemployed and disillusioned youth will find purpose through work (short-term), skills development (medium-term) and community engagement (social inclusion), at least 15,000 youth will directly benefit from this Program. Through improved infrastructure and services as a consequence of the livelihood activities, up to 190,000 community members can benefit from the programme.

R.3: Intra-community tensions will be alleviated in up to 90 communities..

Principal **activities** will be:

1. Close liaison and coordination with national and local authorities in target countries;
2. Map skills present in target communities, map economic needs for skills in target communities, but also in terms of the economy of the host country and of post-conflict Syria; identify sectors with high potential for economic growth;
3. Design and implement small-scale short-term livelihood activities with a particular focus on youth and women to improve service provision;



4. Design and implement local skills development and capacity-building in the areas of youth empowerment, psycho-social support, promotion of dialogue, media for social participation, and other topics deemed useful for the promotion of social cohesion;
5. Liaise with and support local private sector associations, organisations and networks and jointly develop activities to increase skills and livelihoods of community populations;

### **3.3. Risks and assumptions**

The main risks are:

- Political blockage from local and national authorities due to the sensitivity of Syrian refugees and the local labour markets.
- Competition at local level with other service providers/donors (faith-based or other).
- Rejection of activities by target beneficiaries.
- Mismatch between activities proposed and economic needs, mismatch between skill trainings proposed and practical skills required in a refugee/ future post-conflict environment.
- High turnover of Syrian refugees may compromise some medium-term skills development programmes (trainees will not finish trainings).
- Lack of sufficient adaptation of this regional programme to the country-community-specific needs and to local and national political sensitivities.

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

- Willingness of host communities to engage in the project.
- Approval of the Programme by local and national authorities.
- Continuing hardship, need and tensions in host communities with very strong presence of Syrian refugees.

Mitigating measures have been considered, including:

- Very close coordination with local and national authorities at all stages of the planning and implementation; close coordination with local community leaders.
- Mapping of needs (also in forms of survey) to make sure there is a buy-in from target beneficiaries for the activities proposed.
- Adaptation of the activities proposed to the country-/community-specific contexts. Excellent knowledge of respective political context in the host countries.
- Baseline study on economic strategy/ies for local communities in the respective target countries.

- Strong level of flexibility in training activities offered (immediate impact, medium-term impact, formalised trainings, informal/practical trainings), self-study support, online support, etc.
- As a regional programme covering four countries, there will be enough flexibility to allow for adapting the focus to e.g. Turkey, Iraq in case the programme discussions with partners and authorities in e.g. Jordan, Lebanon would necessitate a reduction of activities there.

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

Youth (in particular out-of-school age group 13-27) and women empowerment should not merely be cross-cutting issues, but should in fact be a main target of the Programme. Given the specific needs of refugee populations, skill enhancement trainings need to be accompanied/complemented by psycho-social support activities. The Programme will also undertake cultural mainstreaming at all levels, cultural/artistic competence as economic skills in their own rights, as a means to mitigate trauma and psycho-social support and as a tool for community bridge-building. The programme will attempt to identify Syrian artists and resource persons for Syrian intangible heritage within target communities and save/valorise their skills by factoring them into innovative livelihood activities design.

The Programme will also mainstream human rights, human dignity awareness and the fight against violent extremism. In addition, physical and mental disabilities will be mainstreamed in the results and activities.

The effective taking into account of cross-cutting issues into the Programme design will be verified via field visits and by analysis of reporting on the Programme.

### **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.

## **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 partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### **4.2. Indicative operational implementation period**

The indicative implementation period is 18 to 24 months.

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

#### *4.3.1. Contracting modalities*

In order to be able to respond to immediate needs for interventions in the context of the Syrian crisis in favour of livelihood opportunities for Syrian refugees and their host communities the contracting modalities for this programme will be:

Specialised European or International non-profit operators and CSOs will be privileged partners through allocations of grants under direct management. They will be selected in agreement with the flexible procedures applicable in crisis situations as defined by the Financial Regulation and its Rules of Application. Presence and experience in the region, immediate intervention capacity, and the ability to work in multi-actor approaches and inclusive partnerships aimed at recognising the value of different stakeholders' contributions and synergies will be part of the evaluation criteria.

#### 4.3.2. *Management structure*

The management structure of the overall programme will depend on the implementation bodies that will be chosen. A Steering Committee gathering the main stakeholders should meet regularly; the Madad Fund team and relevant EU Delegations would participate as observers to ensure that activities are in line with host governments guidelines and national plans.

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

| <b>Component</b>               | <b>Amount in EUR</b> |
|--------------------------------|----------------------|
| Grants (direct management)     | 9,500,000            |
| Evaluation and audit*          | 200,000              |
| Communications and visibility* | 300,000              |
| <b>TOTAL</b>                   | <b>10,000,000</b>    |

\* The costs of Evaluation and audit and Communication and visibility will be included in the projects' budgets

#### 4.5. **Evaluation and audit**

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. The amount dedicated in the budget for external *Evaluation and Audit* purposes is EUR 200,000. Evaluation and audit assignments will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

#### 4.6. **Communication and visibility**

While communication and visibility of the EU is a legal obligation for all external actions funded by the EU, to date the visibility of the EU's support to the Syrian crisis, in particular in neighbouring countries affected by the crisis, has been insufficient. The public perception is that the EU is not addressing the Syrian crisis, when in fact it is the largest donor. The lack of visibility to the EU's actions weakens the EU's political traction in the region and its standing in Europe.

Therefore, communication and visibility is an important part of all Madad Fund programmes factored into the implementation in order to underline its importance at all stages of the planning and implementation of the Programme.

All visibility actions by Madad Fund implementing partners outside areas of conflict should be stepped up. Each implementer will have to draw up a comprehensive visibility and communication plan for their respective target country/community and submit a copy for approval to the Madad Fund and relevant EU Delegation. The related costs will be covered by the budgets of the contract as part of the project.

The measures shall be implemented by the implementing consortium, its contractors and/or its grant beneficiaries. Appropriate contractual obligations shall be included in the grant contract(s).

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

A dedicated communications/visibility expert will be employed as project staff.