

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	EUTF support for an integrated Solid Waste Management system in Syrian refugee camps and neighbouring communities affected by the Syria Crisis
Total cost	Total estimated cost: EUR 45,000,000 Total amount drawn from the Trust Fund: EUR 39,000,000
Duration	36 months
Country	The Hashemite Kingdom of Jordan
Locations	Mafraq Municipal Solid Waste Management (MSWM) Service Area <ul style="list-style-type: none"> ➤ Za'atari Refugee Camp ➤ Mafraq Governorate (Municipalities of Sabha & Dafiana, Um Al-Jimmel, Za'atari & Manshieh, Rahab, Al Khalidiyah and Mafraq) Zarqa Municipal Solid Waste Management Service Area <ul style="list-style-type: none"> ➤ Azraq Refugee Camp ➤ Azraq Municipality
Implementing Partner	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Main Stakeholder (s)	Ministry of Water and Irrigation and its Water Authority of Jordan, Ministry of Local Administration, Ministry of Environment, Ministry of Health, Ministry of Agriculture and Ministry of Energy and Mineral Resources, Ministry of Planning and International Cooperation, Municipalities and Refugee Camps (Za'atari and Azraq), local civil society and private companies engaged in the sector, non-governmental and community-based organisations, refugees and hosting communities.
Aid method / method of implementation	Indirect management Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in sub-delegation with Oxfam (sub-grantee) and World Vision (sub-grantee)
SDGs	SDG 11 "Make cities and human settlements inclusive, safe, resilient and sustainable" (11.6); SDG 12 "Ensure sustainable consumption and production patterns" (12.5) Other significant SDG: SDG 1 "End poverty in all its forms everywhere" (1.1); SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" (8.3); SDG 7 "Ensure access to affordable, reliable, sustainable and modern energy for all" (7.2);

DAC-code	14050	Sector	Waste management / disposal
Objectives	<p>Overall Objective (OO) : To improve health, environmental conditions, job opportunities and quality of life of targeted populations by developing environmentally and more financial sustainable systems for integrated solid waste management and waste water treatment in both, refugee camps and neighbouring communities.</p> <p>Specific Objective (SO): To strengthen labour intensive and environmentally friendly collection and processing of recyclables and organic waste in refugee camps and host-communities.</p>		
Main Activities	<ul style="list-style-type: none"> • Waste collection in camps; • Streamlining solid waste management activities in camps with neighbouring communities; • Integrating camp activities into national plans and strategies; • Improving solid waste management performance in neighbouring communities; • Separate waste collection and processing of recyclables and organic material; • Environmental friendly and efficient treatment of waste water sludge; • Energy recovery from co-processing of sludge and organic waste in Za’atari camp (waste-to-energy model); • Access for vulnerable Jordanians and Syrian refugees to short-term job opportunities (Cash for Work) in the field of Solid Waste Management (SWM) services. 		

2. RATIONALE AND CONTEXT

2.1 Summary of the Action and its Objectives

The **Overall Objective (OO)** of the action is: To improve health, environmental conditions, job opportunities and quality of life of targeted populations by developing environmentally and more financial sustainable systems for integrated solid waste management and waste water treatment in both, refugee camps and neighbouring communities.

The **Specific Objective (SO)** of the action is: To strengthen labour intensive and environmentally friendly collection and processing of recyclables and organic waste in refugee camps and host-communities.

The action is in line with the Overall Objective of the **EU Regional Trust Fund in Response to the Syrian Crisis**, (EUTF Syria) "to provide a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily to the needs of refugees from Syria in neighbouring countries, as well as of the communities hosting the refugees and their administrations, in particular as regards resilience and early recovery of forced displacement", The Action will contribute to the sectors “Livelihoods”, “Wash” and “ Social Cohesion” listed in the EUTF Syria - Operational Results Framework (Indicators 9, 10, 24, 25, 26, 37 and 42). Additionally, the planned activities are in line with the **Jordan Response Plan for the Syrian Crisis (JRP) 2019** and the **National Municipal Solid Waste Strategy (NMSWS)**.

The **relevance of the action** is as follows: both refugee camps (Za’atari and Azraq) still rely entirely on international support – basic services, including water and sanitation, as well as SWM are provided by international agencies, coordinated by UNHCR and UNICEF. With no clarity regarding the overall camp’s transition strategy at this stage, there is a **critical funding gap** of SWM beyond 2019, as emphasized by UNICEF and UNHCR. Recent studies have shown that 72%¹ of the refugees living in Za’atari or Azraq camp have currently no intention to return to Syria. It poses a critical question on the continuation of basic services provision in both camps beyond 2019. Although major efforts are being made by the donors during the last years to maintain SWM services in both camps there is a **significant risk that the funding gap will affect not only the situation in the camps but also negatively impact the host communities**. A quick financial support is urgent. Otherwise, it will result in the complete collapse of SWM collection and transportation in camps as of January 2020. This would have an enormous impact on **hygiene** and would pose a high **health risk**. In addition, **social tensions are likely to arise in an already fragile social environment**. Moreover, the increasing amount of uncollected waste will lead to a littered environment, inappropriate disposal and illegal dumping and burning of waste which could lead to an increase of social tensions between hosting communities and Syrian refugees outside the camps.

The approach of this action combines **social, economic and ecological objectives** in order to promote **sustainable development**. With the exception of the Cash-for-Work (CfW) systems, the measures are adapted to local conditions, and the actors are thus able to implement the innovations independently. The action will be implemented aligned with the project “Waste to positive Energy” (WtpE), that promotes the **initiative of the local population** and supports only those measures that the actors can implement independently in the long term (*transition strategy*). At the same time, the targeted labour-intensive and resource-efficient waste management helps **to minimize operating costs and to create income opportunities** for the lowest income groups. Because CfW's activities are not sustainable, the action also **supports structural measures to strengthen the capacities of the communities and camps**. The Human Capacity Development formats contribute to the development and strengthening of personnel capacities in the sector and hence improve the conditions **for transferring the developed strategies to other governorates**. Moreover, the **ownership** of local and regional actors contributes to the project approach and the gained experience can be adopted and integrated into national planning processes (*transition strategy*). To minimize overlaps with ongoing donor activities and to maximize complementarities GIZ will coordinate the planned activities with all relevant actors and present it in the newly established sector coordination round. UNICEF has been leading the solid waste collection and disposal in camps for Syrian refugees since the establishment of the camps. During that time the solid waste management activities have already evolved from an agency driven and fully subsidized system towards a community-led approach. Currently, SWM is covered in both camps by two NGOs (Za’atari is covered by Oxfam; Azraq is covered by World Vision). GIZ is already cooperating with Oxfam to guarantee an adequate SWM in Za’atari Camp. Furthermore, GIZ works already with municipalities in Mafraq and Zarqa, while GIZ supports **the implementation of the NMSWS** with the relevant ministries, municipalities and regional service councils. For instance, through the development of regional master plans and the support to develop municipal SWM plans. Hence, GIZ would be able to streamline all activities in the sector through an **inclusive and effective approach**. In order to avoid any disruption to the SWM operations beyond the project’s period, GIZ will ensure that a detailed **transition strategy** will be elaborated in close coordination and cooperation with the relevant ministries, Joint Service Councils and targeted municipalities.

¹ UNHCR and iMMAP (2018): *Intentions and Perceptions of Syrian Refugees in Jordan, originating from Dar' a Governorate*, November 2018. Draft shared in “Durable Solutions Working Group” in Jan. 2019.”

2.2. Context

2.2.1 Country context

The Syrian crisis remains the world's largest displacement crisis. Eight years into the Syria crisis, more than 5.6 million Syrian refugees are still living in Jordan² and other neighbouring countries. Many faces growing vulnerability, as their savings, assets and resources are exhausted. A large-scale return of refugees is unlikely in the short term, as the situation in Syria does not yet allow returning in safety and dignity³.

In Jordan are 657,445 Syrians registered as refugees with UNHCR as of 05th September 2019 (50.0% women and 50.0% men). Around 20% (123,073) live in camps⁴, while the majority has settled in urban and rural areas, primarily in northern governorates⁵ and Amman.

As Jordan's economy, labour market and provision of social services were already under strain following the 2008 financial crisis and regional conflicts, the Syria crisis has placed further strain on all these aspects putting pressure on all sectors including education, health, housing, water, municipal services and electricity supply.

The huge number of refugees⁶ poses significant challenges to social cohesion and local economies as Jordan struggles to offer services and employment to the growing population. Social cohesion in host communities has suffered from refugee presence, though modestly⁷.

A difficult economic situation and continuously high unemployment makes several parts of society struggle and threatens to strain relations between different societal groups. The discontent in the population and the potential for violence between the Jordanian residents and the Syrian refugees, especially in the hosting municipalities, are increasing. Above all, poor refugees from Syria, due to their precarious situation, offer a large area of attack for exploitation and abuse.

2.2.2. Sector context: policies and challenges

Sector context

Due to the lack of social security that covers the whole population foreign donors have set up parallel social transfer programs that explicitly targeted Syrian refugees. Since 2016 numerous Cash for Work (CfW) programs have been set up. Vulnerable Jordanians are employed alongside with Syrian Refugees. The main aspects of CfW-programmes are (i) strengthen social cohesion between Syrians and Jordanians, (ii) reduce competition on the labour market and (iii) promote the integration of women into economic life. Many donors utilize CfW programs to improve refugees' livelihoods and host

² UNHCR Operational Portal <https://data2.unhcr.org/en/situations/syria>.

³ UN Regional Refugee & Resilience Plan (3RP) 2019-2020 – Regional Strategic Overview (released 03.01.2019); in 2018, around 42,728 spontaneous returnees were recorded. 85 % of respondents of the UNHCR “Return intention surveys” from 2018 stated they do not have the intention to return in the next 12 months.

⁴ UNHCR factsheet “Registered Syrians in Jordan” 5th September 2019; about 78,000 in Za’atari and 36 000 in Azraq.

⁵ Mainly governorates of Irbid and Mafraq.

⁶ The 2015 census estimated that there were 1.265 million Syrians resident in Jordan, of whom 953,289 self-identified as refugees.

⁷ REACH identifies 160 communities in Jordan's northern governorates (Ajlūn, Al-Balqā, Jerash, Irbid, Al-Mafraq and Al-Zarqā) to have weaker social cohesion as a result of the Syrian refugee crisis.

communities' resilience. The topic is urgent and delicate as Jordan's public infrastructure is weak and the country has been fighting massive un- and underemployment even long before the Syrian crisis.

Solid Waste Management (SWM) is still mentioned as one of the biggest challenges for public services in the 2019 **JRP**. The collection and disposal have become a major challenge for local municipalities and **Joint Services Councils (JSCs)** in Jordan. An increase in population has caused an increase in amounts of waste generated, aging and inadequate infrastructure, and issues with management of SWM activities (e.g. inconsistent collection). These have been exacerbated by the influx of refugees to Jordan. The total quantity of MSW generated in 2016 was approximately 3.5 million tons across Jordan, 25% of which was generated in the northern regions of the country. According to the JRP, of the 19% of waste that is not reaching landfills, 91% is attributed to additional waste generated by Syrian refugees. The environmental and health impacts are devastating. The increase in the amount of waste generated, together with the inadequate capacity for waste collection and processing, lead to a littering of the communities. Prior to the crisis, local governments in Jordan were already struggling to address service delivery shortages, induce local economic development, and to maintain the social cohesion, but the high presence of Syrian refugees in host communities in the North of Jordan has overwhelmed the already stretched local administrations. In particular, municipalities neighbouring refugee camps, such as in Mafraq and Zarqa Governorates, have not received enough funds to maintain and expand basic service delivery and infrastructure or to plan settlement growth.

Policies and References:

EU reference framework: The strategic reference framework of the Action is the EU **Regional Strategy for Syria and Iraq as well as for ISIL/ Da'esh** (2015), on which the following overall objectives and priorities of the **EUTF Syria** are founded: To provide a coherent and reinforced response to the Syrian crises and the massive displacement resulting from it on a multi-country scale, responding primarily to the needs of three groups: refugees, IDPs, and returnees, and to provide assistance to the communities and the administrations in which those groups find themselves, as regards resilience and early recovery.

The Action takes account of the challenges arising from the protracted character of the displacement situation as reinforced at the Brussels III Conference⁸ "Supporting the Future of Syria and the Region" (12-14 March 2019): Resilience efforts aim at inter alia **securing livelihood opportunities** for refugees and affected communities, as well as promoting **basic public services** and **economic growth** for the benefit of all. Thus, the Action is aligned with objectives and results of the new EUTF Syria Strategic Overarching Framework and the EUTF Syria Operational Results Framework (2019) for Syrian refugees, host community members and where relevant IDPs: Better livelihoods through better employability prospects and improved financial and productive capacities; and improved wellbeing through better protection mechanism, strengthened local and national services and social cohesion capacities.

(German) Federal Ministry for Economic Cooperation and Development (BMZ) reference framework: The Action is in line with relevant strategies of the Federal Government of Germany, in particular of the BMZ- strategy "Development for Peace and Security. Development Policy in the Context of Conflict, Fragility and Violence (2013)" and the "Strategy for Migration and Development

⁸ The Jordan Compact was adopted at the "Supporting Syria and the region" conference in London in February 2016, and was strengthened and expanded at the "Supporting the future of Syria and the region" conferences held in Brussels and hosted by the EU in April 2017, April 2018 and March 2019. It was a new, holistic approach agreed between the Hashemite Kingdom of Jordan and the International Community (IC) to deal with the Syrian refugee crisis.

– Action Plan for the External Dimension of the Migration and Refugee Politics” (2016). It follows the BMZ special initiative “Creating Perspectives for Refugees: Fighting the Causes of Flight, Stabilising Host Regions, Supporting Refugees” to support refugees, IDPs and host communities in the short term, as well as to eliminate long-term structural causes for migration and flight, such as poverty, inequality or food insecurity.

Jordanian Key Policies: The planned activities are in line with the **JRP 2019** and the National Municipality Solid Waste Strategy (**NMSWS**) that aims to shift "an old, inefficient, costly and environmentally unstable solid waste management system towards a modern and integrated one based on the Three R's approach (Reduce - Reuse - Recycle)." In particular, it seeks to reduce by 75% the amount of bio-waste landfilled in 2024 (against 2014 baseline). According to the NSWMS the waste recycling and materials recovery sector presents an economic opportunity to sustain landfill infrastructure, improve livelihood of many poor marginalized Jordanians, and offer green jobs and teach new skills to Syrian refugees. In addition, the Jordanian government’s comprehensive national strategy, **Jordan 2025, A National Vision and Strategy**, commits the Government of Jordan to developing a system for sorting, reuse and recycling of solid waste. In advance of a country-wide formalization of integrated Solid Waste Management (ISWM) in Jordan as described in the NMSWS, there is a need to build public understanding around the rights and responsibilities regarding recycling and integrated SWM as well as the potential opportunities this industry could present. The NMSWMS strategy is also in line with the revised EU Waste Framework Directive 2008/98/EC that focuses on waste prevention and with the EU-Jordan Partnership Priorities, prioritising the sustainable use and management of natural resources. With the launch of the **National Green Growth Strategy**, the **Ministry of Environment (MoEnv)** is advocating strongly for the creation of green jobs in many of Jordan’s sectors (water, waste, energy, tourism, transportation, and agriculture) and therefore focussing inter alia on climate change adaptation and mitigation as well as environmental sustainability. Resilience and efficiency in municipal service delivery in Jordan are outlined as significant components of the Jordan Response Plan.

The NSWMS was developed with the support of national and international technical experts financed by the **World Bank**. The process was steered by a national technical committee composed of the Ministries of Municipal Affairs, of Environment, of Energy and of Water and Irrigation. It is focused on developing and establishing an integrated and affordable MSW management system and implementation arrangements.

To operationalise the NSWMS two (the North and Centre plans) Regional MSW ⁹Management Plans were developed with EU support in 2017, while the third for the South is expected in 2020 with support from the *Agence Française de Développement* (AFD) financed by the EU.

In 2015, the Cabinet formed the Higher Steering Committee, an inter-ministerial committee mandated with implementing and monitoring the implementation of the national strategy. Chaired by the Minister of Municipal Affairs (currently Ministry of Local Administration, MOLA), it is composed of the Minister of Water and Irrigation; of Planning and International Co-operation, of Environment, and of Energy and Mineral Resources.

⁹ Municipality Solid Waste Management Plans.

2.3. Lessons Learnt

In 2016 UNICEF invited the City of Amsterdam to **assess the present SWM system in the Za'atari camp**. The report *Developing Za'atari: Solid Waste Management in the Syrian Refugee Camp* recommended following options:

- (i) Upscaling of separated collection of recyclables to the whole camp to increase the revenues from marketing recyclables and to create jobs;
- (ii) Upscaling of sorting stations with new equipment to increase the capacity and improve relationships with private sector companies in the recycling sector region;
- (iii) Set-up ways of cooperation with surrounding municipalities;
- (iv) Setting up a treatment facility for organic waste in order to reduce the amount of residual waste finally disposed at the landfill; and
- (v) Developing plans for regional recycling opportunities for the whole MSWM Service Area including the camp.

Referring to this report, the WASH (Water, Sanitation and Hygiene) partners involved in SWM sector in Za'atari have been discussing a three-stage strategy to ensure a more cost effective and sustainable SWM services within the camps in 2018. With the upcoming funding gap for SWM activities in camps beyond 2019, the WASH group is focusing on three stages in their approach:

- (i) Streamlining the in-camp waste management, to simplify the organization and process of engaging refugees in litter picking and public area cleaning, and the management of the operations as well. Accordingly, it has been agreed to shift the whole management of SWM to one entity, meaning Oxfam in Za'atari and WV in Azraq;
- (ii) Streamlining the sorting activities to other hosting communities where feasible to improve the economy of scale and improve relationships with private sector companies in the recycling sector;
- (iii) Developing a medium-term transition plan that aims to engage local entities in solid waste management activities in the camps, preferably the surrounding municipalities of JSCs; and
- (iv) Developing a strategy for the time beyond 2022, that involves the full integration of SWM activities into local and regional plans.

GIZ and Oxfam experience has shown that the private sector's demand for recycled waste is consistent. Nevertheless, several waste composition studies have been prepared for local municipalities in Jordan by GIZ and Oxfam. They indicate that, with regards to the existing regulatory framework, it would be **more effective to concentrate on commercial areas** for the separate waste collection and then implement pilot schemes in some residential areas.

The action will be based on the lessons learnt and results of the various projects and programs funded by BMZ, the EUD and the Department of Foreign affairs and Trade (DFAD) in the sector. The ongoing GIZ WtpE project with its implementing partners Action against Hunger (ACF), Agency for Technical Cooperation and Development (ACTED), Oxfam and Future Pioneers executed SWM activities, like collection, sorting and processing of organic waste in both camps and the neighbouring municipalities since 2016. Oxfam extended its sorting activities with additional funding from DFAD to further districts in the camp and two neighbouring municipalities (2016-2019). The Food and Agricultural Organization of the United Nations (FAO) is implementing a pilot project that pursues the production of organic waste-based compost and biogas as a model for waste-to-energy combining sludge from waste water treatment with organic waste funded by the EU (2016-2019). The EUTF support will build up on the lessons learnt of the pilot project and construct a biogas digester that is expected to

cover 65% of the energy consumption of the Wastewater Treatment Plant (WWTP) and avoid the current costly transport and disposal of sludge. World Vision (WV) developed and operates a Green Centre to recover the recyclable materials in Azraq Camps with EU funding (2016-2019). The project will be continued with the EUTF support and improved through separate waste collection at the source.

2.4. Complementary Actions

The proposed new action is complementary to the EU Program “Support to the implementation of the National Solid Waste Management Strategy” (CRIS number: ENI /2016 / 039-601), financed under the European Neighbourhood Instrument (ENI). The complementary support (indirect management modality) is being implemented by AFD (Technical Assistance to MoLA in implementing the Solid Waste Strategy) and GIZ (WtpE). Additionally, several interventions targeting SWM in refugee camps and hosting municipalities are ongoing. Synergies and complementarity with the action still need to be identified in a detailed manner. GIZ Jordan implements two additional projects in the SWM sector (funded by BMZ). Therefore, GIZ can ensure that projects work in coherence by using synergies:

(i) Support of Jordan communities in Solid Waste Management (2017-2021)

The project supports the performance of MSW management units and other related units in municipalities by strengthening of institutional capacities in municipalities for more efficient, if possible integrated, municipal waste management, planning, and improved services. On national level, the project is supporting the steering and monitoring of SWM by strengthening institutional capacities.

(ii) Climate and resource protection through circular economy in Jordan (2017-2021)

The Project supports the goals of the NSWMS and the strategic waste plan for greater Amman municipalities and lays the foundation for a circular economy in Jordan. The project focuses on the separation and treatment of recyclables and reduction of greenhouse gas emissions.

The GIZ water program in Jordan supports the Ministry of Water and Irrigation and the Water Authority of Jordan in developing concepts for effective wastewater management and sludge disposal. This includes the generation of electricity from sludge digestion and co-digestion of sludge with organic waste. It further focuses on improving operation and maintenance of wastewater treatment plants by introducing a quality management and certification system as well as implementing different approaches of capacity development.

Furthermore, GIZ is taking part in livelihood coordination round. As component of the special initiative “Partnership for Prospects” (P4P) funded by BMZ, the coordination for the planned multi-donor action will be simplified.

2.5. Donor co-ordination

Donor coordination in the SWM sector is still in the very beginning. The first brainstorming on coordination among development partners involved in SWM in Jordan was initiated by the EU Delegation to Jordan in May 2018. One of the results of the brainstorming was the decision to update the Donor’s Matrix. The Federation of Canadian Municipalities and GIZ volunteered in collecting and processing the information of on-going projects supporting SWM. The updated matrix¹⁰ was circulated in April 2019 within the second donor coordination meeting (May 2019). Amongst other issues sector coordi-

¹⁰ For more details see donors matrix, GIZ

nation group confirmed the need to ensure coordination among different actors involved¹¹ in the SWM sector including actors involved in SWM in the Syrian refugee camps to achieve the same targets and results.

The proposed action will be able to contribute in developing a comprehensive approach to an inclusive, resilient, and sustainable waste management scheme in line with relevant national policies and strategies, aiming at the inclusion of in-camp SWM activities into local and regional SWM plans. The development of a mid-term strategy, which goes beyond short-term emergency work, will contribute towards long-term development.

In addition, the action will assure that the needed financing through the EUTF Syria will not only seal the critical funding gap beyond 2019. It will create 4.500 short-term employments for Syrian refugees inside the camps and 2.500 job opportunities for Syrians and Jordanians in the municipalities.

3. DETAILED DESCRIPTION

3.1. Objectives/Expected Results

The **Overall Objective (OO)** of the programme is:

To improve health, environmental conditions, job opportunities and quality of life of targeted populations by developing environmentally and more financial sustainable systems for integrated solid waste management and waste water treatment in both, refugee camps and neighbouring communities.

The **Specific Objective (SO)** is:

To strengthen sustainable labour intensive and environmentally friendly collection of waste and processing of recyclables and organic waste in refugee camps and host-communities.

The **expected results** are the following:

- R 1 Waste collection, separation and processing of recyclables and organic waste in refugee camps and host communities are enhanced.**
- R 1.1 Waste Collection in two refugee camps (Za’atari and Azraq) ensured.
- R 1.2 Waste in the two refugee camps and in host communities is separated and recyclables and organic waste are processed.

11 Namely BMZ, EU, French Development, Agency (AFD), European Bank for Reconstruction and Development (EBRD), Global Affairs Canada,(GAC), UNICEF, United States, Agency for International Development (USAID), GIZ, UNDP, Federation of Canadian, Municipalities (FCM), Environment Agency, Austria, Oxfam, World Vision, ACTED

- R 1.3 SWM services based on Municipal/City Solid Waste Management Plans as foreseen in the National SWM Strategy improved.
- R 2 Access for vulnerable Jordanians and Syrian refugees to short-term job opportunities (CfW) in the field of SWM services in refugee camps and host communities is ensured.**
- R 2.1 Preparatory and standardized cash-for-work training for vulnerable Jordanians and Syrian refugees are provided.¹²
- R 2.2 Standardised processes for hiring cash workers from vulnerable groups in the two refugee camps and communities established.
- R 3: Conflict potential within the scope of inadequate SWM is reduced.**
- R 3.1 Implementation of participatory dialogue formats.
- R 3.2 Awareness raising in the field of waste prevention and recyclables separation for beneficiaries (especially women).
- R 4: Environmentally friendly and cost-efficient sludge management in Za’atari camp is improved.**
- R 4.1 Agreement considering institutional setup, economically sustainable operation and maintenance, and benefits sharing of the co-digestion plant in Za’atari Camp.
- R 4.2 Delivery of the required amount of organic waste for the stable operation of the co-digestion plant is guaranteed.
- R 4.3 Accompanying training measures for the technical staff of the co-digestion plant implemented.

Other Results are:

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

3.2. Activities¹³

Envisaged activities for Result 1:

SWM in the camps and host communities will be further developed under a broader agenda whereby engagement with local authorities, communities, and other relevant stakeholders is considered essential. In that context the action will assure, that the immediately needed financing through the EUTF Syria will not only seal the critical funding gap beyond 2019 (**R 1.1**) but will be also used as a bridge for the development of a longer-term, resilient strategy, that goes beyond short-term emergency work and builds towards long-term development (**R 1.2**). The planned activities are in line with the

¹² All 7.000 cash workers will be trained in occupational safety and health training and Labour rights (Social Security benefits, work permits, and occupation rights through the induction and feedback sessions) Technical training will be offered for specific activities and jobs.

¹³ This chapter describes only those activities that are funded jointly by BMZ and EUTF.

NSWMS. According to the NSWMS the waste recycling and materials recovery sector presents an economic opportunity to sustain landfill infrastructure, improve livelihood of many poor marginalized Jordanians, and offer green jobs and teach new skills to Syrian refugees. GIZ will assure that the targeted municipalities will be supported to prepare local SWM plans in line with the guidelines prepared by MoLA in 2019 (**R 1.3**). Activities include the organization of the effective and efficient operation of integrated SWM in the two refugee camps (Za'atari and Azraq), the continuation and further development of the effective collection, processing and promoting of recyclables and the use of organic waste in the two refugee camps, the support for municipal authorities in for the development of municipal Solid Waste Management Plans, and the support for municipal solid waste units to better collect, process and promote recyclables and the material use of organic waste in communities.

Envisaged activities for Result 2:

In the implementation of cash-for-work measures, short-term stabilization effects at the household level are in the foreground, thus the sustainability of the subsidized employment cannot be achieved. Municipal services are partly covered by the project through the CfW measures but must (again) be financed by the municipalities after the end of these measures. The criteria for the selection of particularly vulnerable parts of the resident population and of the refugees, their remuneration and the selection of the more senior areas for waste collection, street cleaning and recyclable waste collection and treatment are determined.

Qualification measures for both groups ensure that basic occupational safety and quality criteria are met. For this purpose, necessary goods for equipping the workforce with protective clothing as well as collecting containers and vehicles are procured via the project. In addition, medical health and safety measures such as vaccinations are provided (**R 2.1**). The establishment of a cash for work system takes place in a participatory process involving the relevant actors and groups. To harmonise practices among agencies and to avoid confusion and duplication, Standard Operating Procedures (SOPs) were identified for cash for work and employment-based projects in Jordan.¹⁴ The application of all the main principles in this SOP will lead to more sustainable project outcomes and longer-term benefits for both Syrian and Jordanian vulnerable workers, aiming to align the procedures to the Jordanian Labour Law (**R 2.2**). Activities comprise the training of beneficiaries, the further development of standardised processes for hiring cash workers from vulnerable groups (beneficiaries) in the 2 refugee camps, and the establishment of standardised processes for hiring cash workers in host communities.

Envisaged activities for Result 3:

The experiences in Za'atari and Azraq Refugee camps have proven that a successful recycling scheme is dependent on community engagement in waste management activities. It is estimated that 88%¹⁵ of households in Za'atari Refugee Camp separate their waste in their homes, significantly contributing to the success of the project as this ensures that the value of recyclable waste is maintained. It also ensures that demand for the recycled waste by the private sector is consistent. WV's camp-wide community sensitisation/Behaviour Change Campaign (BCC) for waste segregation at the household level has been rolled out in the camp improving the sorting activities in Azraq tremendously (**R 3.1**). Activities comprise the organization of dialogue forums with civil society and information events on relevant topics (e.g. with panel discussions, plays, media) with representatives of the communities and civil

¹⁴ Developed by ILO, GIZ, WFP, ACTED, DRC, CARITAS, UN WOMEN and UNHCR.

¹⁵ WASH Knowledge, Attitude and Practices (KAP) survey in Za'atari Camp

society, and the organization of special training measures that are designed especially for women in the areas of waste prevention, hygiene and health (**R 3.2**).

Envisaged activities for Result 4¹⁶:

The biogas generation is expected to cover 65% of the energy consumption of the WWTP in the Za'atari Camp and avoid the current costly transport of sludge to Mafraq landfill. Implementation of the co-digestion plant will start by tendering a Design-Build (DB) tender. Once the detailed design is approved the supervision services will be tendered as well, all following GIZ procurement rules. Construction of the co-digester should start not later than 1.5 years after the project start to be completed in 2022. The Water Authority of Jordan as the future owner of the co-digester will be involved in all planning and decision-making processes (**R 4.1**). According to Oxfam about 35 tonnes of solid waste are currently generated at Za'atari Camp every day with only 3 tonnes being sorted at the Material Recovery Facility (MRF) run by FAO and funded by the EU. Considering the organic content is 53%¹⁷ with 70% potential recovery about 13 tonnes per day of organic waste could be made available for the biogas production (**R 4.2**). The designed capacity of proposed co-digestion biogas production system is 6 tonnes with potential increase to 12 tonnes. Improving the capacity of the Material Recovery Facility (MRF) to 6 tonnes is easily achievable by installing a semi-mechanical sorting belt and slightly increasing the number of workers. For the future and if needed another working shift might be needed for sorting the required organic material either for biogas purposes or for composting at Al Hussainiyat Compost Plant. As putting in operation and operation itself are supposed to be complex and context sensitive staff of the operating company will be accompanied and trained to ensure the stable production of biogas (**R 4.3**). Activities comprise the planning, tendering and contracting of the co-digestion plant, advisory services for the development of the company agreement (institutional setup, operation and maintenance, and benefits sharing of the plant), the development of concept for the technically, financially and environmentally sustainable operation and maintenance of the co-digestion plant, and support for waste sorting stations to deliver the required amount of organic waste (approx. 4 ton/day) for the stable operation of the co-digestion plant in the camp.

The integrated approach for the treatment and re-use of sludge preferably combined with other biomass sources (co-digestion) uses the energy potential of the sludge and demonstrate how the residual sludge can be processed further together with the organic waste fraction from the Material Recovery Facility (MRF) to produce a Treated Organic Mix (TOM), which can be used as a soil conditioner. The approach is being developed in close cooperation with UNHCR, UNICEF, FAO, WAJ, and GIZ, which guarantees the inclusion of all relevant stakeholders. The anaerobic treatment of thickened sludge from the waste water treatment plant together with organic waste originating from Za'atari camp provides the opportunity to maximize the biogas yield to generate energy while stabilization of sludge is achieved. The co-digestion plant produces biogas that is collected, treated and then burnt, generating electricity and thermal energy that can be reused in the wastewater treatment process.

Furthermore, it is envisaged that the residues (Organic mix) from the biogas production could be further treated via composting or converted to bio char. The stabilized organic mix or bio char are considered as good soil conditioners among other uses. Utilization of such material would reduce the environmental and economic costs of organic waste and sludge disposal with a consequent positive contribution to preservation of the environment. A risk management system for a soil conditioner will ensure the safe use of the resource.

¹⁶ Fully financed by the EU contribution.

¹⁷ Recycling Desk Research and Feasibility Study for Za'atari Camp, Jordan, Research GROUP, 2017.

3.3. Risks and assumptions

Risks	Risk level (H/M/L)	Mitigating measures
Political blockades by national and/or local authorities due to the sensitive nature of the refugee /returnee situation.	M	<p>High degree of transparency and participation is needed during planning and implementation in order to generate trust and a positive attitude among partners;</p> <p>Written regulation of roles and responsibilities in implementation agreements will contribute to transparency.</p> <p>Close monitoring of the political, economic, social situation, to be able to anticipate threats, degradation of the context and make appropriate decisions.</p>
Governmental policies, priorities or mandates change during project implementation.	L	<p>Regular, transparent coordination through bilateral meetings with key partners on project advancements</p> <p>Creation of strong relations within the line ministries and other relevant political partners</p>
Unintended environmental or social impacts	L	<p>Advice in the context of applying national and/ or international minimum standards; implementation of gender-sensitive measures; application of the "do no harm" principle</p>
Uncertainty about the development of the Syrian crisis and an increase of instability of the region. Risk that the Jordanian government will give priority to security concerns. This can lead to a reduction of necessary investments in the waste sector and in the municipalities and thus counteract the creation of long-term jobs in the recycling sector.	M	<p>The project cannot counteract an increase in instability in the region. However, the project is conflict-sensitive, follows the principles of "do no harm" and contributes to mediation. This also applies to the transparent, coordinated and conflict-sensitive selection of intervention regions and target groups in close coordination with the partner structures.</p>
A deterioration of the security situation and the associated travel restrictions for the project staff in the project area can have a direct influence on the implementation possibilities and speed.	M	<p>Safety relevant aspects in the implementation of the project are monitored to ensure the personal safety of the employees. To this end, GIZ has established a risk management system at Land level and provided personnel.</p>
Issuing work permits for Syrian refugees is sometimes limited. There is a risk that this will make implementation considerably more difficult.	H	<p>Regular and close exchange with the international donors on the implications of national regulations and standards and on developments in the perspective of refugees. The project actively participates in consultations on work permits for Syrian refugees, but can only influence their outcome to a limited extent.</p>
Risk is posed by the increasingly protracted financing of employees in the	M	<p>Through careful communication and expectation management towards partners and target</p>

<p>municipalities and the takeover of the municipal waste disposal services by the CfW systems, and thus by the project, whose sustainability is not given. In this way the project raises expectations in the municipalities that will not be fulfilled in the medium-term and strengthens the inertia of the municipal structures to change.</p>		<p>groups on the form and duration of employment within the framework of the project, false expectations and misunderstandings are to be reduced.</p>
<p>The recycling sector has been dominated by informal recyclers who have been sceptical about the project.</p>	<p>M</p>	<p>The risk of driving informal recyclables collectors out of the market is reduced by the targeted involvement of the informal sector through the SO3 of “ENI/2016/039-601”, implemented by GIZ. The integration of informal recyclers in landfills and municipalities will decrease this risk.</p>
<p>Lack of sustained political will to commit to financial sustainability of infrastructures; cost-recovery issues and difficulties in enforcing fee charges or tariff increases</p>	<p>M</p>	<p>Inclusion of an appropriate tax and fee system encouraging the reduction of waste production and generating additional fund, i.e. redistribution of charge in portion with household incomes and enterprises revenues, initial implementation of fee/tariff system for large producers.</p>
<p>The financial sustainability of the operation of the bio-digester</p>	<p>H</p>	<p>The financial sustainability of the operation of the WWTP and the digester needs to be assessed/discussed between donor agencies and governmental authorities. It is assumed that UNICEF is continuing its support to the operation of the treatment plant. The bio-digester will reduce the overall operating costs.</p>
<p>Assumptions:</p> <ul style="list-style-type: none"> • The political situation in Jordan remains stable despite possible temporary violent escalations at the country's borders. However, there is no open cross-border conflict (spill-over), which would permanently disrupt mobility in the field, for example. The municipal sector receives greater financial support from the government and the draft law on Local Administration forms a basis for improving the basic services provided by municipalities; • A return of Syrian refugees to Syria remains unlikely, hence, encampment will continue and Za’atari and Azraq camp will still exist in the mid-term future; • No substantial increase in the number of refugees; • In both regions, management plans for the defined MSW service areas are approved by the end of 2020. 		

3.4. Cross-cutting issues

The action will have **positive environmental impacts** and benefits. A key aspect of the intervention will be to develop a proper set of regulations aiming at prohibiting the unsafe disposal of MSW and avoid the co-management of MSW with hazardous wastes. The adverse environmental impacts which can be mitigated through these measures are associated with the potential contamination of surface and

groundwater from leachate generated by the decomposition of municipal waste, the release of odours, and the attraction of wild animals and generation of traffic. In addition, the infrastructure component aims at reducing random dumping and burning of waste to a minimum. On the long term, better waste management should also lead to cut greenhouse gas emissions through the steady reduction of methane emissions from landfills.

The labour-intensive collection and recycling of waste and recyclable materials targets the entire population of the municipalities. Hence, the project secures access to basic services and implements **temporary job measures as well as long-term employment opportunities** and therefore contributes directly to **poverty reduction and strengthens the self-help capacities of the target groups**.

The already implemented CfW activities that will be continued through this action contribute to **gender equality**. The GIZ CfW project contributed to a change in the perception of female labour force participation in several communities. One success story is the waste sorting station in Greater Mafraq municipality, where 14 female workers are trained and employed. Moreover, at the organic fertilizer station on Hussainiyat landfill a woman cooperative is engaged in the packaging of organic fertilizer. In Za'atari Camp the active service providers have successfully overcome the sensitivity attached to working-with-waste in the society (shame culture) as reflected in the relatively high number of attendees to the sorters training sessions organized by ACTED and applicants to work at the MRF run by FAO and funded by EUD. Currently the best team of twenty-four sorters (12 F and 12 M) was selected and offered employment. The MRF enclosed and sanitary environment offers a safe working area for women who would otherwise avoid such work to circumvent societal disdain.

In Azraq, some women could restore their life passion, and others could start their own business after being engaged with the CfW activities implemented by WV and funded by EU. In addition, in the camps gender equality is mainstreamed into all programming. Participation of men, women, girls and boys is guaranteed in all elements of the intervention, including consultation, decision making, and beneficiaries' selection. The programme design will equally target male and female participants, with priority given to women who are heads of households. The programme will also be inclusive of the elderly and those with special needs.

Moreover, the project contributes indirectly to the promotion of **participatory development and good governance**. Advice on the development and implementation of joint approaches by the population's self-organisations and the responsible administrative units improves processes and procedures. At the same time, the project strengthens the administrations as efficient and effective actors in the public sector.

The project will be implemented in a country with persistent conflict potential and, in part, direct security-relevant events. For this reason, the project is conflict-sensitive and integrates the **Do-No-Harm approach**. Non-violent cooperation management, identification of common interests and mutual support improve the relationship between refugees and the population and thus promote the peaceful co-existence of different population groups. Since CfW jobs can cause insecurity and can have some negative effects on the mental health of beneficiaries, **Mental Health and Psychosocial Support (MHPSS)** need to be a cross cutting issue in all CfW projects. The WtpE project started to consult the GIZ MHPSS experts in Jordan and will evaluate options to minimize the mental stress. The post-employment services are already a step in the right direction. On the other hand, CfW programmes in Jordan offer positive direct effects for their participants; the impact of the programmes on community level is small but noticeable. Regarding **social cohesion**, beneficiaries mentioned in feedback sessions the participation in CfW programmes strengthens the **sense of belonging**, especially of Syrians.

3.5. Stakeholders

While the **MoEnv** is responsible for policy and legislation, MSW management services are operated by the municipalities and **Joint Service Councils** are guided by the MoLA. Other important stake-

holders in this context include the **Ministry of Health** (inspection of landfill, medical waste management), **Ministry of Agriculture** (agricultural waste), and of **Ministry of Energy and Mineral Resources and the Ministry of Water and Irrigation and its water Authority of Jordan** (development of waste-to-energy projects using organic waste and sludge). There is no conflict of responsibilities between competent authorities dealing with MSW management in Jordan. However, if the division of responsibilities is quite precise, it does not cover the whole range of MSW management activities, in particular with what relates to treatment (recycling, waste-to-energy). MoEnv is the official entity in charge of the environment and its components since 2003. It sets waste management policies, regulates the waste sector, monitors and enforces compliance. In this context, the Ministry oversees the disposal of all wastes types and is responsible for monitoring environmental emissions and issuing necessary permits to construct and operate various MSW management facilities. It chairs the Committee mandated to select sites for MSW landfills. It is also responsible for organising hygiene campaigns and awareness programmes. The Ministry lacks sufficient financial resources to monitor compliance with and enforcement of laws and regulations.

MoLA regulates all MSW management services. It assumes **supervisory role** over the activities of municipalities and JSCs and exerts direct technical, administrative, and financial authority over their operations. MoLA co-finances the investments and operations of municipalities and JSCs and assists in preparation and ratification of their budgets. Although SWM is an essential municipal service, no strategic approach had been taken until the development of the national strategy in 2015. In 2018 a dedicated Solid Waste Management Department was established within the ministry to monitor and supervise the performance of SWM activities in Jordan. Any improvement in the sector is closely linked to the availability of adequate funding of essential municipal functions: municipalities' expenditures represented 0.2% of GDP in 2014, its lowest level in the region.

Other stakeholders are the sub-granted implementing partners are **Oxfam International** and **World Vision (WV)**. WV is engaged in the sector in Azraq Camp since 2017 and implements the entire waste management cycle through collection, sorting and transportation to the landfill. WV will improve the SWM activities in Azraq camp community during this action. Oxfam carries out the collection, sorting and processing of waste for all of Za'atari Refugee Camp. The success of the recycling programme was entirely reliant on the participation and buy-in of the Za'atari Refugee Camp community.

The action will be closely embedded in the international development cooperation **GIZ** will coordinate the planned activities with all relevant actors and present it in the newly established sector coordination round. GIZ will participate actively in the sub-working group defined by the sector coordination round. The work groups lead by MoLA with the support of the Project Implementation Unit. Closed coordination of projects will be assured and the action will maximise its coherence and synergies with the existing **EU programme "Support to the implementation of the National Solid Waste Management Strategy"** (CRIS number: ENI /2016 / 039-601) and thus avoid overlaps and reduce trans-action costs.

The main **target group** and **beneficiaries** of the action are: relevant national authorities who implement the NSWMS; selected municipalities that are supported in delivering improved SWM services; camp management in Syrian refugee camps; private companies engaged in the sector, recycling, disposing in the SWM sector; local stakeholders like non-governmental and community-based organisations as well as members of the Jordanian public to be involved in awareness campaigns and local waste management planning; vulnerable Syrian refugees in both camps and Jordanian host communities in the targeted areas and municipalities. **Up to 7,000 vulnerable Jordanians and Syrians** will be engaged in CfW activities and provided with temporary income and livelihood support.

3.6. Contribution to SDGs

The action contributes to achieving the sustainable development goals (SDG) of the United Nations, in

particular **SDG 11** "Make cities and human settlements inclusive, safe, resilient and sustainable" (11.6) and **SDG 12** "Ensure sustainable consumption and production patterns" (12.5). The project also contributes to achieving **SDG1** "End poverty in all its forms everywhere" (1.1) and **SDG 8**¹⁸ "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all". With the construction and use of the biogas digester, the project will reduce the energy costs of the waste water treatment plant and increase the share of renewable energy. Hence, the project contributes to **SDG 7** "Ensure access to affordable, reliable, sustainable and modern energy for all" (7.2). Based on multi-actor partnerships and university cooperation, the project ensures the joint generation and transfer of knowledge for sustainable waste management. Therefore, the project also works in line with the principle of "**shared responsibility**" of Agenda 2030. The focus on vulnerable, disadvantaged groups and informal workers contributes to the creation of adequate and income-generating employment opportunities in line with the "**leave no one behind**" principle of Agenda 2030.

3.7. Intervention Logic

The influx of Syrian refugees, the increase of solid waste generation rates, the impact of dumping municipal and hazardous wastes in non-engineered landfills, as well as the absence of proper practices for solid waste collection and disposal are key challenges in Jordan. Consequently, **SWM** is still mentioned as one of the **biggest challenges** for public services. MSW collection and disposal has become a major challenge for local municipalities and JSCs in Jordan. Further stress has been placed in recent years on existing SWM collection capacity, the limited space for waste disposal, and the operational capacity of landfill and disposal facilities. An increase in population has caused an increase in amounts of waste generated, aging and inadequate infrastructure, and issues with management of SWM activities (e.g. inconsistent collection). These have been exacerbated by the influx of refugees to Jordan. These issues represent a measurable **threat to public health and environmental quality** in the Kingdom and require national attention.

The envisaged Action faces a number of **risks** like political blockades by national and/or local authorities, uncertainty about the development of the Syrian crisis and a deterioration of the security situation and associated travel restrictions for the project staff in the project area, which could affect the implementation of the Action. Coincidentally, SWM is tackled by Jordan 2025, Jordan ten-year socio-economic Development Plan and waste management is taken up in the Chapter Environment, covering 2 of the 5 key performance indicators defined for this Chapter. All in all, we are now in a favourable situation, the risk of changing governmental policies appears to be low.

The design of the action is built on certain **assumptions**. It is assumed that the number of refugees will not increase substantially and that the political situation in Jordan remains stable despite possible temporary violent escalations at the country's borders. However, there is no open cross-border conflict (spill-over), which would permanently disrupt mobility in the field, for example. The municipal sector receives greater financial support from the government and the draft law on Local Administration forms a basis for improving the basic services provided by municipalities. In both regions, management plans for the defined MSW service areas are approved by the end of 2020. And finally, a return of Syrian refugees to Syria remains unlikely, hence, encampment will continue and Za'atari and Azraq camp will still exist in the mid-term future.

Hence, the **overall aim** of the action is to ensure a more cost efficient and environmentally friendly integrated SWM system in both camps and hosting communities using the Cash for Work approach to

employ Syrian and Jordanian vulnerable groups in the field of SWM. The Action comprises four major **outputs** leading to the envisaged **outcomes** and contributing to the **overall impact** of the Action. It is assumed that the enhancement of SWM (waste collection, separation and processing of recyclables and organic waste) in refugee camps / host communities and the use of Cash Worker in this field reduce the environmental burden on the one hand and minimize the conflict potential within the scope of inadequate SWM on the other hand. Furthermore, environmentally friendly and cost-efficient sludge management in Za'atari camp helps to reduce the cost for the treatment and handling of sludge from the waste water treatment plant.

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.

Implementation shall start with retroactivity, directly after the financial decision has been taken, in order to guarantee the continuation of the SWM in both camps and host communities without interruption.

4.3. Implementation Components and Modules

4.3.1. Indirect management with an entrusted entity

This action will be implemented in indirect management (FR 2018/1046 Art. 157) with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH via a Contribution Agreement. This implementation entails technical assistance to beneficiaries and award of contracts for the provision of services and supplies.

The envisaged entity has been selected due to the nature of the action – GIZ's experience and technical competence in SWM sectors in camps and host communities – and based on their proved operational and coordination capacities and administrative power (ongoing action) as well as the absorbed lessons learned to continue and to extend successful the program. GIZ also carries the European dimension for the response to the crisis and will continue to generate added value as demonstrated in the current project.

Consequently a direct award to GIZ is foreseen according to PRAG 6.4.2 f; Actions with specific characteristics that require a particular type of body on account of its technical competence, its high degree of specialisation or its administrative power.)

The entrusted entity would carry out the following budget-implementation tasks: direct implementation of the overall objective and its related specific objective and results.

4.4. Indicative Budget

	EU contribution EUTF contribution (amount in EUR)	Indicative third party BMZ contribution, in cur- rency iden- tified
- Indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	39,000,000 €	6,000,000 €
	39,000,000 €	6,000,000 €
Total must correspond to the amounts in the summary table on page 1	45,000,000 €	

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's 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 nec-

essary, 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 are 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 contractors. Appropriate contractual obligations shall be included in, respectively, procurement and grant contracts.

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

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

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

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

	Main expected results	Indicators	Sources of means and verification	Assumption
Impact (Overall objective)	To improve health, environmental conditions, job opportunities and quality of life of targeted populations by developing environmentally and more financial sustainable systems for integrated solid waste management and waste water treatment in both, refugee camps and neighbouring communities.			<i>Not applicable</i>
Outcome(s) (Specific Objective(s))	To strengthen labour intensive and environmentally friendly collection of waste and processing of recyclables and organic waste in refugee camps and host-communities.	<ul style="list-style-type: none"> (1) 7.000 beneficiaries (50% Syrians, 50% Jordanians, including a share of 20% of women) participated in income generating opportunities (Cash for Work, CfW) . (2) 7.000 beneficiaries (of which 50% are Syrians and 50% Jordanians) are trained for the environmentally sound collection, recycling and treatment of waste streams in the context of CfW . (3) 542,000 beneficiaries in the two refugee camps (76,000 beneficiaries in Za’atari, 40,000 beneficiaries in Azraq) and in households in hosting communities (426,000 beneficiaries) with access to integrated solid waste services. (4) 1 co-digestion plant in Za’atari Refugee Camp is operating. 	<p>CFW data collection system;</p> <p>Monitoring data camp management</p> <p>Operation protocols of WWTP and co-digestion plant</p>	<p>Political situation in Jordan remains stable despite possible temporary violent escalations at the country's borders. Municipal sector receives greater financial support from the government and the draft law on Local Administration forms a basis for improving the basic services.</p> <p>Return of Syrian refugees to Syria remains unlikely. Za’atari and Azraq camp will still exist in the mid-term future. No substantial increase in the number of refugees (Iraqis, Syrians).</p>

<p>Other Results (Outputs and/or Short-term Outcomes)</p>	<p>R 1 Waste collection, separation and processing of recyclables and organic waste in refugee camps and host communities are enhanced.</p> <p>R 2 Access for vulnerable Jordanians and Syrian refugees to short-term job opportunities (CfW) in the field of SWM services in refugee camps and host communities is ensured.</p> <p>R 3: Conflict potential within the scope of inadequate SWM has been reduced.</p> <p>R 4: Environmentally friendly and cost-efficient sludge management in Za’atari camp is improved.</p>	<p>1.1: Number of NGOs operating integrated SWM in the two refugee camps (Za’atari and Azraq).</p> <p>1.2: SWM in the two refugee camps responds to an integrated Camp SWM concept, implemented by the two NGOs.</p> <p>1.3: Number of municipal authorities from hosting communities with improved SWM services based on approved Municipal SWM Plans as foreseen in the National SWM Strategy.</p> <p>2.1: Number of beneficiaries participating in preparatory and standardized CfW trainings (of which 50% are Syri-ans and 50% Jordanians) on the collection, recycling and treatment of solid waste.</p> <p>2.2: Standardised processes for hiring cash workers from vulnerable groups (beneficiaries) in refugee camps and host communities introduced.</p> <p>3.1: Number of beneficiaries (of which 30% address women) from hosting communities participating in target group oriented dialogue forums on waste management, health and hygiene.</p> <p>3.2: Number of beneficiaries (40% of whom are women) participating in awareness raising sessions in the field of waste prevention and recyclables separation.</p> <p>4.1: A company agreement considering institutional set-up, sustainable operation, maintenance and benefits sharing of the co-digestion plant in Za’atari Camp WAJ has been agreed by WAJ and MoLA.</p> <p>4.2: Number of tons of organic waste delivered per day by waste sorting stations to the co-digestion plant in Za’atari camp.</p> <p>4.3: Number of technical staff of operating company trained (accompanying measures) for the stable operation of the co-digestion plant.</p>	<p>Official statement and confirmation of Camp Management (UN-HCR) considering functionality and readiness of SWM in the two camps</p> <p>Quarterly reporting about the status of integrated Camp SWM concept by both NGOs</p> <p>Integrated SWM Plans and reports about implementation of concept and budget spent for SWM</p> <p>Documentation of the participation.</p> <p>Assessment of recruiting process, its documentation and performance</p> <p>Assessment of recruiting process, its documentation and performance</p> <p>Minutes of Meeting of dialog forums</p>	<p>Municipal authorities have political will to develop the Municipal/City Solid Waste Management Plans and provide support measures for the Action.</p> <p>No deterioration of the socio-economic situation or stability in municipalities targeted by the action that impede people to regard issues related to solid waste as an important concern in their community.</p>
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