

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

**1. IDENTIFICATION**

Title/Number	<b>Information and communication campaign highlighting the EU Regional Trust Fund's response to the Syrian Crisis, the 'Madad Fund'</b>		
Total cost	Total estimated cost: <b>1,200,000 EUR</b> Total amount drawn from the Trust Fund: <b>EUR 1,200,000</b>		
Aid method / Method of implementation	Direct management - Procurement of services		
DAC-code	99820	Sector	Promotion of development awareness

**2. RATIONALE AND CONTEXT.**

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

The action aims to finance an information and communication campaign highlighting the achievements of the EU Regional Trust Fund's response to the Syrian Crisis, the 'Madad Fund' (hereinafter referred to as the Madad Fund). This action shall be implemented by a service contract in order to deliver a number of communication services: events and campaigns, professional photographs, multi-media and audio-visual material, publications and graphic material.

The global objective of this campaign is to **improve the recognition, public awareness and visibility of the comprehensive EU support to address the consequences of the Syrian and Iraqi crisis**, by highlighting its 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 specific objectives of the information and communication campaign are to:

- **Increase visibility, awareness and understanding** for the Madad Fund' among project beneficiaries, implementing partners, national host governments, other key and like-minded donors, the wider EU and global citizenry, as well as within the EU Institutions;
- **Communicate on the benefits and concrete results** of the Madad Fund's support..
- Help reinforce the **EU's recognition and position as an active and global player #EUGlobalPlayer** notably in the response to the Syria crisis
- **Improve knowledge of the EU's response** to the Syrian crisis among opinion-leaders in Syria, Lebanon, and Jordan (including social media activists/bloggers, NGO's, grass-roots and civil society organisations).

The proposed action is expected to deliver the following services and **results**:

- **Generate additional media attention and coverage in the region on EU aid response to the Syrian crisis** and its impact: qualitative and quantitative improvement in media reporting (including online and social media) related to the EU response to the Syrian crisis,
- **Increase awareness and improve the perception of the EU's comprehensive response and programmes addressing the Syrian crisis among the selected target audiences** (through identification and targeting of key information multipliers in e.g. Syria, Jordan and Lebanon, including media/journalists, spokespersons, civil society actors, ...)
- Based on the products generated for the above results, assist in **preparing a professional multi-media press pack for use in Europe**, by the Commission's spokesperson service, the Commission representations in MS, and EU institutions.

This action is in line with the Constitutive Agreement of the Madad Fund that assigns the role to the Operational Board "to ensure that appropriate visibility is given to the activities financed by the Trust Fund" (Art 6.2 (d)). In this regard, the EUTF Manager "may use funds from the Trust Fund to ensure the visibility of the Trust Fund's Actions" (Art 12.3).

## **2.2. Context**

As the war in Syria has entered its 8th year, over 5 million people have fled their country, constituting the biggest refugee population from a single conflict in one generation and the largest humanitarian crisis in since the end of World War II.

Established in December 2014, the EU Regional Trust Fund in Response to the Syrian Crisis, the 'Madad Fund', provides for a more coherent and integrated European response to the massive needs resulting from the Syrian refugee crisis. The Fund primarily addresses the current longer-term resilience and recovery needs of Syrian refugees in neighbouring countries such as Jordan, Lebanon, Turkey and Iraq, as well as assisting their overstretched host communities and administrations. In December 2015, the Trust Fund's scope was explicitly expanded to also cover support to internally displaced persons and host communities in Iraq.

The Trust Fund focuses on the following key priority areas in line with the international commitments agreed at the Supporting Syria & the Region Conference, held in London on 4 February 2016:

1. Promote educational, protection and engagement opportunities for children and young people in line with the No Lost Generation Initiative
2. Reduce the pressure on host countries and strengthen their resilience by providing access to basic services and livelihoods support for both refugee and host communities, whilst supporting social cohesion and stability
3. The Fund furthermore bolsters national systems and authorities including in the provision of water, sanitation and hygiene services, as well as primary and secondary health care

Despite important efforts from the side of the EU, field actors, such as EU Delegations and NGO's often report on the fact that Syrians as well as host governments and communities at the local level carry a substantial burden in absorbing the substantial refugee numbers, and often lament that more direct support is needed. Many local stakeholders are not sufficiently aware of the significant support provided by the EU, often disbursed and implemented through third parties.

In the EU member states, most EU citizens are not sufficiently aware of the nature, size and form of EU assistance being provided in response to the Syrian crisis. The lack of visibility 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.

There is a pressing need for the EU to be more visible and to enhance its communication efforts towards better informing the European public, donors, EU Member States, as well as beneficiaries in partner countries about the EU's comprehensive assistance to those affected by the Syrian crisis.

### **2.3. Lessons learnt**

The proposed action is in line with the overall DG NEAR communication strategy, adopted in September 2015, and in accordance with the EU's role as a global player. This approach aims to enhance the visibility and raise the profile of the EU as an essential actor in its southern neighbourhood.

Given the magnitude and the impact of the crisis not only on the region but also within EU borders, there is a common interest and an obligation to seek effective and integrated solutions. In this context and drawing on DG NEAR's communication strategy, "highlighting the impact of the EU's political, technical and financial assistance requires a comprehensive and also targeted approach".

This approach will seek to set a unified communications framework, while avoiding cross messaging and an overlap of communication activities between the partners involved.

### **2.4. Complementary actions**

In order to ensure a unified communication approach, while avoiding cross-messaging and an overlap of communication activities, the following will complement the proposed action:

- The visibility and communication on EUTF programmes in Turkey will not be covered by this action but assured by the Facility for Refugees in Turkey (FRiT), to avoid cross-messaging on the ground. In the implementation of the strategy, FRiT will work in close collaboration with ECHO, EU Delegations, and the Madad Fund, and will act as the umbrella organism.
- Close coordination with each EU Delegation concerned will ensure a unified communication approach for Madad Fund programmes in the countries of operation.
- At program level, every implementing partner and entity benefiting from the Madad Fund shall take all appropriate measures to publicise the fact that an action has received funding from the Madad Fund including inclusion of appropriate clauses in the relevant financial documentation according to the Commission Communication and Visibility Manual for EU External Actions<sup>1</sup>. 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.

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

The Trust Fund Manager is in the lead to ensure coordination with EU Member States contributing to the Fund. Moreover, the Trust Fund Manager is coordinating with its implementing partners and other stakeholders on a regional level including cross border issues.

---

<sup>1</sup> <http://ec.europa.eu/europeaid/work/visibility>.

### 3. DETAILED DESCRIPTION

#### 3.1. Objectives

The proposed action shall enable an information and communication campaign to enhance awareness and highlighting achievements of the EU Regional Trust Fund in Response to the Syrian Crisis, the 'Madad Fund'.

The global objective of this campaign is to **improve the recognition, public awareness and visibility of the comprehensive EU support to address the consequences of the Syrian and Iraqi crisis**, by highlighting its 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 overall objectives of the information and communication campaign are to:

- **Increase visibility, awareness and understanding** for the Madad Fund' among end-beneficiaries, the implementing partners, national host governments, other key and like-minded donors, the wider EU and global citizenry, as well as within the EU Institutions;
- **Communicate on the benefits and concrete results** of the Madad Fund's support.
- Help reinforce the **EU's recognition and position as an active and global player** #EUGlobalPlayer notably within the frame of the Syria crisis
- **Improve knowledge of the EU's response** to the Syrian crisis among opinion-leaders in Syria, Lebanon, and Jordan (including social media activists/bloggers, NGO's, grass-roots and civil society organisations).
- **Garner support and recognition** for the efforts of the EUTF, as well as the real-life impact the funded projects have on Syrian refugees, internally displaced people and host communities in the region

#### Specific objectives

- Ensure that the EU is recognized as an ally and partner in addressing the pressing needs of Syrian refugees, internally displaced persons and host communities
- Through the EUTF provide comprehensive and tangible support to help build resilience and strengthen self-reliance, focusing on immediate assistance but also creating sustainable results.
- Dispel misleading information where actively disseminated by third parties and address concerns of all audiences
- Communicate that the EU is genuinely investing in the future of the Syrian people while fully supporting host communities and their administrations.

The communication objectives are in line with the overall DG NEAR communications strategy #EUGlobalPlayer corporate communication theme as defined by the European Commission services and the EEAS.

- Use targeted public diplomacy actions to explain the EU's support and commitment as a trusted and reliable long-term ally offering a concrete and effective response to the grievances
- Provide factual, accurate and timely information on the Fund's developments and projects to beneficiaries, host communities and administrations, to stakeholders, opinion leaders and multipliers, including journalists from national and regional media in the EU and in partner countries.

### 3.2. Expected results and main activities

The proposed action is expected to deliver the following services and **results**:

- **Generate additional media attention and coverage in the region on EU assistance to the Syrian crisis** and its impact: qualitative and quantitative improvement in media reporting (including online and social media) related to the EU response to the Syrian crisis,
- **Increase awareness and improve the perception of the EU comprehensive response and programmes addressing the Syrian crisis among the selected target audiences** (through identification and targeting of key information multipliers in e.g. Syria, Jordan and Lebanon, including media/journalists, spokespersons, civil society actors, ...)
- Based on the products generated for the above results, assist in **preparing a professional multi-media press pack for use in Europe**, by the Commission's spokesperson service, the Commission representations in MS, and EU institutions.

Under the supervision and guidance of Madad Fund management, the selected contractor will carry out the following tasks during the assignment in the EU, Jordan, Lebanon and Iraq, inside Syria, and if possible in the Mediterranean area, upon request and where possible: Implementing an information and communication campaign on the EUTF for Syria, the 'Madad' Trust Fund's support to address the consequences of the Syrian crisis in Arabic/English.

This includes the following activities:

- Provide input for a clear, easy to navigate, informative, illustrative and interactive website for the EUTF, linked to DG NEAR, EEAS website, but also to implementing partner's sites.
- Develop creative ways to present "Madad Stories": testimonies in all forms (audio-visual, written, next to a photo, quotes etc) to ensure that the communication on Madad Fund results and efforts always has a human face. "Madad Stories" will be one feature of the web-site.
- Produce content for story-telling activities of the Fund.
- Produce press packages that can be adapted to various audiences (print, audio-visual, online) media, including op-eds, stories etc.
- Produce content on EU support to the Syrian crisis which can be added to existing EU/Commission/EEAS-websites.
- Ensure that all print content can be used for social media, in addition to the production of additional content, (Facebook entries, Tweets, blog entries, photo material, videos) , including editing content for Commission Social Media profiles on Facebook, Twitter, Blog posts, YouTube, Tumblr.
- Support creative outreach to the population/ beneficiaries that have no access to mass or social media (refugees, IDPs etc., e.g. face-to-face communication, personal meetings, town-halls etc).
- Provide logistics and provide visibility material and info packages for thematic conferences, seminars, dialogue roundtables run by Syrians in the region and facilitated by the EUTF and EUDELS.
- Other creative PR/communication actions highlighting EUTF assistance for Syria, i.e. high level events, good will ambassadors, creation of social media tools etc.
- Upon request, support the organization of events at universities in Europe and the region to inform about the Fund and its investment in all levels of education and vocational training.

- Cultural events: assist in organizing local outreach and awareness events, festivals (cultural, business development competitions etc.)
- Support of desk research and general media relations support as requested by Madad Fund management.
- Support the Madad Fund management in establishing a network of information multipliers in Syria, Jordan, Lebanon, including regional correspondents of European media, and in particular by disseminating and coordinating the above products through the EU Delegations in the region.
- Where necessary, translating into Arabic already existing communication and information material on the EUTF support to address the consequences of the Syrian crisis (e.g. relevant press memos) and targeted dissemination of these products.
- Monitoring of the results of the campaign; including media monitoring in beneficiary countries and in the EU-28, informative regular reports displaying the outcomes of media monitoring in Jordan, Lebanon and other countries, and in a representative sample of EU-28 countries
- At the end of the contract, provision of a clear set of recommendations, including contacts, templates for materials, etc, for a continuation of the existing EU communication strategy on the EU assistance to the Syrian Crisis, based on the experience gained during implementing this action.

All activities will be planned and implemented in consultation with and under the guidance of the Madad Fund management, before launch/publication/public use.

### **3.3 Risks and assumptions**

Risks:

- Obstacles to access the implementation zone of Madad Fund projects and direct beneficiaries.
- Obstacles to organize visibility events in host countries.
- Low level of involvement and commitment of partners and related project's actors in producing/collecting visibility and communication materials
- Difficult coordination between EU services (Headquarters, EU Delegation) and with INGOs and implementing partners for communication and visibility activities

Assumptions for the success of this action include:

- Stable security conditions and political framework within the host countries, allowing communication activities and collect of visibility materials in the region.
- Governmental authorities remain supportive.
- The Madad Fund management coordinates with all EU services and implementing partners.
- The Madad Fund management organizes a planning of all communication and visibility activities in the EU and the region to ensure coherence, avoid cross-messaging and overlap of communication activities.

Mitigation measures:

- The implementing partners (at contract level) will be requested to address the identified risks to ensure their mitigation, as mentioned in contractual obligations for all EU funded programmes.
- Close coordination with communication services in each EU Delegation will be ensured to help mitigate potential risks on the ground : EUD will be used as multiplier of communication and visibility activities launched and coordinated at Brussels (headquarters) level.
- EUTF Communication strategy has been agreed at DG NEAR's level and is fully in line with the overall DG NEAR communication strategy, adopted in September 2015, and in accordance with the EU's role as a global player : therefore, risks is limited by the constant approval of DG NEAR hierarchy of EUTF Madad visibility activities.

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

All communication and outreach campaigns must be people-oriented and easily understandable. This can be achieved by prioritizing using audiovisuals, infographics, storylines, testimonies, photo exhibitions, and documentary screenings, mindful of the differentiation in messaging for Syrian, Lebanese, Jordanian and Iraqi beneficiaries. The campaigns must place the targeted individuals and groups at the center and thus ensure respective ownership.

Messaging will have a human face, empathic, honest, transparent, direct, unambiguous, neutral and conducive to a highly sensitive human and political environment and be gender-sensitive & gender-balanced.

Although Turkey is one of the beneficiary countries of the Madad Fund, it is not included in the scope of this action, as communication activities inside Turkey are carried out by the EU Facility for Refugees in Turkey.

All messaging and communication activities will be developed and planned in collaboration with the Madad Fund management and in consultation with EU Delegations in the respective host countries.

### **3.5 Stakeholders**

**Stakeholders of this action will be:**

- the Madad Fund management: under the coordination of the Trust Fund Manager, staff of the Madad Fund in headquarters, Brussels, as well as in EU Delegations,
- The Madad Fund donors,
- the selected contractor,
- the implementing partners of Madad Fund programmes
- the different EU services with whom the action will be coordinated : EU Commission (DG NEAR/DEVCO/COM/FPI/ECHO), European Parliament, EEAS, EU Delegations),
- the local and national authorities of the host countries.

## 4. IMPLEMENTATION ISSUES

### 4.1 Financing agreement

In order to implement part of this action, it is not foreseen to conclude a financing agreement with the Government of the partner countries, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### 4.2 Indicative operational implementation period

The indicative operational implementation period of this action is 22 months starting from 16/05/2017. Extension of the implementation period may be agreed by the Manager which will be communicated immediately to the Operational Board.

### 4.3 Implementation components and modules

The implementation of this action is implemented through the procurement of service, following appropriate procurement procedures as outlined in the EU Financial Regulations.

In line with article 6.5.1 and article 7.2 (k) of the Constitutive Agreement of the Madad Fund, the Trust Fund Manager is authorised to decide on Actions below EUR 1,000,000.- without prior approval of the Operational Board.

A service contract was signed on 16/05/2017 for a value of EUR 802,680.- with ECORYS UK limited (contract reference: TF-MADAD/2017/T04.49), to provide communication and visibility services as mentioned in this action. The Operational Board was informed during the 4<sup>th</sup> and 5<sup>th</sup> Board meetings about the assignment and signature.

Since the current service contract needs to be upgraded for continuing and increasing visibility and communication activities of the EUTF, an addendum to the contract TF-MADAD/2017/T04.49 is deemed necessary. The planned increase of this service contract will bring the contract value beyond the threshold of EUR 1,000,000.-.

Following the limits set by the constitutive agreement, the increase and extension of the contract requires a prior adoption in form of an Action Document. Contracting procedures applying for all EU external actions financed by EU general budget are observed.

### 4.4 Indicative budget

Module	Amount of total budget	Third party contribution
Procurement through service contracts	1,200,000 EUR	
<b>Total</b>	1,200,000 EUR	

### 4.5 Evaluation and audit

Evaluation and audit of the action will be conducted at the level of the service contract itself under the specific rules as described in the contract, in terms of reporting, verifications, checks and audit.

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



If necessary, ad hoc audit or expenditure verification assignments could be contracted by the Madad Fund.

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

The nature of the action itself is related to communication and visibility purposes.