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Swiss Agency for Development and Cooperation SDC
Human Security Division HSD

Federal Department of Justice and Police FDJP
State Secretariat for Migration SEM

Regional Evaluation

Cooperation Strategy Middle East 2015-2018

Evaluation and Corporate Controlling Division SDC

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Regional Evaluation

Cooperation Strategy Middle East 2015-2018

Contents:

I Management Response
II Evaluators' Final Report

Annexes

Bern, June 2018

Why conducting evaluations of cooperation strategies?

Since 2010 the Swiss Agency for Development and Cooperation (SDC) has developed a new approach for evaluating cooperation strategies through a pilot process. The central pillar of this new approach is the promotion of the exchange and the sharing of knowledge within our institution and among an evaluation team led by an external consultant. The major difference between evaluations of cooperation strategies (CS) and other external evaluations managed by the Evaluation and Corporate Controlling Division (E+C) is that SDC staff is involved in the evaluation team, acts as an evaluator but with an inside knowledge of the institutional issues and debates.

The goal of CS evaluations is to assess the relevance and coherence of the Swiss development cooperation in regard to national development priorities and the Dispatch on Switzerland's International Cooperation. They assess the results achievement of the cooperation strategy portfolio at the level of domains of intervention. In doing so, these evaluations help SDC's management in their strategic and operational steering and in improving aid effectiveness. Evaluations of cooperation strategies support the definition of new cooperation strategies strategically and stimulate learning.

CS evaluations are defined as hybrid evaluations as they are undertaken by a mixed team composed by an external consultant and two peers from SDC and, if relevant, other federal agencies. E+C decided to develop this approach to valorise the knowledge and competencies of the SDC staff and enhance internal learning, while still benefitting from an outside view of an external consultant.

The E+C evaluation program is approved on an annual basis by SDC's Senior Management. CS evaluations, undertaken at the request of the interested Divisions and Swiss Cooperation Offices, are part of the evaluation program. SDC mandates evaluations as instruments for organisational learning, strategic guidance and ensuring accountability.

CS evaluations are conducted according to the OECD DAC Evaluation Standards. The relevant department(s) responds to the recommendations with a written Management Response.

Timetable of the Evaluation Cooperation Strategy Middle East 2015-2018

Step	When
Desk study and inception report	August 2017 - October 2017
Evaluation on-site and draft report	November 2017 and January 2018
Final evaluation report	February 2018
SDC Management Response	June 2018

I Management Response

Management Response to the Evaluation of the Cooperation Strategy Middle East 2015 - 2018

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1. Appreciation of Report and Evaluation Process

We would like to express our sincere appreciation to Ms. Martine Van de Velde, consultant and team leader for the evaluation of the regional Cooperation Strategy Middle East 2015-2018. The valuable findings and recommendations of the evaluation will indeed be used to develop the Cooperation Strategy 2019-2022. The Strategy 2015 – 2018 was developed and is implemented by several offices of the Swiss Confederation: State Secretary of Migration SEM, Directorate of Political Affairs (Middle East and North Africa Division, Human Security Division HSD) and the Swiss Agency for Development and Cooperation SDC (South Cooperation, Global Cooperation and Humanitarian Aid). The participation of the peers, namely Sven Gracin (SEM), Irène Leibundgut (HSD) and Nicole Ruder (SDC), has brought an important added value to the evaluation process and its findings. We also want to express our appreciation to our colleagues for their availability and significant contribution.

We particularly appreciate the meticulous and professional preparation of the interviews conducted with different stakeholders at HQ and in the field, as well as the missions in three countries, fostering critical analysis and meaningful reflection among all stakeholders participating in the implementation of the strategy.

We are very impressed by the excellent overview of the complex regional context, its challenges and the country programmes, all acquired within a short period of time. This analysis will be very helpful to guide the reflections on the next Cooperation Strategy.

The critical analysis of the Swiss Whole-of-Government-Approach (WoGA) to this regional crisis affecting five countries, its intervention strategies and implementation modalities is very relevant. We agree with most of the findings and recommendations on the strengths, deficiencies, potentials and risks of the Swiss project/program portfolio. Based on the lessons learnt from the Cooperation Strategy 2015-2018, strategic and programmatic adaptations will be required for the next Cooperation Strategy.

We thank the consultant for the inclusion of most of the remarks, comments and questions received by all involved offices at headquarters and in the field in the final version of the report. Some findings and assumptions are now better explained and documented, thus avoiding any misunderstanding and allowing to better address the respective recommendations.

Finally, we want to thank the coordinator of the present evaluation, Ms. Valérie Rossi Cordey, for the very professional management of the process. She kept all services informed about the process during all steps and her guidance has proven most useful for all parties.

2. Specific Recommendations

See the table in the Annex.

Bern, June 2018

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Head of Humanitarian Aid and
SHA Department SDC / FDFA

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Ambassador
Delegate for the Middle East SEM / FDJP

Annex: Specific Recommendations and Management Response

Evaluation Area 1: Context analysis

<table>
<tr><th>RECOMMENDATIONS</th><th colspan="3">MANAGEMENT RESPONSE</th></tr>
<tr><td rowspan="3">Recommendation 1
The domains remain a relevant response to a protracted regional crisis. While the domains remain relevant, the objectives under each domain would benefit from a sharper focus in response to changes in emphasis of the regional and country level response plan priorities (e.g. emphasis on supporting resilience, protection, local ownership, reinforcing local systems).</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3">Response
We share the view that the domains are relevant and support to focus within the domains in the next CS. The definition of the new domains as outlined in the answer to recommendation 5, results in sharper focussed and narrower domains which will allow a better priority setting in terms of supporting resilience, protection and reinforcing local ownership.</td></tr>
<tr><td colspan="3">Measures
Domain-specific adaptation measures, country-specific priority setting and adaptation measures, as well as clear-cut outcome statements and measurable (quantitative and qualitative) indicators at regional and country level will be defined.</td></tr>
<tr><td rowspan="3">Recommendation 2
The geographic scope for the CS should be maintained but with more explicit links to the cooperation strategy for the occupied Palestinian territories (oPt). While a CS inclusive of the Palestinian-Israeli conflict is not advocated for, neither strategy should be implemented in isolation of the other. Since both strategies have a similar focus and implemented in a protracted crisis environment, with engagement of SDC, HSD and other WOGA partners the exchange of approaches and experiences will thus maximise results.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3">Response
In principle, we support this recommendation. However it is challenging to maintain explicit links between the two strategies during the implementation. At the institutional level, there are inherent links between the two strategies, as the responsible organisational units are dealing with both strategies, i.e. MENA in the Humanitarian Aid and Peace Policy III within the Human Security Division. There is however still room for improvement related to issues regarding the support to the Palestine refugees in general and to UNRWA in particular.</td></tr>
<tr><td colspan="3">Measures
Synergies and complementarities will be sought through mutual participation of staff in the CS workshops and consultation processes. Consequences for the implementation modalities, reporting and monitoring processes will be defined in order to avoid duplications and use synergies and complementarities at its best.</td></tr>
</table>

<table>
<tr><th>RECOMMENDATIONS</th><th colspan="3">MANAGEMENT RESPONSE</th></tr>
<tr><td rowspan="2">Recommendation 3
In preparation of the next CS, WoGA partners should support a joint understanding of the underlying fragilities and causes of conflict at regional and country level to better inform the planning and implementation of interventions. This context analysis should be complemented with a scenario mapping of the Syrian refugee crisis. Other tools for scenario mapping could be explored, such as the ‘two axes method’ generating four contrasting scenarios.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>
This was already done successfully during the elaboration of the CS 2015 – 2018 and is being repeated during the elaboration process of the CS 2019 – 2022. WoGA partners agree on regional and country specific factors of fragility, which are partly outside the control of the CS and partly within its sphere of influence.

<u>Measures</u>
After extensive discussions and consultation processes, WoGA partners discussed two options for scenarios to analyse the developments of the crisis and its effects on a regional level. One option used “the two axes method” the other a “3 scenario model”. At the Operational Committee of the Humanitarian Aid on 24th of April 2018, it was decided to adopt the “3 scenario model”.

Long-standing underlying factors will influence if the crises in the Middle East will worsen or will be mended. Combined they might point towards a further downward spiral; or they might evolve in divergent and uncertain directions resulting in chronical instability and unpredictability; but they also might reinforce each another towards stabilization and recovery. Four general criteria serve as factor basis for these predictive scenarios:
- The degree to which violence prevails in conflicts among the populations in the countries of the region as well as between these countries.
- The degree to which socio-economic developments in the countries of the region are equitable, rights-based and sustainable.
- The degree of the readiness and capacity of governments in the region to ensure services to populations in an organized and inclusive manner.
- The level of international interference in the region in pursuit of extraneous interests.

Country-specific priority setting and adaptation measures will be defined during the planning workshop in June 2018.</td></tr>
<tr><td rowspan="2">Recommendation 4
Operationalise the nexus between emergency and development assistance through a stronger engagement of South Cooperation under the CS. South Cooperation’s support to the</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>
This is already happening in the water domain for Lebanon and Jordan. The projects of the South Cooperation launched in 2017 were based on the experience gained in projects</td></tr>
</table>

RECOMMENDATIONS	MANAGEMENT RESPONSE
domains and the thematic focus of the CS should strengthen opportunities to link humanitarian and development assistance in supporting resilience.	of the Humanitarian Aid. These projects strive to have an impact on the system level in both countries.
	Measures The introduction of the new domain "Education and Income" opens an entire new field which provides a variety of opportunities to develop and expand the nexus between humanitarian and development cooperation. Possible fields of interventions in education and in income generation will be explored during the scoping mission end of May 2018, they may include: quality of primary education, vocational skills development and private sector support to mention a few.

Evaluation Area 2: Relevance and appropriateness of the project/program portfolio with respect to the CS

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 5 Maintain the number of domains at three in the same spirit as under the current strategy but sharpen the focus of each domain at the outcome level. ➢ Under the domain Basic Needs and Services, the support to multilateral agencies, ICRC, and INGOs should keep a broad humanitarian focus, allowing for a quick response in addressing humanitarian basic needs. Bilateral support should receive a more targeted focus based on gaps in humanitarian response and Swiss expertise. ➢ The Protection domain should be renamed to reflect more focused outcome statements linked to: i) dialogue, mediation, and reconciliation, and ii) refugees, IDPs, and migrants' rights. The name of the Water domain should be expanded with reference to Sanitation. Outcome statements could benefit from review to ensure an optimum reflection of anticipated results.	Fully agree	**Partially agree**	Not agree
	Response WoGA partners do not fully agree with the recommendation to limit the number of domains to three. They agreed on the domains as stated below.		
	Measures For the CS 19-22, the overall goal will be: Switzerland contributes to protect and empower conflict-affected and vulnerable persons, to reconstruct lives, to reduce fragility, to prevent and transform conflicts into development perspectives, to promote and protect human rights. The key changes from the CS 15-18 are: 1. A stronger nexus development aid-humanitarian assistance across domains, especially in Jordan and Lebanon. 2. Replacement of the domain "Basic Needs and Services", which had included emergency assistance outside of the scope of other domains, with the creation of a new domain named "Education and Income". The long-term engagement of SDC South Cooperation which started in 2017 in the water sector will be enhanced and expanded to support the nexus in this domain. 3. Redefinition of the former "Protection" domain into a "Protection and Migration" domain.		

<table>
<tr><th>RECOMMENDATIONS</th><th colspan="3">MANAGEMENT RESPONSE</th></tr>
<tr><td></td><td colspan="3">4. Creation of a “Peace Promotion and Conflict Resolution” domain to reflect conflict transformation in a more distinctive manner than in the current Strategy where it featured under the “Protection” domain.

To respond to these key changes and to allow for a sharper focus within the domains, WoGA partners agreed on the following 4 domains:
1. Protection and Migration
2. Education and Income
3. Peace Promotion and Conflict Resolution
4. Water and Sanitation.

Emergency assistance will figure as working modality outside of the scope of the 4 domains. It will be provided in response to humanitarian needs and as a contribution to the overall goal.</td></tr>
<tr><td rowspan="3">Recommendation 6
At a minimum, all assistance provided should mainstream protection delivering assistance that contributes to greater resilience and strengthens the ability of the most vulnerable individuals and communities to protect themselves. The cooperation strategy as a whole should have a clear articulated approach describing its response to protection concerns in the region.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>

(Lack of) Protection for vulnerable persons is THE challenge in the Middle East. All interventions should contribute to improve the protection of vulnerable persons (e.g. through protection mainstreaming).

Following this recommendation, the new strategy will refer to protection in the articulation of its goal, have a distinct domain on protection and include protection smart indicators.</td></tr>
<tr><td colspan="3"><u>Measures</u>

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<tr><td rowspan="3">Recommendation 7
Continue support for direct implementation and strategic secondments where they fill a gap in expertise and support the capacity of national governments and local actors to respond to priority needs and to promote durable solutions.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>

We agree that the current practice should be continued.</td></tr>
<tr><td colspan="3"><u>Measures</u>

During the implementation of the new strategy, opportunities to launch direct actions and to second experts to international organisations will be carefully assessed. Direct actions however have to bring an added value in comparison to alternative aid modalities such as project contributions or mandates. Secondments will be placed where they respond to a strategic need and positioning and bring a high quality of intervention.</td></tr>
</table>

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 8 Where feasible, place a stronger emphasis on working with local structures including national government institutions and local civil society (including NGOs, CBOs, media, and research institutes). INGOs should be avoided as implementing partners if they do not work with and through local civil society actors or contribute to supporting localised responses and ownership.	**Fully agree**	Partially agree	Not agree
	Response In principle, we agree. That said, an adequate Swiss presence and access are a precondition for humanitarian aid to work directly with local structures. CSPM should be carefully applied, as well as required to be implemented by all our partners, including the UN. Local partners should not be sub-contractors only. As much as possible, they shall be included in the design of projects, decision-making and project implementation. SDC will increase its monitoring regarding the partnerships between international actors (UN/INGOs) and local actors and underline that capacities of local actors and local civil society should be systematically increased within these partnerships,. This recommendation has to be put in perspective with the overall budget, available local and Swiss resources and the expected results. Hence, the mix of partnerships is important; e.g. only working with local/national organisations would probably mean more projects with more support and monitoring (i.e. more human resources) required.		
	Measures Study carefully the “implementation chain” of actors and focus on strengthening local structures and capacities where feasible and where Switzerland has sufficient access and an adequate presence. Maintain a well balanced mix of intervention modalities.		
Recommendation 9 The CS should be supported with strong advocacy involving the Swiss Ambassadors in the region around IHL and the rights of refugees and migrants at regional and national levels. Advocacy should connect operational interventions at the community level with policy engagement at national and regional levels.	**Fully agree**	Partially agree	Not agree
	Response In the last years, advocacy measures have been intensified. For 2018, MENA developed an advocacy action plan for its activities in the region, which foresees a stronger engagement of the Swiss ambassadors/representations.		
	Measures Implement advocacy action plan, draw lessons and systematically integrate advocacy in the yearly planning. Strengthen mechanisms to better link field, HQ and multilateral activities in New York and Geneva in order to improve streamlining advocacy efforts. Support various national, regional and global institutionalized processes and ad hoc events to make Switzerland’s advocacy engagement even more effective.		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	The HSD fully agrees with the idea of strengthening cooperation between the field, HQ and the missions (MiNY, MiGE). However, advocacy has so far been mainly used in support of IHL issues like advocacy for the principle of non-refoulement. It should however not be limited to IHL and the rights of refugees and migrants. It should also include human rights issues in general. Moreover, WoGA partners can contribute in the area of awareness raising / advocacy in particular by introducing certain field issues into the UN Human Rights Council / 3rd Committee of the UNGA (e.g. Syria Resolution, Item 2/4, etc.) or be included in the messages during political consultations.		
Recommendation 10 Protection should become the over-arching framework for the next CS with humanitarian and development assistance contributing to greater resilience of the most vulnerable individuals and communities. Interventions supported under the different domains contribute to strengthening the protection of refugees and other vulnerable population groups. A possible approach to achieve this is to integrate protection in the goal of the new cooperation strategy.	**Fully agree**	Partially agree	Not agree
	Response Refer to n° 6 above. This recommendation is integrated in the draft of the Opening Note for the CS 2019-2022.		
	Measures Refer to n° 6 above.		

Evaluation Area 3: Implementation of the CS and its portfolio

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 11 The division of roles and responsibilities developed between SDC HQ and regional/field offices should be better maintained when operationalised. This will have a direct impact on the effectiveness and the efficiency of the implementation of the CS (e.g.: regional and country offices should lead on operationalising the country strategy allowing for faster approvals of credit proposals).	Fully agree	**Partially agree**	Not agree
	Response We agree in principle. The division of roles and responsibilities is defined in the instruction “Division of Labour” and the “Conduite” instruction 642-1. The application has been subject to intensive discussion between the field and the MENA division in 2017. As a result, the PCM process has been adapted. This applies only to Humanitarian Aid and not to other WoGA partners.		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	The level of delegation of tasks and responsibilities between HQ and regional/field offices varies among the WoGA actors. Whereas SDC has a rather extensive level of decentralization, SEM's and HSD's modus operandi are more centralized at HQ level. Formal and informal tracks to exchange information and views will continue to be relevant.		
	Measures The application of the relevant mandatory documents of the FDFA needs a continuous dialog between the HQ and the field.		
Recommendation 12 Based on priority and capacity, identify the thematic area(s) which can be supported by the different WoGA actors using their own institutional expertise to strengthen results and achieve scale. Having the WoGA actors lead on selected outcomes, interventions or thematic areas within the different domains should be considered.	**Fully agree**	Partially agree	Not agree
	Response We agree with this recommendation.		
	Measures The "lead" of the outcomes under selected WOGA partners will be discussed during the planning workshop at the end of June 2018.		
Recommendation 13 Revisit the contextualisation of the transversal themes for the next CS. Be clear on what can be realistically achieved under each transversal theme and which interventions or strategy will be implemented to move towards this change.	**Fully agree**	Partially agree	Not agree
	Response We agree with this recommendation.		
	Measures The suggested transversal themes are Gender and Good governance. The theme of "Durable solutions for the displaced" will be promoted where possible and acceptable in accordance with context developments. All domains of interventions aim at contributing to durable solutions of conflict-affected and vulnerable people.		
Recommendation 14 Strengthen the current results framework, monitoring and evaluation systems with appropriate approaches to measure outcomes and capture more process oriented interventions such as peacebuilding, conflict transformation, and social cohesion interventions (including an appropriate mix of qualitative, quantitative and process level indicators, use of appropriate tools including case studies and surveys to capture behaviour	**Fully agree**	Partially agree	Not agree
	Response We agree. Process-oriented outcomes and interventions need to be measurable, but not necessary with numbers. Currently the annual report format is under revision (led by Quality Assurance Network in HQ).		
	Measures This recommendation will be taken into account in the consultation process of the new annual report format. The number of indicators in the results frameworks should be kept to		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
change, and regularly assessing whether implementation strategies remain valid).	a minimum to facilitate monitoring. Furthermore, stringent intervention logics will be defined in the new results framework.		
Recommendation 15 Support exchanges at a regional level, and within different countries, with those partners who implement Swiss supported projects to strengthen the regional approach and identity of the CS.	Fully agree	**Partially agree**	Not agree
	Response In principle we agree, though exchanges are most beneficial for mutual learning when thematically focused. This has been done for example in the water workshops in 2016 and 2017 and during the regional migration workshop in 2017.		
	Measures Keep status quo. It is foreseen to organize another regional water workshop in July 2018. Further fields of regional exchange can be further developed in the domain “Education and Income”.		

Evaluation Area 4: Results of the CS

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 16 Identify interventions where results can be strengthened through WoGA partners working collaboratively. Possible collaborative efforts should centre on strengthening the legal status of refugees, IDPs and migrants, linking humanitarian and development assistance with supporting social cohesion and local peacebuilding.	**Fully agree**	Partially agree	Not agree
	Response We agree to the recommendation, pointing out that WoGA collaboration can take a full range of forms (from sharing information and advice to co-funding or joint implementation).		
	Measures WoGA partners will identify programmatic approaches (not necessarily joint projects) in domains and thematic areas that involve more than one partner such as strengthening the legal status of refugees, IDPs and migrants, promoting the respect of human rights, or preferably Protection as a whole. This process will be led by all WoGA actors where synergies arise and taking into account the particular strengths of different actors, i.e. SEM in supporting governments, HSD in developing policy, and SDC HA and SC/GC in combining humanitarian aid and development assistance. At HQ, the exchange, complementarity and potential synergies among WoGA actors are coordinated within the TICOG/IMZ structure. Defining common approaches should happen under existing WoGA structures i.e. TICOG/IMZ at HQ and respective structures in the field.		

<table>
<tr><th>RECOMMENDATIONS</th><th colspan="3">MANAGEMENT RESPONSE</th></tr>
<tr><td></td><td colspan="3">WoGA partners are invited to adhere to the Portfolio Reflection and Intervention Identification Meeting (PRIIME) created by the Humanitarian Aid to discuss on a regular basis context developments and new project ideas. It creates synergies and strengthens complementarities. Under the current CS, WoGA partners are already invited to join to PRIIME and discuss project ideas of the Humanitarian Aid.</td></tr>
<tr><td rowspan="3">Recommendation 17
While commendable results have been achieved, a timely assessment of whether ongoing support for the rehabilitation of school infrastructure as the primary provision of access to education is still required. A longer-term vision, and work with other humanitarian actors in the field of education, is needed to ensure maintenance of the infrastructure and to ensure the intervention is in support of a wider strategy to support quality and access to education.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>
The assessment of impact and possible future of the school rehabilitation is currently ongoing in Lebanon and Jordan.
The rehabilitation of public school infrastructure is not the primary provision of access to education. It is the existence of a public education system and infrastructure per se. The program portfolio of the HA contributes to access of education via protection and the school rehabilitation projects.</td></tr>
<tr><td colspan="3"><u>Measures</u>
The school rehabilitation projects undergoes an internal review in the end of April/beginning of May 2018 to analyse to which extent it contributes to the access of education for vulnerable and conflict-affected children and to determine the future engagement in this field.
For the CS 2019-2022, WoGA partners agreed to adopt an “Education and Income” domain and to develop a longer-term engagement by the South Cooperation. Since a wide range of actors are already working in the education sector, the role and added value of a Swiss engagement should be clearly defined.</td></tr>
<tr><td rowspan="2">Recommendation18
Sustainability strategies developed with implementing partners during the project development process should encourage the engagement of local actors within civil society and government structures.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>
We agree, especially in acute emergencies, that sustainability is not the main focus, but capacity development of (local) actors and supporting resilience of people and communities should always be considered. The inclusion of local actors is actively sought where it is possible, namely in Jordan and Lebanon. Where Switzerland has no field office (Iraq) or where its local presence is still very young (Syria) direct cooperation with local actors is limited.</td></tr>
</table>

<table>
<tr><th>RECOMMENDATIONS</th><th colspan="3">MANAGEMENT RESPONSE</th></tr>
<tr><td></td><td colspan="3"><u>Measures</u>
The cooperation with local actors will be further enhanced in Jordan and Lebanon. In Syria direct cooperation with local actors will be considered once the office is fully established and operational.</td></tr>
<tr><td rowspan="3">Recommendation 19
Develop one regional CS which includes a higher-level results framework that is complemented by country specific results frameworks to allow for regional steering but country contextualised responses, and stronger results monitoring and reporting.</td><td>Fully agree</td><td>Partially agree</td><td>Not agree</td></tr>
<tr><td colspan="3"><u>Response</u>
The result framework will be elaborated at the regional level. The option of elaborating country specific result frameworks are being discussed. Another option would be to elaborate country specific adaptations of the regional result framework only.</td></tr>
<tr><td colspan="3"><u>Measures</u>
During the planning workshop at the end of June 2018, the country level adaptations of the regional result framework will be defined.</td></tr>
</table>

II. Evaluators' Final Report

The evaluation report for the Evaluation of the Cooperation Strategy Middle East 2015 – 2018 has been elaborated in collaboration between the Evaluation and Corporate Controlling Division of SDC and a consultancy team constituted by Mainlevel Consulting and peers from SDC, DP-HSD and SEM.

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February 2018

Our special thanks go to the staff members of SDC, DP-MENAD, DP-HSD, SEM in Amman, Beirut, Ankara and Berne as well as the Evaluation and Controlling Division at SDC Berne. The willingness of all staff members to share their knowledge and viewpoints during the various meetings supported the learnings reflected in this evaluation report. We would also like to thank government agencies, implementing partners, and beneficiaries in the region for sharing their observations, experiences, and knowledge.

Table of Contents

Abbreviations **1**

Annexes list **3**

1 Introduction **7**

1.1 Purpose and Objectives of the Cooperation Strategy Evaluation 7

1.2 Methods and Structure of the Report 7

1.3 Overview of the Cooperation Strategy Middle East 2015-2018 9

2 Findings **9**

Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context) 9

2.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies 10

2.2 Quality of context analysis 15

2.3 Conclusions and Recommendations for EA1 16

Evaluation Area 2: Relevance and appropriateness of project/program portfolio 18

3.1 Relevance of domains and project/program portfolio 18

3.2 Conclusions and Recommendations for EA2 28

Evaluation Area 3: Implementation of the CS and its portfolio 30

4.1 Management performance 30

4.2 Quality of the CS monitoring system 33

4.3 Coordination and aid effectiveness in the country setup 34

4.4 Conclusions and Recommendations for EA3 36

Evaluation Area 4: Results of the CS – in relation to the results at country level 37

5.1 Domain results, effectiveness, and contribution to country and regional results 37

5.2 Sustainability and scaling up 41

5.3 Conclusions and Recommendations for EA4 42

Bibliography **44**

Annexes **46**

Abbreviations

AR	Annual Report
BNS	Basic Needs and Services
CHF	Swiss Franc
CS	Cooperation Strategy
CSO	Civil Society Organisation
DP-HSD	Directorate of Political Affairs - Human Security Division
DP-MENAD	Directorate of Political Affairs - Middle East and North Africa Division
DRR	Disaster Risk Reduction
EU	European Union
FDFA	Federal Department of Foreign Affairs
FDJP	Federal Department of Justice and Police
FENASOL	National Federation of Worker and Employee Trade Unions
GPFS	Global Programme Food Security
GPMD	SDC Global Programme Migration and Development
GPW	SDC Global Programme Water
HA	Humanitarian Assistance
HR	Human Rights
HRP	Humanitarian Response Plan
HSD	Human Security Division
HQ	Headquarters
ICMPD	International Centre for Migration Policy Development
ICOG	Interdepartmental Coordination Group
ICRC	International Committee of the Red Cross
ITS	Informal Tented Settlements
ISIL	Islamic State of Iraq and the Levant
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
IGPME	Implementation Guidelines on Protection in the Middle East
IHL	International humanitarian law
ILO	International Labour Organisation
INGO	International Non-Government Organisation
IOM	International Organisation for Migration
JRP	Jordan Response Plan
LCRP	Lebanon Crisis Response Plan
MERV	Monitoring System for Development-Relevant Changes
ME	Middle East
M&E	Monitoring and Evaluation
MTR	Mid-term Review
NFI	Non-Food Items
NGO	Non-Government Organisation
oPt	occupied Palestinian territories
PoC	Protection of Civilians
PiN	People in Need

PiR	Protection in the Region
PRS	Palestine Refugees from Syria
PVE	Prevention of Violent Extremism
RBM	Results Based Management
3RP	Regional Refugee and Resilience Plan
SCO	Swiss Cooperation Office
SDC	Swiss Agency for Development and Cooperation
SDC-HA	SDC-Humanitarian Aid
SECO	State Secretariat for Economic Affairs
SEM	State Secretariat for Migration
SEM-ILO	SEM-Immigration Liaison Officer
SGBV	Sexual and gender-based violence
SHA	Swiss Humanitarian Aid
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSC	United Nations Security Council
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
WASH	Water, Sanitation, and Hygiene
WES	Water and Environmental Sanitation
WoGA	Whole of Government Approach

Annexes list

Annex 1: Evaluation matrix
Annex 2: Basic statistical data
Annex 3: Theories of Change
Annex 4: List of implementing partners
Annex 5: List of reviews and End-of-Phase Reports (EPR)
Annex 6: Synopsis Results Framework of the CS
Annex 7: Results chains per domain
Annex 8: Interviews during the inception phase
Annex 9: Interviews during the field mission
Annex 10: Schedule of the field mission
Annex 11: Portfolio and project analysis
Annex 12: Financial disbursement per domain (as of 2017 Annual Report)
Annex 13: Staff composition in the region

Executive Summary

Bibliographical Information

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Subject Description

In light of the rapidly changing political and humanitarian context and their geostrategic implications, following the start of the war in Syria in 2011 and the continued violence in Iraq, the Swiss Cooperation Strategy 2015-2018 has responded to the wide-spread conflict, forced displacement, and human suffering in the region through addressing priority needs in three domains: Basic Needs and Services, Protection, Water. The humanitarian programme has been complemented by the Swiss commitment to achieving political solutions to the conflicts, respect for international law, supporting inclusive political processes, and supporting countries of first asylum.

The strategy is implemented in Iraq, Jordan, Lebanon, Syria, and Turkey by several federal agencies[1]:

- The SDC, within the Federal Department of Foreign Affairs (FDFA);
- The Middle East and North Africa Division (DP-MENAD) and the Human Security Division (DP-HSD) within the Directorate of Political Affairs (DPA) of the FDFA, and
- The State Secretariat for Migration (SEM) within the Federal Department of Justice and Police (FDJP).

Over the period 2015-2018, up to CHF 400m is forecasted for program funding reflecting a strong response to the large-scale humanitarian crisis impacting the region.

Evaluation Methodology

The evaluation corresponds to the SDC guidelines: “Country and Regional Strategy Evaluation: Copt” and “Country and Regional Strategy Evaluation: Toolkit. The SDC guidelines refer to the OECD DAC evaluation standards: relevance, effectiveness, efficiency, and sustainability. Assessments of Cooperation Strategies are realised by means of ‘hybrid evaluations’, conducted by a mixed team consisting (for this evaluation) of one international consultant and three internal resource persons from the SDC, DP-HSD and SEM (‘peers”).

[1] State Secretariat for Economic Affairs (SECO) has contributed to the Cooperation Strategy in the Middle East. SECO’s 2016 financial contribution to Jordan CHF3.5m and in 2017 it amounted to CHF6.5m (145 ambulances).

An inception report summarising the findings of the consultant's desk review of key documents and feedbacks provided through interviews by federal agencies' staff was prepared as the basis for the field mission to the region. The mission, conducted by the team of three peers and the international consultant, took place between 4 and 19 November 2017 and included project field visits in all of the thematic domains in Jordan, Lebanon, and Iraq.

Major Findings and Conclusions

Evaluation Area 1: Context Analysis

The Middle East is characterised by inter-connected and protracted conflicts where organisations, movements, or ideologies are not contained by state borders. The resulting humanitarian crises and forced displacement have affected the entire region. The CS provides a strong humanitarian response and contributes to international efforts to respond to the different regional crises. The Strategy is underpinned by a strong analysis of the context and conflict dynamics, allowing for adaptation in responses.

The three domains of Basic Needs and Services, Protection, and Water remain a relevant response to the Regional Refugee and Resilience Plan (3RP) and national priorities of refugee hosting countries. Both the 3RP for 2018-2019 and national response plans of Lebanon and Jordan emphasise resilience through reinforcing local systems, building equitable partnerships with local responders, and capacity building of local NGOs.

Swiss added value requires better definition. Switzerland should continue to be strategic in its interventions and explore those areas which others cannot address because, although not a large donor in the region, its apparent neutrality and 'lack of colonial baggage' enhances its influence, credibility, and efficacy.

Evaluation Area 2: Relevance and appropriateness of the portfolio with regard to CS

The mandates and the expertise of all the WOGA partners and the supported domains are a relevant response to the priorities in the region. The domain outcomes were broad to allow for flexibility in response to the various priorities and needs posed by the different crises in the region. The evaluation team supports Protection and Gender as a transversal theme in the next CS. An appropriate strategy around how this might be operationalised across the three domains should be developed. WOGA partners' interventions show a good connection between operational interventions at the community level and advocacy and policy engagement at a national level. This interconnectedness of the different levels of engagement has the potential to be further strengthened with the integration of the Swiss cooperation offices within the Swiss embassies. The diversity of the implementation modalities provides opportunities for synergies, stronger results achievement, and enhances Swiss position and its credibility.

Evaluation Area 3: Implementation of the CS and its portfolio

The management structure has evolved and consolidated over the last four years and is now based on strong and efficient processes and procedures relevant to the size of the regional programme. Human resources are at the right level to provide robust operational support. Project implementation is underpinned by a solid monitoring system developed in the regional office in Amman, tracking progress, and consolidating results from across the region. Interventions in Iraq are supported by adequate remote monitoring systems. A Swiss humanitarian office has opened in Damascus and will support access and monitoring of the project portfolio. A WOGA is an appropriate approach for the region, bringing together different actors with expertise and mandates responding to priority needs. The management and coordination of the CS is well structured with clear processes in place and allows for efficient and effective cooperation among the different WOGA partners. While the evaluation team is cautious in not making a recommendation for increased synergies,

WOGA partners should not steer away from joint programming where this would increase the strength of the results.

Evaluation Area 4: Results of the CS – in relation to the results at country level

Under the domain Basic Needs and Services, SDC HA has been able to respond to the need for large-scale humanitarian assistance with a high degree of flexibility to respond to changing needs. This will remain necessary for the region in the foreseeable future, especially in Syria and Iraq. In the neighbouring host countries, a more focused response with a longer-term approach is warranted. In both cases, support for resilience is crucial, as is supporting the nexus between humanitarian assistance and longer-term development Under the Protection domain, the approach of supporting community level interventions combined with policy engagement is providing good results. Both HSD, SEM and GPMD are building the capacity of national counterparts to support the rights of vulnerable groups, including refugees and migrant workers. There is increased opportunity for Switzerland to engage around peacebuilding and conflict transformation under this domain. Interventions under the Water domain show strong results with the potential of further strengthening the standing and engagement of Switzerland around water and sanitation.

Recommendations and Lessons Learned

The geographic focus and number of domains should be maintained and adhere to a similar selection as under the current strategy. These include: access to basic services; the protection of rights of vulnerable groups; peacebuilding and reconciliation, and a water domain with increased emphasis on sanitation.

The outcomes under each domain would benefit from a sharper focus in response to changes in emphasis of the regional and country level response plan priorities (e.g. emphasis on supporting resilience, protection, local ownership, and reinforcing local systems).

Because of the protracted nature of the conflicts and their consequent forced displacements, Switzerland should assess how to best operationalise the nexus between emergency and development assistance. A stronger engagement of South Cooperation under the CS would assist here.

With respect to the implementation modalities, no changes should be made to the current available options. Direct implementation and secondments should receive continued support where they fill a gap in expertise or support the capacity of national governments and local actors to respond to priority needs.

What should be strengthened in the next strategy is a focus on working with and through local partners, especially civil society actors. Advocacy around IHL and the rights of vulnerable groups should occupy an important role and be championed through engagement of the Swiss ambassadors in the region. Projects targeting youth and women should be increased.

WOGA is the right approach to respond to the various priorities in the region and strong results in the three domains have been recorded. In the future, WOGA partners should consider identifying interventions where results can be enhanced through the partners working collaboratively on strengthening the legal status of refugees, IDPs, and migrants. Linking humanitarian and development assistance with support for social cohesion and local peacebuilding will also benefit from increased collaboration between WOGA partners.

1 Introduction

1.1 Purpose and Objectives of the Cooperation Strategy Evaluation

This evaluation report outlines the results of the review of the Cooperation Strategy (CS) Middle East 2015-2018. It is the practice of the Swiss Agency for Development and Cooperation (SDC) to conduct periodic evaluations of country and regional programmes as part of its strategic management cycle linking all planning, monitoring, and reporting processes.

The CS Middle East 2015-2018 is implemented in Iraq, Jordan, Lebanon, Syria, and Turkey by several federal agencies[2]:

- *The SDC, within the Federal Department of Foreign Affairs (FDFA);*
- *The Middle East and North Africa Division (DP-MENAD) and the Human Security Division (DP-HSD) within the Directorate of Political Affairs (DPA) of the FDFA, and*
- *The State Secretariat for Migration (SEM) within the Federal Department of Justice and Police (FDJP).*

The objectives of the evaluation of the CS Middle East are to:

- *Assess, through a mutual learning process, whether SDC/SEM/DP-HSD/DP-MENAD and its partners have attained the strategic results at outcome level in the countries and the region, as defined in the CS, and to appraise the effectiveness and efficiency of the strategic and operational steering mechanisms of the Cooperation Programme (field and Headquarters – HQ);*
- *Build the foundation for the definition of key elements for the new CS in a timely fashion;*
- *Assess the significance of the Swiss contribution to national and regional results, as well as to identify key factors which enhance or hinder aid performance and results achievements; and*
- *Identify good practices and innovative approaches and to share experiences in the implementation and management of the CS.*

This evaluation encompasses the engagements of all involved Swiss agencies in the Middle East and focuses on the thematic domains of intervention (Basic Needs & Services, Protection, and Water) and the transversal themes of Gender, Good Governance, and Disaster Risk Reduction (DRR).

1.2 Methods and Structure of the Report

The evaluation report follows the methodology as defined in SDC's Country and Regional Strategy Evaluation Concepts (SDC 2016) and its Country and Regional Strategy Evaluation Toolkit (SDC 2016b). The evaluation focused on 23 standard questions and 32 additional questions outlined within the evaluation matrix[3]. Prior to the in-country mission these evaluation questions were operationalised based on the Theories of Change and result statements included in the CS, the interviews and document review during the inception phase.

During the Inception Phase, 47 interviews were conducted with Whole of Government Approach (WoGA) staff members and representatives of implementing partners. During the field mission meetings took place with senior representatives, with a balance between both women and men key informants, of 4 national and local government ministries, 5 relevant donor countries, 9 multilateral partners, International Committee of the Red Cross (ICRC), 10 local civil society organisations and 10 international Non-Government Organisations

[2] State Secretariat for Economic Affairs (SECO) has contributed to the Cooperation Strategy in the Middle East. SECO's 2016 financial contribution to Jordan CHF3.5m and in 2017 it amounted to CHF6.5m (145 ambulances).

[3] See Annex 1.

(NGO)s. The evaluation matrix agreed upon with SDC has been the basis of the interview guidelines.

Focus group discussions took place with refugees and host community members in Azraq Syrian refugee camp, Beddawi Palestinian refugee camp, Zarqa, Beqaa and Beirut. School rehabilitation interventions were visit in Amman and Tripoli. In the region, extensive consultations took place with Swiss representatives including the Swiss Ambassador in Jordan and Lebanon, international and national staff members of all WoGA partners supporting interventions under each domain.

The main challenges of evaluating this regional strategy have been: (i) the scope of the programme portfolio; (ii) the heterogeneity of project components, their activities, and their adaptations over time; (iii) attribution/contribution problems; and (iv) time constraints which make necessary a focus on the most significant changes only.

The evaluation concept addresses the four Evaluation Areas (EA) underpinning the report's thematic structure. These are:

- EA 1 – Context Analysis;
- EA 2 – Relevance and appropriateness of projects with respect to the CS;
- EA 3 – Implementation of the CS, and their portfolio; and
- EA 4 – Results of the CS in relation to the results at country and regional level. The evaluation reviewed all three domains of the CS.

The evaluation team consisted of an external evaluator, Martine Van de Velde (Mainlevel Consulting), and three peer members: Nicole Ruder (SDC), Irene Leibundgut-Schneeberger (HSD), and Sven Gracin (SEM). The delivery of this evaluation report is the responsibility of Mainlevel Consulting.

Preparation Phase: The evaluation team prepared an Inception Report which summarised the findings of the document analysis which included Annual Reports (AR), the annual Monitoring for Development-Relevant Changes (MERV) reports and context developments, the End-of-Phase Reports, the Evaluation Report of the Cooperation Strategy 2010-2014, and the Mid-Term Review of current CS. It also considered context documents and studies of other institutions and donors where relevant. A series of interviews in Bern and follow-up interviews by telephone were conducted with staff members of the WoGA actors, implementing partners, and other stakeholders.

Field mission: The field mission to the region (Jordan, Lebanon and Iraq) took place between 4 and 19 November 2017. It included meetings with Swiss Embassy / Swiss Cooperation Office (SCO) staff, representatives of the main implementing partners, government agencies, and United Nations (UN) agencies along with other key stakeholders. Field trips were conducted to observe project activities at the field level and to talk to local implementing partners and programme beneficiaries. In lieu of a field trip Syria, phone interviews were conducted with stakeholders involved in the Syria operations from Amman.

Structure of the report: This report is structured along the four EAs outlined in the CS evaluation concept and their standard and additional questions. Each chapter includes the evaluation team's main findings and evidence, and provides conclusions and recommendations.

1.3 Overview of the Cooperation Strategy Middle East 2015-2018

Overall goal of the CS 2015-2018: *Contribute to safe, viable, and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts.*

Domains of the CS 2015-2018:

Domain 1: Basic Needs and Services – *Save lives, reduce vulnerabilities, and enhance resilience.*
Domain 2: Protection – *Strengthen the respect for International Humanitarian Law, Human Rights, and Refugee Law; contribute to conflict transformation, and to be a protective environment for conflict-affected and vulnerable populations including Internally Displaced Persons (IDPs), refugees, and migrants.*
Domain 3: Water – *Enhance resilient, sustainable, and conflict-sensitive water management.*

The FDFA/MENAD, SDC, HSD, and SEM have jointly developed the present CS for Swiss agencies to engage with the complex and protracted crisis through a WOGA. Each agency has supported the CS through use of its own resources and instruments, and according to its mandate.

At the time of writing, the overall CS programme budget indicated for the period 2015-2018 was CHF267m[4], comprising:

- Swiss Agency for Development and Cooperation - Humanitarian Aid (SDC-HA) contributing CHF220m and SDC-South Cooperation CHF11m;
- SDC's Global Programme Water (GPW) initiative and Global Programme Migration and Development (GPMD) contributing CHF14m;
- DP-HSD contributing CHF12m; and
- SEM contributing CHF10m.

2 Findings

Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context)

Working in an inter-connected region

The Middle East is characterised by inter-connected conflicts where organisations, movements, or ideologies are not contained by state borders. External governments have interceded with military interventions in each of the region's active civil wars. Although each of the civil wars originated through domestic unrest, the conflicts have become proxy wars for other regional and international powers.

The humanitarian crises and consequent forced displacement have affected the entire region and placed additional strain on services and social cohesion. The wars in Syria and Iraq and the Israeli-Palestinian conflict have had a wide-scale impact on Jordan, Lebanon, and Turkey facing a protracted refugee crisis, experiencing disruptions to exports, closed trading borders, weak economic growth, and high unemployment among the Jordanian/Lebanese/Turkish and refugee populations. The effects of financial support from the international community on the economy and the stability of the host communities should also be considered.

Civil wars come at a high cost to Syria and Iraq and their neighbouring countries. In the case of Syria alone, the conflict has inflicted significant damage to the country's physical infrastructure, led to large numbers of casualties (estimated between 400,000 and 470,000

[4] As explained in the Annual Report of 2017, by the end of 2018, Switzerland will have spent approximately CHF400m.This expenditure provides evidence that Switzerland was able to adapt and to respond to the growing needs.

deaths), forced displacement (more than half of Syria's 2010 population has been forcibly displaced), and depressing and disrupting economic activity.

Because of the multiple protracted conflicts and interconnectedness of the drivers of the conflicts, the Middle East is best served with a regional CS supporting a strategic response. Initiating country-specific responses only puts at risk the priority needs that are impacting on the entire region. A regional approach provides coherence across the Swiss programme and resource, expertise, and shared learning when responding to common issues, e.g. basic needs, legal documentation, and migrants' rights, as well as concerns around the return and resettlement of IDPs and refugees.

2.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies

Response to the regional context. The CS of 2015-2018 provided a regional response with combined priorities set at a regional level through the Regional Refugee and Resilience Plan (3RP) with nationally developed response plans.

The three domains (Basic Needs and Services, Protection, and Water) under the CS 2015-2018 were of direct relevance in responding to priority needs which resulted from the large-scale humanitarian, displacement, and protection crises in the region. The CS provides a strong regional humanitarian response and contributes to international efforts to respond to the different regional crises. While the CS provides strategic direction at a regional level, interventions at the country level are context specific.

Under the CS, the WoGA partners have responded the three domain areas and have provided urgent life-saving humanitarian and protection assistance to refugees, IDPs, and migrant workers, and have contribute support for local and national peacebuilding efforts. Jordan, Lebanon, and Turkey (in part) were also supported in providing basic services to those seeking refuge. These services were vital as the refugee crisis has not only strained infrastructure and services in host countries but has also impacted on social cohesion. However, while the effects of large numbers of refugees on local infrastructure should not be underestimated, host countries were facing social, economic, and political instability before the Syrian refugee crisis.

The Swiss Government has utilised various tools and approaches, providing support through Swiss direct implementation and through multilateral, international, and national NGOs. The level of intervention and the weight of the three domain areas vary between countries.

Other Swiss agencies contributing regional financial support include the South Cooperation; the GPW, and the GPMD. The Global Programme Food Security (GPFS) allocated CHF 5m to the International Fund for Agricultural Development (IFAD) for Jordan and Lebanon in December 2017.

In 2016, the FDFA/SDC decided to allocate CHF11m to Lebanon and Jordan under the South Cooperation. The South Cooperation funding aims to support the capacity of host countries to responding to the refugee crisis and should enable a longer-term planning vision and the strengthening of the nexus between humanitarian assistance and development. At the time of writing this report, the financial contributions of South Cooperation allocated in 2016 have been committed with implementation of interventions expected to start in 2018.

The engagement of different agencies under the CS has allowed Switzerland to respond and adapt to changing priorities through utilising the presence and expertise of the field staff of the different WoGA partners.

Alignment with the Regional Refugee and Resilience Plan (3RP). The three domains of Basic Needs and Services, Protection, and Water were a relevant response to the priorities identified in the 2014 3RP review.

The 3RP provided the main framework for the implementation of the CS. The 3RP consists of two interlinked components:

i) a refugee protection and humanitarian component, and
ii) a resilience/stabilisation component.

The 3RP combines a humanitarian response focused on alleviating the suffering of the most vulnerable, addressing basic needs, and preventing large numbers of refugees from falling deeper into poverty, with longer-term interventions aimed at bolstering the resilience of refugee and host communities while also building capacity in national systems.

> The **2014 3RP Mid-Year Review** noted that inadequate support to national and local service delivery systems along with the need to increase livelihoods and employment opportunities had widened the gap between the need for basic services and their delivery. (…) Greater investment in the formal education sector is needed to ensure that more children from refugee and local communities benefit from quality education. Investment in education is particularly important in areas with high numbers of refugees. Key policy constraints such as the need for certification for Syrian refugee students must be addressed. (…) The capacity to cope with increasing demand in water and sanitation, waste management, and energy is also under strain. There is a growing consensus among stakeholders that ensuring access to sustainable water resources for vulnerable communities, and reducing the necessity for emergency water trucking, is a priority[5].

During the preparation phase of the new CS 2019-2022 it will be important to focus on the priorities developed in the 3RP for 2018-2019 that address resilience, protection, and assistance needs of refugees as well as the most vulnerable members of impacted communities. The new 3RP supports resilience through:

- reinforcing local systems;
- building equitable partnerships with local responders, and
- capacity building of local NGOs so that the provision of goods and services can be channelled through these[6].

Alignment with Syria context. Within Syria, in 2017, there are 6.3 million IDPs[7] and 13 million People in Need (PiN) of humanitarian assistance, 3 million of whom live in remote[8] locations including approximately 0.42 million people in ten besieged areas[9].

Switzerland provides emergency and protection assistance to Syria through national and international NGOs and funds the ICRC, the UN, and UN secondments. Switzerland has maintained adherence to the UN's "Whole of Syria" strategy to address services delivery in all areas, regardless of who controls those areas. These interventions are in a direct response to the priority needs of civilians and concerns around the deterioration of basic needs and protection, e.g. documenting IHL and HR violations. Switzerland has supported coordination efforts in Syria, has worked through multi-lateral agencies and INGOs to provide humanitarian assistance at a large scale and has supported and work with local civil society especially well in relation to IHL and HR.

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5 Regional Refugee & Resilience Plan 2015-2016, p.16.
6 Regional Refugee & Resilience Plan 2018-2019, p.12.
7 https://reliefweb.int/sites/reliefweb.int/files/resources/syr_wos_operational_plan_hrp_2017.pdf.
8 Compared to the previous months, the estimated number of people in hard-to-reach and besieged areas has decreased by 33 percent, from an estimated 4.5 million to three million, due to changes in the access patterns on the ground. (source: http://www.unocha.org/syrian-arab-republic/syria-country-profile/about-crisis).
9 Ibid.

2015 Syria Strategic Response Plan. Strategic Objectives. Promote protection of and access to affected people in accordance with International Law, IHL, and International Human Rights Law (IHRL). Provide live-saving and life-sustaining humanitarian assistance to people in need. Strengthened harmonised coordination modalities[10].

While the conflict in Syria remains unpredictable, large-scale humanitarian needs will persist for the foreseeable future. There was an expectation that the conflict dynamics would change after government forces took control of Aleppo in December 2016. However, despite Syria's changing military situation, the country remains volatile and dangerous as recent military escalations in Idlib and Eastern Ghouta demonstrate.

Peace initiatives such as the UN brokered Geneva III talks involving the Syrian Government and the opposition, led by the UN's top Syria envoy Staffan de Mistura, are continuing. The Swiss Government supports UN peace efforts by providing technical support to the office of de Mistura which is demonstrative of Switzerland's engagement with the seeking of peaceful and lasting solutions to the conflict. Parallel to these efforts, the Astana talks between Russia, Turkey, and Iran are continuing and focus on establishing de-escalation zones within Syria. The extent to which both efforts will halt violence remains to be seen but they provide a mechanism through which donor countries such as Switzerland can engage with ongoing peace processes.

Alignment with the Iraq context. When the CS was developed, Iraq was experiencing several waves of mass displacement. The Swiss programme reacted to contextual changes by scaling up its response in the aftermath of the rise of ISIL and the L3 humanitarian crisis. The humanitarian crisis in Iraq was foremost a protection crisis with populations subjected to mass executions, systematic rape, and horrendous acts of violence[11]. In Iraq, 10 million people affected by the war require assistance and 3.6 million have been internally displaced in the past two years.

The 2003 US invasion Iraq remains plagued by conflict and instability with most of the country's urban infrastructure destroyed beyond repair. SDC is solidly focused on humanitarian assistance supported through remote monitoring mechanisms. The situation in the Kurdish-controlled areas of Iraq remains uncertain post the 2017 referendum supporting Iraqi Kurds' bid for independence. The referendum was followed by the Iraqi federal government restoring Iraqi sovereignty over the disputed territories, including Kirkuk and its oil fields.

Switzerland supports the UN and the ICRC to provide humanitarian assistance across Iraq and to INGOs providing assistance in 'disputed territories'. SDC-HA secondments to the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF) in Iraq strengthen the multilateral response to humanitarian needs. That SDC does not have a permanent presence in Iraq limits the choice in implementation modalities and negatively impacts the number of national local partners it can support.

Depending on availability of resources, a Swiss permanent presence in Iraq would be optimal. If a permanent presence is not possible, the provision of assistance to Iraq at current levels, and supported through remote monitoring mechanisms, should be continued as a minimum. The post-Kurdish referendum contextual changes, including the negative impact on access to the Kurdish areas for international NGOs, highlighted the need to support local ownership and supporting local capacity to support aid interventions.

Alignment with host countries' priorities. The narrative around the refugee crisis used by host governments such as Jordan and Lebanon reflects their own internal and local

[10] Strategic Response Plan: Syrian Arab Republic, Summary Strategic Objectives. Ibid.

[11] Iraq: Humanitarian Response Plan 2015.

challenges including economic decline, political stability, increased levels of poverty, and youth unemployment. In the case of Lebanon, the religious and sectarian balance is an additional critical layer in how Lebanon has responded to the refugee crisis.

Lebanon

Lebanon hosts more than 1 million registered Syrian refugees[12], an estimated half million unregistered Syrian refugees, 174,422[13] Palestine refugees, and an additional 32,000[14] Palestine refugees who have fled Syria. Lebanon has, along with Jordan, the largest per capita refugee population in the world.

The CS responded to sectoral priorities and targeted the most vulnerable localities identified in the Lebanon Crisis Response Plan (LCRP) of 2015-2016. This LCRP identified Food Security, Basic Assistance, and Education as the sectors having the highest funding requirements. WASH and Protection were ranked fifth and eighth, respectively[15].

In Lebanon, the three WoGA partners (SDC-HA, DP-HSD, SEM) are present and assist maintaining a strong focus on basic services and protection in direct response to high poverty levels among refugees and a weak protection framework for many vulnerable individuals and groups. Basic services provision and protection services contribute - in varying degrees - to addressing certain human rights' violations against Lebanese, Syrian, and Palestine refugees, migrant workers, and other minorities.

Lebanon Crisis Response Plan (LCRP) (2015-17/2017-2020). Strategic Objectives:

i) Ensure protection of vulnerable populations;
ii) Provide immediate assistance to vulnerable populations;
iii) Support service provision through national systems; and
iv) Reinforce Lebanon's economic, social, and environmental stability[16].

Since the beginning of the refugee crisis, Lebanon has requested that development actors provide assistance to refugee and host communities to support national stability. Swiss implementation modalities have provided a balance of assistance between both host and refugees while targeting the most vulnerable groups among them.

The LCRP of 2017-2020 has amended the listing of the priority sectors with the three priority areas identified being Social Stability, Water, and Protection and Basic Assistance. The 2017 Target & Requirement by Sector ranks education as eighth[17].

The LCRP 2017-2020 focuses on humanitarian assistance to vulnerable communities including persons displaced from Syria and vulnerable Lebanese and Palestinian nationals. It also seeks to expand investment partnerships for stabilisation as a transition towards longer-term development strategies.

Example of adaptation: In Lebanon, DP-HSD is promoting local grassroots peacebuilding initiatives in direct response to growing tensions between refugees and host communities. Interventions empowering women's roles in promoting political and social inclusion in high-risk areas of Tripoli, fostering dialogue, and cooperation between conflicting communities are targeted.

12 http://data.unhcr.org/syrianrefugees/country.php?id=122.
13 Figures published under the first official census data released in December 2017. Total number of Palestine refugees registered with UNRWA in Lebanon is approximately 500,000.
14 www.unrwa.org/prs-Lebanon.
15 Lebanon Crisis Response Plan, 2015-2016, p.6.
16 Lebanon Crisis Response Plan, 2015-2016; 2017-2020 p.10.
17 Lebanon Crisis Response Plan, 2017-2020, p.10.

Jordan

Jordan is currently hosting 1.2 million Syrians of which approximately 0.655 million[18] are registered as refugees by UNHCR. Jordan, along with Lebanon, has the largest per capita refugee population in the world.

The Jordan Compact[19] and the Jordan Response Plan for the Syria Crisis (JRP 2017-2019) provide references to address humanitarian needs and medium-term recommendations for interventions assisting the Jordanian Government to deal with a protracted crisis. Both reports are revised and adapted annually.

In Jordan, the overall protection space is diminishing and poverty among refugees is widespread. Refugees are mostly living in economically-deprived rural and urban areas with some residing in camp settings. Public services are overstretched and social tensions with host communities are increasing. Swiss assistance continues to focus on humanitarian and life-saving assistance to the most vulnerable within refugee and host communities. Under the Protection domain there is a focus on child protection and Sexual and Gender Based Violence (SGBV) and strengthening registration processes and legal assistance to refugees.

> The 2015 JRP recommendations highlighted, *"(…) that current life-saving humanitarian funding and programming are neither sustainable nor sufficient, and should be complemented by a more development-oriented approach to build national resilience and sustain the level and quality of services provided."*[20]

> Example of adaptation: In Jordan, approximately 200 public schools are running double shift classes to accommodate for overcrowding, thereby impacting the quality of education provided to all children. The interventions of the SDC supporting construction and rehabilitation of schools has contributed directly to reducing the shortage and poor quality of school infrastructure. The decision for SDC to follow up on maintenance (soft component) is a response to concerns raised during monitoring. In a number of schools, maintenance concerns were raised due to lack of resources available to education authorities.

Switzerland focuses on strengthening basic services including the sectoral areas prioritised under the JRP 2017-2019, i.e. education and WASH sectors reaching both refugees and host communities[21]. The GPMD's focus on strengthening labour rights of migrant and refugee workers is in direct response to the objectives of the London Conference.

Turkey

Turkey is currently hosting approximately 3.236 million[22] Syrian refugees, the greatest number of Syrian refugees in any one country.

The situation in Turkey is challenging to all donor countries. The failed military coup in 2016 and the ensuing purges under emergency rule have weakened governance at all levels. The government's capacity to manage the protracted refugee crisis is decreasing, as is its capacity to address the consequences of the ongoing armed conflict in South-East Turkey. The Turkish military presence in northern Syria and its long-term military presence in Iraq are of considerable concern.

The Swiss presence in Turkey focuses on the Syrian refugee response, context monitoring (SDC-HA), and supporting Turkish institutions on migration management in line with international and European Union (EU) approaches (SEM-ILO). In Turkey, SDC's presence

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18 http://data.unhcr.org/syrianrefugees/country.php?id=107.
19 https://reliefweb.int/report/jordan/jordan-compact-new-holistic-approach-between-hashemite-kingdom-jordan-and.
20 Jordan Response Plan for the Syria Crisis, p.3.
21 The Jordan Response Plan for the Syria Crisis 2017-2019.
22 http://data.unhcr.org/syrianrefugees/country.php?id=224.

is limited to moderate-scale project support to refugees. SDC is also providing support to Turkey as a country of first asylum through the presence of the Ankara-based SEM Liaison Officer and SDC representative to Syria. Moreover, SDC is chiefly supporting humanitarian cross-border assistance from Turkey to Syria.

Separate Cooperation Strategy for the Occupied Palestinian Territory (oPt). The SDC has a separate cooperation strategy for the oPt which responds to the long-standing Palestinian-Israeli conflict. This cooperation strategy incorporates the response to the Palestinian refugees in the region through assistance to the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). The relationship with and support to UNRWA is further supported from the SDC's office in Jerusalem. The CS incorporates the Palestinian refugees located in the region as part of the programme portfolio, including support to Palestine Refugees from Syria (PRS) and vulnerable Palestinian refugee communities in Lebanon and, to a lesser extent, Jordan.

Reflecting the Dispatch on Switzerland's International Cooperation 2017-2020. The **three domain areas** under the CS are in line with the four priority themes of SDC/HA in the **Dispatch on Switzerland's International Cooperation 2017-2020.** The four priority themes are:

- Protection;
- DRR;
- Water and Environmental Sanitation (WES), and
- Sexual and Gender-Based Violence (SGBV).

SGBV has received less focus than the other priority themes under the current CS but interventions have been supported in Lebanon, Jordan, Turkey, Syria, and Iraq. The regional assessment on SGBC commissioned in 2017 will address these focus areas and further inform Swiss support for SGBV projects in the region.

Interventions implemented by DP-HSD are focused on peace policy (working to resolve conflicts through dialogue between parties), ensuring better protection of civilian populations in armed conflicts, ensuring the protection of migrants, and advocating for humane migration policies.

The link between international cooperation and mitigating the negative effects of migration is an intensely debated topic, not only within Switzerland but in the wider international donor community. The Swiss federal parliament requested that a strategic link between international cooperation and migration policy be made in the implementation of the new Dispatch, for example, by addressing root causes of forced displacement and by exploring new Migration Partnerships[23]. A shared understanding among the WoGA partners of the drivers and trends of migration will be important for gathering more evidence on the effect of supported interventions on the decision of people to migrate.

2.2 Quality of context analysis

The various WoGA actors utilise their own instruments in analysing context and evolution in the context and conflict dynamics. Own analysis is closely linked with adapting own responses based on own organisational mandates.

SDC utilises the Monitoring for Development-Relevant Changes (MERV) to develop annual context analyses for Jordan, Iraq, Lebanon, Syria, and Turkey with regular intermediate updates. The application of MERV is a formal process led by SDC to which the WoGA partners contribute. However, context analysis is not limited to MERV. In a quickly changing context such as the Middle East, context monitoring, analysis, and response requires

[23] GPMD, Annual Report 2016 with Planning Part 2017, p. 4.

regular follow-up. These contextual assessments are analysed at regular senior management meetings at the Swiss Embassies in the region and the SCO staff meetings.

The context and conflict analyses assist staff members in placing Swiss supported interventions in the wider development context. While the different WoGA partners utilise their own mechanisms for their context analyses, a joint understanding of the conflict dynamics and the responses is required. The WoGA partners staff have a thorough understanding of the conflict dynamics (at national and regional levels) and a strong understanding of the conflict dynamics within communities. This common understanding of conflict and context was less present at HQ level where there are fewer regular interactions between WoGA partners.

The approach toward scenario mapping that is currently included in the CS could be revisited as the current scenario mapping does not seem to have a relevance beyond the design of the development of the CS. The current three scenarios broadly correspond to the status quo, the ideal, and the worst-case scenario. Such an approach increases the risk that the 'extreme' scenarios are rejected.

The regional context is ever-changing, and often rapidly. The extent to which annual analysis by the MERV is effective in tracking and responding to emerging issues at both national and regional levels is not immediately evident. Further discussion is required regarding the degree to which the WoGA partners are involved in the annual process and how best to use the context analysis to support their programming decisions. This was raised during the evaluation of the CS 2010-2014, with the management response supporting the recommendation for a common context analysis including development of different scenarios to facilitate the possible adaptation of the Swiss interventions.

Added value of Swiss Cooperation in the region

The continuative relevance of the CS and Swiss responsiveness to the context evolution was confirmed in the Mid-term Review, Annual Reports, and during interviews conducted in Bern and in the field. The three domains were also confirmed as relevant for the region. However, the need for improved focusing within the domains to benefit the effectiveness, as well as exploiting synergies between the different domains, was expressed.

Swiss added value at regional level and specific to each country context needs better definition. It was noted that Switzerland should continue to be strategic in its interventions and explore those areas which others cannot address because, although not a large donor in the region, its apparent neutrality and 'lack of colonial baggage' enhanced its influence, credibility, and efficacy. This was revealed as a shared opinion among multiple interlocutors during the field mission.

Overall, Switzerland needs to define more clearly where it can add value or make a difference based on its own available expertise and interests, particularly given the large number of donors active in the region who are engaging in same sectors or priorities.

2.3 Conclusions and Recommendations for EA1

C1 - The CS 2015-2018 addressed priority sectors identified in regional and national response plans. The focus on basic services, a wide range of protection concerns, and WASH-related interventions were the appropriate domains to respond to the most prevalent humanitarian needs. The CS was flexible in responding to changes in context and humanitarian response requirements. It will be important for Switzerland's ongoing relevance to consider support for resilience programming and stronger localisation through reinforcing local systems and working with local NGOs.

C2 - The three domains chosen and geographic focus under the current CS remain relevant for the next CS. The chosen domains will have a stronger relevance if the objectives for

each domain are more in line with priorities identified in the updated 3RP and country level response plans, i.e. a focus on resilience, protection, and local ownership of the response.

C3 - The mandates and related expertise of the various WoGA partners offer a strong and comprehensive response to the different priorities of the multiple conflicts. It allows the Swiss cooperation to have a strong rights-based approach to its humanitarian interventions and engage with peacebuilding and conflict transformation initiatives at national and local levels.

C4 - Each of the WoGA partners has solid capacity in context and conflict analysis. It is especially strong at the regional and national levels, as a result of the competency of the national staff who use informal mechanisms to formulate relevant and contextualised analyses.

C5 - The CS is relevant in aiming to address underlying fragilities but its context and conflict analysis should be clearer regarding what fragilities and causes of conflict it can address and how. Strengthening the regional joint understanding of the conflict and context among the WoGA partners and its programme implications would be beneficial.

C6 - With an increased emphasis on resilience programming in regional and national response plans, it will be important to have a joint understanding among WoGA partners on the meaning of resilience and through answering the question: "What makes people resilient in protracted crises and how/if resilience can be built"?

C7 - The SDC/Swiss Humanitarian Aid (SHA) has the flexibility to fund interventions with a resilience-focused approach and supporting sustainability through linking emergency assistance to medium and long-term programmes. This approach is more effective when dealing with a protracted refugee crisis and differs from the approach taken by many other donors which often have strict definition between humanitarian aid (short term, emergency relief) and development cooperation instruments. SDC/SHA should leverage this comparative advantage. The engagement of SDC/South Cooperation under the CS will further strengthen opportunities to link humanitarian assistance and development in support of resilience.

Recommendations

R1: The domains remain a relevant response to a protracted regional crisis. While the domains remain relevant, the objectives under each domain would benefit from a sharper focus in response to changes in emphasis of the regional and country level response plan priorities (e.g. emphasis on supporting resilience, protection, local ownership, reinforcing local systems). (C1 and C2)

R2: The geographic scope for the CS should be maintained but with more explicit links to the cooperation strategy for the occupied Palestinian territories (oPt). While a CS inclusive of the Palestinian-Israeli conflict is not advocated for, neither strategy should be implemented in isolation of the other. Since both strategies have a similar focus and implemented in a protracted crisis environment, with engagement of SDC, HSD and other WOGA partners the exchange of approaches and experiences will thus maximise results[24]. (C2)

R3: In preparation of the next CS, WoGA partners should support a joint understanding of the underlying fragilities and causes of conflict at regional and country level to better inform the planning and implementation of interventions. This context analysis should

[24] The oPt has a focus on agricultural sector development. Experiences may of benefit to other countries in the region where economic opportunities linked to the agricultural sector are supported.

be complemented with a scenario mapping of the Syrian refugee crisis. Other tools for scenario mapping could be explored, such as the 'two axes method' generating four contrasting scenarios.[25] (C4 and C5)

R4: Operationalise the nexus between emergency and development assistance through a stronger engagement of South Cooperation under the CS. South Cooperation's support to the domains and the thematic focus of the CS should strengthen opportunities to link humanitarian and development assistance in supporting resilience (C5 and C6).

Evaluation Area 2: Relevance and appropriateness of project/program portfolio

3.1 Relevance of domains and project/program portfolio

Following the commencement of the conflict in Syria in 2011, the continued violence in Iraq, and with consideration to the rapidly changing political and humanitarian context and consequent geostrategic implications, the Swiss CS 2015-2018 responded to wide-spread conflict, forced displacement, and human suffering in the region through addressing priority needs in the three domains. These include **Basic Needs and Services**, **Protection**, and **Water** and supporting neighbouring countries of Iraq and Syria to cope with the impact of the violent conflict. The humanitarian programme has been complemented by the Swiss commitment to achieving sustainable political solutions to the conflicts, respect for international law, supporting inclusive political processes, and supporting countries of first asylum.

The goal of the CS is broad, encompassing the different challenges in the region and allowing a good level of flexibility to adapt interventions if and conflict and context changes occur.

To achieve this goal, interventions are supported under the three domains with a sub-goal formulated for each domain. Each domain aims to achieve three to four outcomes which are supplemented by expected impact statements on how the outcomes are intended to contribute to the sub-goals.

Overall goal of the CS 2015-2018: *Contribute to safe, viable, and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts.*

Annex 4 includes a *Synopsis of the Results Framework of the Cooperation Strategy* supported with results chains per domain (see Annex 5). Three transversal themes – gender equality, good governance, and DRR – should be considered in all interventions.

Domain 1: Basic Needs and Services – Save lives, reduce vulnerabilities and enhance resilience.

Outcome 1: Conflict-affected and vulnerable populations have access to basic services.

Outcome 2: Self-reliance and coping mechanisms of affected populations are enhanced.

Outcome 3: Preparedness, response and rehabilitation mechanisms are in place to address man-made and natural disaster risks.

Impact hypothesis: By providing immediate emergency relief and long-term capacity development for basic services providers and civil society actors, the impact hypothesis is that lives of conflict-affected people will be saved, the countries and communities in the region will be

[25] Foresight Horizon Scanning Centre, Scenario Planning, 2009. http://webarchive.nationalarchives.gov.uk/20140108141323/http://www.bis.gov.uk/assets/foresight/docs/horizon-scanning-centre/foresight_scenario_planning.pdf.

better prepared to cope with the refugee and Internally Displaced Persons (IDPs) caseload and to maintain the levels of basic service delivery based on good governance principles, and the (young) population will be in a better position to cope with the distress and to develop a positive approach towards the future.

Domain 2: Protection – Strengthen the respect for International Humanitarian Law, Human Rights and Refugee Law and contribute to conflict transformation and to be a protective environment for conflict-affected and vulnerable populations, including IDPs, refugees and migrants.

Outcome 1: Increased adherence/compliance of state and non-state actors to International Humanitarian Law (IHL) and increased humanitarian access.

Outcome 2: Processes are in place leading towards reduced tensions and peaceful societies.

Outcome 3: Governments, authorities, civil society and women's organisations are actively contributing to a safe environment in which Human Rights (HR) are respected.

Outcome 4: Governments' and civil societies' capacity to address refugee and migration issues is strengthened.

Impact hypothesis: enhancing a protective and safe environment for conflict-affected and vulnerable people will contribute to reducing the massive forced displacements within and beyond the region, prevent the further deepening of societal divides, increase the chances for political solutions to be developed with the participation of local populations, and contribute to safer migration and decent working conditions for migrants.

Additionally, Switzerland's support, through technical support for policies (including in the context of labour migration) and supporting services to vulnerable migrants, will ensure that the development potential of migrants (playing a strong role in the livelihoods of communities of origin) can be maximised, and that protection is guaranteed in line with international and national labour conventions.

Domain 3: Water – Enhance resilient, sustainable and conflict-sensitive water management.

Outcome 1: Improved access for conflict-affected and vulnerable people to safe water and sanitation, as well as equitable access to water for food production.

Outcome 2: Improved integrated water resources management in the Orontes, Yarmouk and Tigris water basins.

Outcome 3: Water-related disaster risks (natural and/or artificial) are better mitigated in Jordan and Lebanon.

Impact hypothesis: by improving access to water and sanitation the conflict-affected and vulnerable populations in the region will stand a better chance of achieving safe and viable living conditions and that by fostering capacities for integrated water management, the communities and countries in the region will use water resources in a more sustainable and equitable way. In this way, they will prevent water from being a major aggravating conflict factor that leads to an increase in violent confrontations.

The domains are a relevant response to the priorities in the region caused by a large-scale humanitarian and protection crisis at its height. The domain outcomes are broad enough to allow for flexibility in response to the various priorities and needs posed by the different crises in the region. Broad goals and outcome statements for the domains do, however, present their own challenges, e.g. the capturing of results and changes achieve, and contribution analyses, are made more difficult.

The the region is characterised as a protracted displacement crisis. From a protection perspective a voluntary refugee return in the near future is not possible due to the absence of safe conditions for return. However, there are growing concerns that refugees will be

pushed back in 2018 despite the ongoing violence[26]. It should be noted that the number of IDP-returns is currently increasing in Iraq and Syria.

Domain Basic Needs and Services

In the previous CS, the first domain was called 'Basic Needs and Livelihoods' which was amended to 'Basic Needs and Services' in the current CS. While some interventions continued supporting livelihood or economic opportunities (under Outcome Statement 2), the renaming of the domain meant that less emphasis was placed on livelihood opportunities with a greater emphasis on the delivery of assistance to respond to regional Basic Needs and Services.

Under this domain, support is provided to multilateral agencies and the ICRC supporting organisations to implement their core mandate without earmarking the funding. This approach allows specialised humanitarian agencies to carry out their operations based on their mandates and identified humanitarian priorities. While the provision of un-earmarked funding to specialised agencies is appropriate, one drawback of this approach is that progress reports provided by multilateral agencies are not linked to specific interventions for which donor funding was used.

Overall, this broad domain supported interventions ranging from emergency relief, education, Non-Food Items (NFIs), and shelter. The assistance provided targeted the most vulnerable geographic areas and population groups (refugees and host communities). The impact hypothesis of this domain makes a reference to youth as a target group. The review of the interventions and the reporting does not show a focus on the targeting of youth as part of the portfolio.

Upon review of the project portfolio, the achievements are concentrated under Outcome Statement 1. Through the direct intervention modality, good results around access to education were achieved across the region through the rehabilitation of the school infrastructure.

The interventions under Outcome Statement 2 lack focus due to the absence of a clear vision on how self-reliance and resilience can be supported. Targeted interventions under Outcome Statement 3 contributed to a stronger capacity of national services providers in disaster response.

Support for economic opportunities should be further explored as part of the new CS. Different actors (including UN agencies, civil society, government) have designed and implemented various interventions on livelihoods and economic opportunity for refugees and host communities with mixed success. Whether to engage in this area or not, based on an assessment of existing experiences, must be determined. Should economic opportunities not be supported, then this should be made clear and be reflected within the interventions supported on the ground.

Any future resilience strategy should include strengthening of the capacity of national services providers (government structures, local and national NGOs).

Protection

WoGA partners support interventions linked to their own respective mandate and expertise under the Protection domain. The Goal and Planned Results of the Protection domain are broad enough to enable the capture of interventions of the different actors under one domain.

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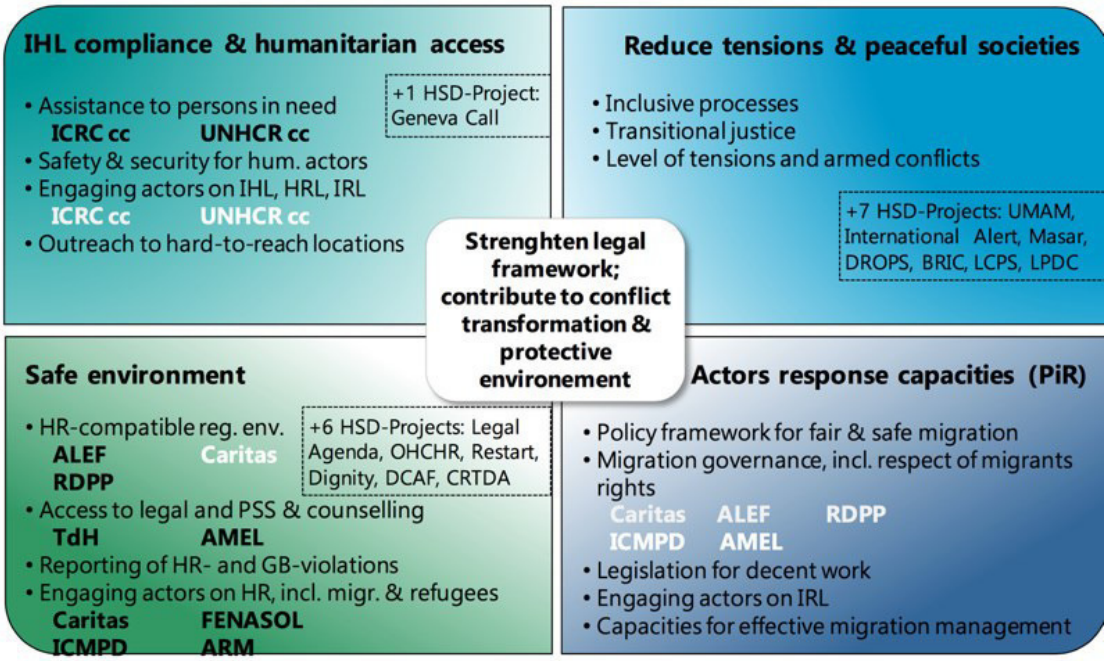
[26] Norwegian Refugee Council (NRC), Hundreds of thousands of Syrians risk being pushed to return in 2018 despite ongoing violence warn aid agencies, 5 February 2018.

The joint engagement of the WoGA partners under the Protection domain is operationalised in Lebanon and supported with a physical presence of each WoGA partner.

Implementation modalities under the Protection domain include multilateral and bilateral engagement. While relevant, stronger engagement with local partners is advocated for by the evaluation team. The building of local capacity and local ownership at the grassroots is critical.

Figure 1 – Current projects of WoGA partners in LEB (April 2017).



The mainstreaming of Protection in Domains 1 and 3 at the project level was a concern raised in the management response to the 2016 Annual Report. That it should be mainstreamed and integrated in the interventions of the other domains was also raised during the CS 2010-2014 evaluation. The evaluation team supports Protection as a transversal theme in the next CS. An appropriate strategy around how this might be operationalised should be developed to ensure the effective mainstreaming of the Protection in Domains 1 and 3.

The HSD's presentation of its interventions in Lebanon provided a good overview on the different levels of its engagement, combining operational interventions at community level and human rights advocacy with influencing of policy development. The underlying logic for the strategy in Lebanon is clear and relevant to the context and priorities for the country.

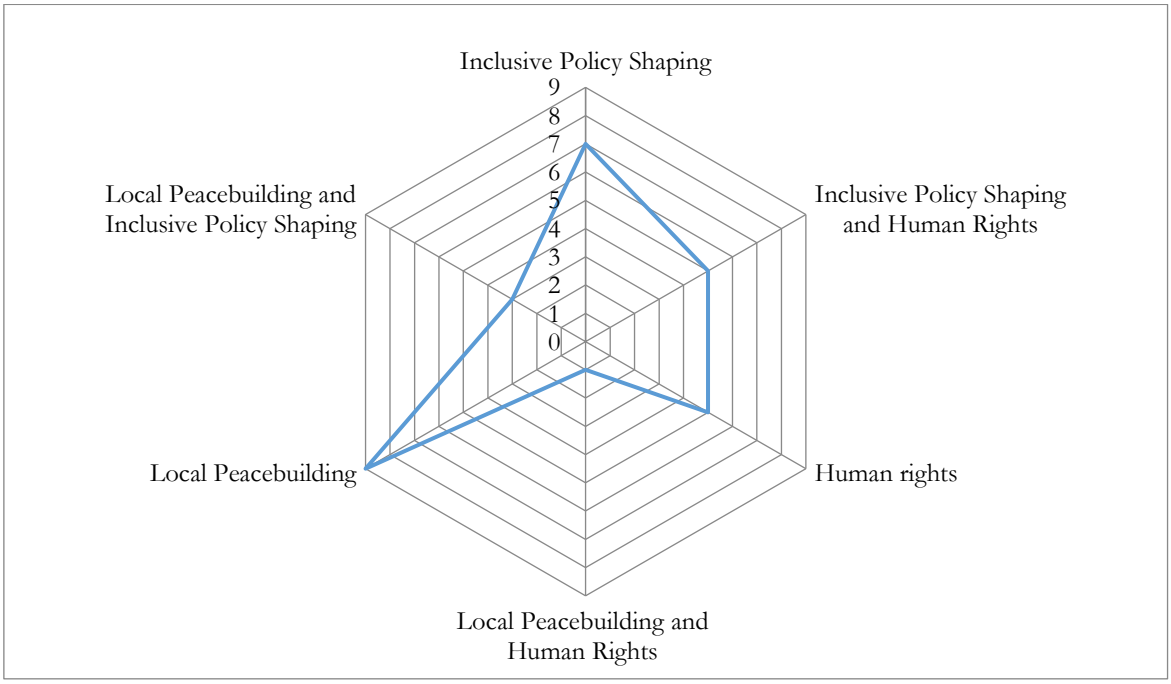
> Humanitarian assistance or emergency relief contribute to achieving protection outcomes for vulnerable populations[27] and should not be viewed as separate sectors with discrete activities.

The view of the evaluation team is that while the underlying logic is clear, the implementation would yield stronger results if future emphasis is placed on limited points of engagement and financial resources concentrated on fewer interventions and partners.

The strength of HSD's interventions lies in its connecting operational interventions at the community level with advocacy and policy engagement at a national level. The interconnectedness of the different levels of engagement could be further detailed.

[27] SDC/HA Operational Concept 2017-2020 – Protection, page 1.

Figure 2 – Visualisation of HSD-Lebanon Program 2017 (1)



Some of SEM's interventions initially supported were found to lack focus and were not closely enough linked with its mandate e.g. the support to the Lebanon Syrian Crisis Trust Fund administered by the World Bank. Over the course of the CS, the "Protection in the Region" (PiR) concept provided the framework for SEM's engagement which focuses on improving the protection for refugees and migrants.

The mandate and expertise of SEM is very relevant to the region and should further concentrate on supporting the reception and protection capacities of national institutions and CSOs, i.e. in the fields of documentation, registration, and legislation. Support to the capacity of national institutions to manage their border crossings with respect for human rights of refugees and migrants and in promoting durable solutions should be continued.

The GPMD supports decent work for migrants in the Middle East under the Protection domain. With an initial focus on labour migration from South Asia, the Middle East is a global hub of labour migration. GPMD has taken steps to link the Syrian crisis dimension with its existing and ongoing activities supporting decent work objectives.[28]

There is potential to emphasise the role of GPMD under the next CS as part of a focus on resilience. Experience and results achieved from partners such as the International Labour Organisation (ILO), will assist in better understanding the extent to which meaningful and sustainable economic opportunities can be supported for refugee and host communities and migrant workers, and the necessary legal frameworks for doing so.

Water

The Water domain is an important domain for the region as it provides access to water and sanitation to conflict-affected and vulnerable populations. Water is a common challenge in one of the world's most water scarce regions.

Sustainability was found to be integrated in the design of operational interventions and combined with strengthening of water management by communities and government

[28] GPMD's regional focus differs as it includes Jordan, Lebanon (where its decent work agenda has been expanded to refugees), as well as the U.A.E., Qatar, Kuwait, and Bahrain. As a global program, it links national and regional practices with global policy processes in migration.

institutions. Country contextualised interventions are complemented with a regional approach to water security through the Global Program Water (GPW).

Proper water management is a proven gateway to peace, conflict prevention, and reconciliation. Since 2011, the GPW has contributed to peace building through combined political and technical water dialogues enriched by concrete development projects, e.g. the Blue Peace Middle East Programme.

Interventions under the Water Domain focus on two complementary axes:

1. the water diplomacy program (Blue Peace Middle East) with distinct development interventions for water management, and
2. a comprehensive WASH programme with distinct interventions on sustainable sanitation.

There is a strong added value component under this domain which could be further strengthened through a greater focus on sanitation and waste management in refugee camps and within other vulnerable communities, e.g. Informal Tented Settlements. Water and sanitation are areas which require additional donor support.[29] Swiss expertise and knowledge in WASH could be further developed as a focus area.

Assessment of the project portfolio

To allow for consistency in the evaluation of the project portfolio the analysis provided by the regional office in Amman has been used. This method analyses the number of projects which produce results in the reporting year, i.e. the projects that are under implementation. See Annex 11 for a detailed portfolio and project analysis.

Figure 3 indicates that the number of projects supported under H-Cash in 2017 was comparable to those supported during 2014. However, it should be noted that the H-cash budget in 2017 is almost CHF10m more than in 2014 which has resulted in an increase in project size and a decrease in their number. Combined with good human resources on the ground and at HO, this has allowed for closer follow up.

Figure 3 - Number of projects per Fund Centre[30]

Fund Centre	2014	2015	2016	2017
H-Cash	70	54	60	73
Multilateral	15	11	8	7
GPW	1	1	1	7
GPMD[31]	7	7	11	13
SEM[32]	7	10	16	12
HSD	22	27	43	55
Total	**86**	**105**	**130**	**164**

Whether the regional programme remains a "hot-running engine" by only considering the number of projects in assessing would be misleading. Other factors including the strength of the partner organisations, the chosen implementation modality, and available human resources must also be considered in this assessment.

The reduction in the number of projects between 2014 and 2015 can be explained because the additional credit provided in 2015 became available late in the year; those projects not

[29] 2017 Syria Humanitarian Response Plan, Funding Overview. https://reliefweb.int/sites/reliefweb.int/files/resources/hrp_weekly_funding_status_180117.pdf.

[30] The figure does not include South Cooperation projects. Funding of the South Cooperation was committed in 2017 is yet to yield results. This was the criteria used for counting the projects on an annual basis.

[31] Project information provided by GPMD in January 2018.

[32] SEM provided updated project information in February 2018.

yet producing results were excluded. The additional credit received in 2016 resulted in an increase in larger-scale projects, i.e. 13 projects above CHF2m compared to five in 2014.

The increase in the number of projects for the HSD between 2015 and 2017 is important to note and does not appear to parallel the increase in funding available to HSD. The number of projects supported by HSD reflect its approach in providing support to a wide range of initiatives, especially in Lebanon, and support to peacebuilding initiatives concentrated on the Syrian conflict. The increase in the number of projects was supported by an increase in personnel on the ground, including a Human Security Advisor (HAS) and a senior National Progamme Officer (NPO) both based in Beirut.

While funding a wide variety of initiatives at the commencement of HSD's engagement was sensible, it is important to assess whether this approach should be narrowed in anticipation of stronger results. It should also be noted that each funded project requires follow-up, monitoring, and reporting. Feedback did not indicate that HSD's resources are overstretched.

Figure 4 - H-Cash – distribution of project budget per year

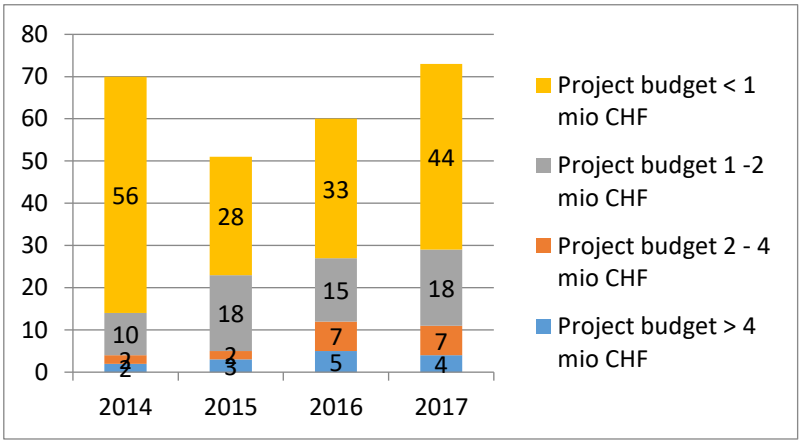


Figure 5 - Number and size of projects

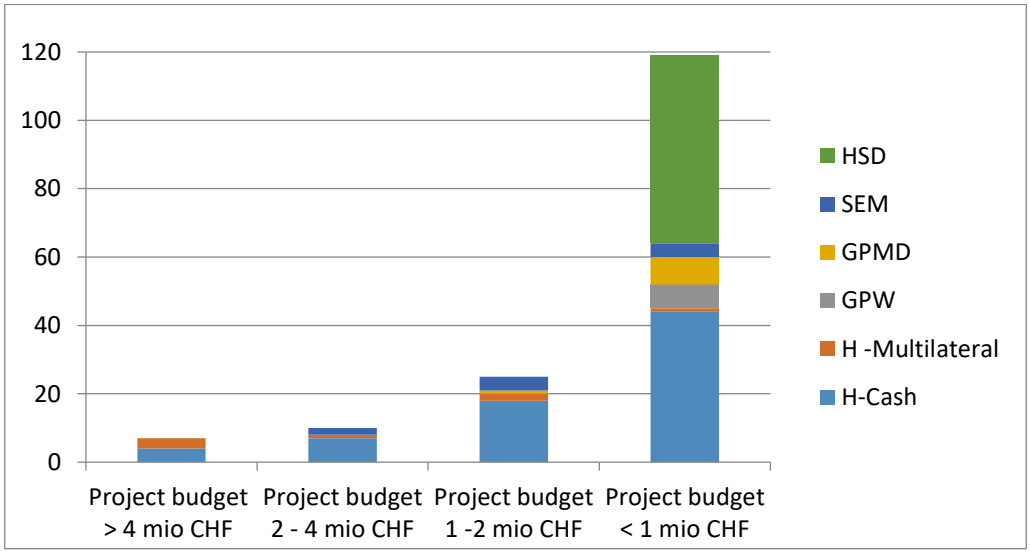


Figure 6 - Number and size of projects in 2017

Fund Centre	Total no. of projects	Project budget > 4 mio CHF	Project budget 2 – 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
H-Cash	73	4	7	18	44
H -Multilateral	7	3	1	2	1
GPW	7	0	0	0	7
GPMD[33]	13	0	1	0	12
SEM[34]	12	0	2	4	6
HSD	55	0	0	0	55
Total	**161**				

Figures 4, 5 and 6 provide data about the number of projects funded with values between <CHF1m and CHF4m.

Humanitarian aid has the greatest financial resources supporting the CS. The allocation of financial resources, including the number of projects and budget size, is considered by the evaluation team as appropriate in response to the humanitarian crisis in the region.

The number of projects with values <CHF1m has decreased since 2014. This was most noticeable in 2015, and whilst numbers rose during 2016 and 2017, both years were below 2014 figures. Project value is frequently considered when assessing whether the project portfolio is too large as all projects require a monitoring and reporting system.

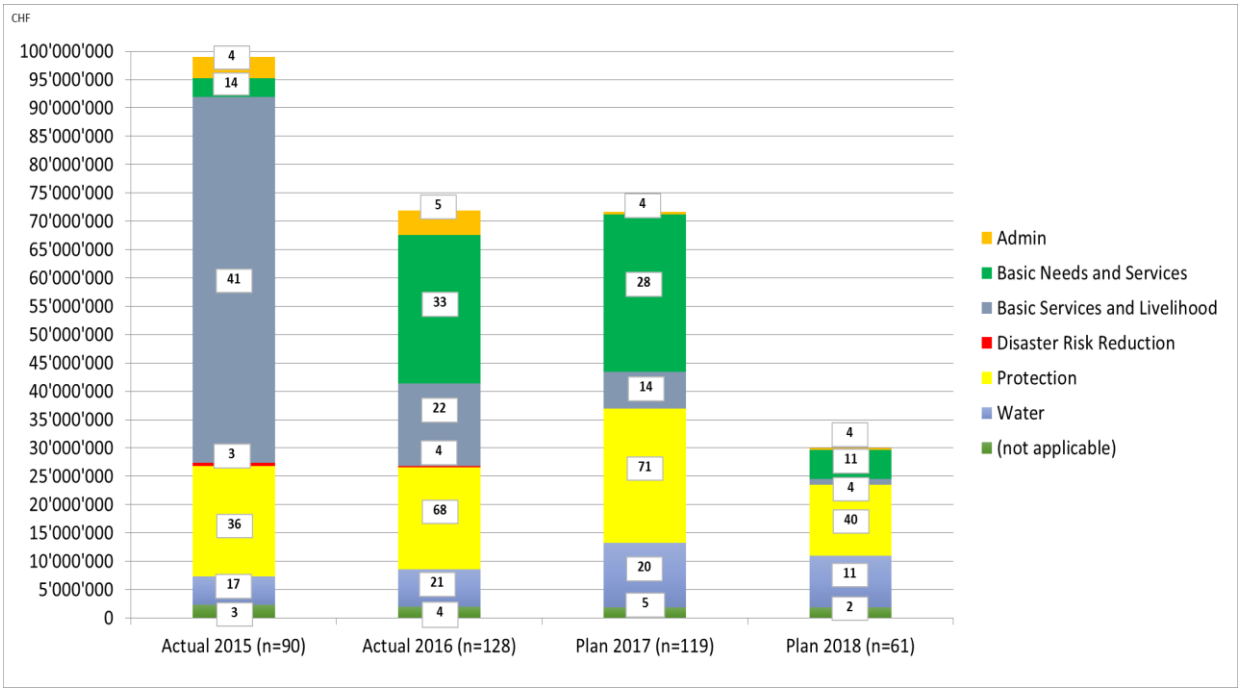
Assessing whether too many projects <CHF1m are funded is closely linked to the strength of the partner organisations and their ability to implement projects effectively and efficiently.

There has been a gradual increase in the number of projects supported by the HSD since 2015 when 27 projects <CHF1m were funded. During 2017, 55 projects with budgets <1CHF were supported.

The projects supported by HSD are mostly process or research oriented and do not requiring large amounts of funding but do require financial support over a longer period to achieve results.

[33] Figures adjusted based on data provided by GPMD in January 2018.
[34] Figures adjusted based on data provided by SEM in February 2018.

Figure 7 - Number of projects under implementation and showing results under each Domain



What is noticeable is the balance between the projects supported under the Protection domain and the total of the interventions under the Basic Needs and Services and Water domains. Determining which projects are supporting Protection related needs is not straight forward as most of the interventions, even under Basic Needs and Services will have an impact on the protection of refugees and vulnerable groups.

Relevance of approaches

The approaches which have been applied to the three domains appear to be appropriate and present a strong mix of instruments. Direct implementation and working with and through multilateral organisations, and national and international partners are key.

Figure 8 - Domain Basic Needs and Services – Implementation Modalities

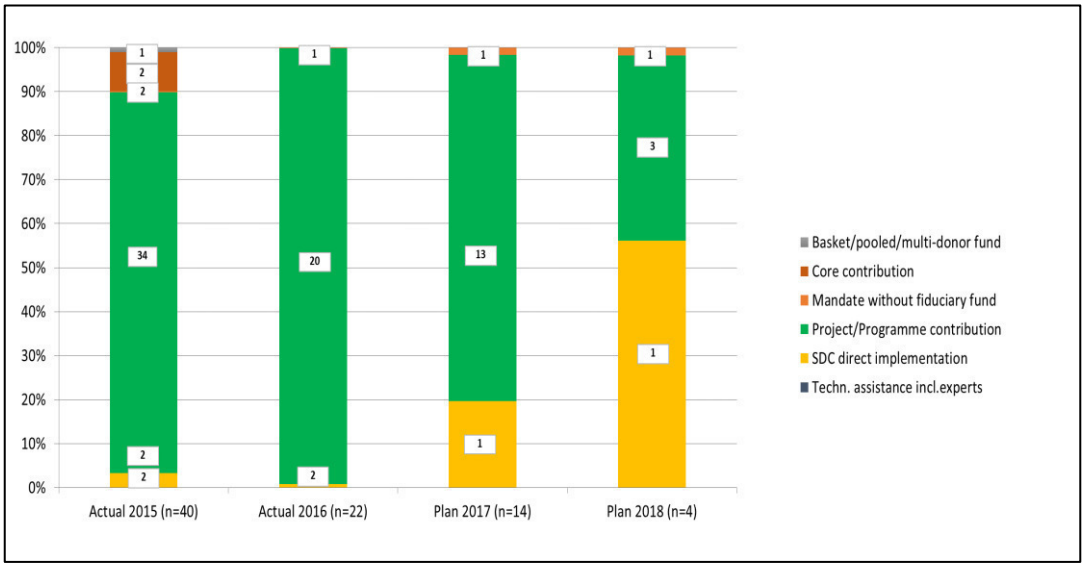


Figure 8 on the previous page provides an overview of the different implementation modalities used under the Basic Needs and Services domain. The assessment of the evaluation team is that the Swiss Cooperation has been able to effectively utilise various

implementation modalities to provide an effective response to humanitarian priorities in the region.
The approaches and implementation modalities used include:

- contributions to multilateral organisations and ICRC;
- contributions to bilateral partners including local and international NGOs;
- secondments to UN organisations or other implementing partners, and
- direct project implementation where SDC has both a comparative advantage and internal expertise (e.g. WASH and school rehabilitation interventions).

There are opportunities to strengthen **synergies** at several levels including between the domains, between the different interventions within the domains, and between the WoGA partners. However, synergies should not be sought for their own sake but should be identified and implemented where they will produce stronger results.

> The **presence of the different WOGA actors** each with a clear mandate allows for thematic interventions with each WOGA actor contributing their own institutional knowledge and achieving scale at a regional level. An example of this is the potential coordinated response around the need for support to undocumented and unregistered refugees and IDPs. This is an area already supported successfully through the Norwegian Refugee Council in the region.

Synergies and complementarity must have purpose and should not be applied as a rule. It is important to actively explore whether synergies are possible in achieving stronger results and where they would bring added value.

> **GPMD interventions go beyond the geographic scope of the cooperation strategy including gulf countries in the geographic coverage.** Overall it was found that GPMD is facing difficulties in engaging with the strategy and interventions are viewed as a parallel system and not sufficiently integrated under the CS. There are opportunities to integrate GPMD under the CS through stronger incorporation of migrant workers under the protection guidelines, have performance indicators reflecting more the work of GPMD. The Swiss Government is one of the few donors supporting interventions around migrant workers.

Examples of shared **added value** are mostly linked to the interventions where Swiss projects are implemented through direct action. This occurs mainly in the domain of Water, school reconstruction projects, or through secondments of technical experts. The direct implementation or placement of secondments within agencies backfills gaps in requisite technical expertise or allows for quick implementation and close follow up of infrastructure rehabilitation.

> **Example of adaptation:** An additional credit of CHF1.19m was provided to GPMD for integrating the Syria crisis dimension into the current Decent Work Middle East. GMDP recognises the development impact of the Syrian crisis on the Syrian refugees, vulnerable host communities, and non-Syrian migrant workers in neighbouring countries. GPMD seeks to contribute to longer-term solutions for those affected by the crisis with a focus on the labour market and decent living and working conditions. This additional credit demonstrates a response to context developments.

A thorough understanding of the Swiss added value within each domain and what changes can be attributed, directly or indirectly, to the Swiss contribution is important for future strategy development.

During the document review and in-country visits the team identified a number of interventions that were innovative in their approach or had elements of good practice:

- assistance aiming to access remote or hard to reach areas and the most vulnerable population groups as well as cross-border operations. Evidence of the extent to which assistance reached the most vulnerable and difficult regions requires further review;

- humanitarian and protection interventions targeting both refugee and host communities (this is important from a Do No Harm and social cohesion perspective);
- support for community level peacebuilding and reconciliation efforts to mitigate conflict between communities, including conflicts between refugees and host communities;
- promotion of HR and IHL, also vis-à-vis armed groups. To what extent these efforts have resulted in changes in practices on the ground requires further review;
- integrating the protection of labour rights for Syrian refugees and vulnerable host communities in the decent work agenda of the GPMD;
- continued assistance to efforts supporting basic civil and social rights for Palestinian refugees in Lebanon;
- CEWAS Middle East, offering professional mentorship and consulting in business development for sustainable water, sanitation, and resource management with potential reach-out to the private sector and public/private partnerships;
- the increase in water quality and sanitation services available to Lebanese and Syrian populations in Bekaa Valley. To what extent these interventions were complemented with conflict transformation components requires further review, and
- support for Lebanese institutions to develop their own contextualised Prevention of Violent Extremism (PVE) policy.

Supporting innovative approaches within a programme portfolio has a benefit when these complement other interventions or can be replicated at scale. That said, trusted mechanisms are expected to represent much of a programme's portfolio when dealing with a large-scale humanitarian crisis.

3.2 Conclusions and Recommendations for EA2

Conclusions

C8 - The domains have been chosen well and are relevant to respond to humanitarian, protection and peacebuilding concerns in the region. The domain goals and outcome statements are broad, which was necessary for responding to often quickly changing contexts. Less evident are the accumulated results from the different interventions under each domain. The drawback of broad outcome statements is that they are unable to capitalise on opportunities to provide direction in the selection of interventions and partners at field level, the latter of which will impact the coherence of the project portfolio. This also makes developing synergies and realising the added value of the Swiss expertise more difficult.

C9 - The evaluation team supports maintaining the number of domains but with a narrower focus for the next CS. The wide range of interventions, experiences gained and results achieved under the current CS, combined with changed priorities in the region, present an opportune time to sharpen the focus of the domains at the outcome level.

C10 - For the next CS, a domain responding to basic humanitarian needs will remain relevant to responding to an ongoing regional humanitarian crisis through multilateral agencies, ICRC, and INGOs supporting a large-scale response across the region (Outcome 1). The interventions supported through bilateral or direct implementation modality (Outcome 2 and 3) should have a narrower sectoral focus.

C11 - The humanitarian crisis in the region is foremost a **protection crisis** with interventions expected to strengthen the protection space for refugees, IDPs and other vulnerable groups. The mainstreaming of Protection was raised as a concern during the CS 2010-2014 evaluation. The evaluation team supports Protection as a transversal theme in the next CS. An appropriate strategy around how this might be operationalised should be developed to ensure the effective and meaningful mainstreaming across all domains.

C12 - Implementation modalities are likely to remain relevant in the future. The diversity of the implementation modalities provides opportunities for synergies, stronger results

achievement, and enhances Swiss position and its credibility. The available different implementation modalities allow the Swiss cooperation to respond effectively and efficiently to different priorities without having to resort to a one-fit-all approach. The different modalities show as well the Swiss institutional capacity, coverage, and quality of expertise available including peace-building, conflict transformation and migration expertise.

C13 - Swiss added value is evident where Swiss secondments and the direct implementation modality have filled a gap in expertise or assistance. Both modalities have supported Switzerland's credibility and have provided Swiss actors with a stronger understanding of needs and challenges on the ground. Direct implementation has obvious potential in the water and sanitation sector, especially where Swiss technical support could further strengthen local management capacity and knowledge. The results obtained through direct implementation in the rehabilitation of school infrastructure are commendable but concerns raised around maintenance require review.

C14 - Strong engagement with local partners and the building of local capacity and ownership at the grassroots is critical. While engagement with local partners is considered a strength, it was found that, at times, opportunities for strengthening local capacity were missed, mainly in cases where INGOs were not working with and through local NGOs.

C15 - Switzerland engages with government institutions and takes an active role in the relevant regional coordination structures. For many interlocutors, Switzerland is seen as a neutral and trustworthy actor advocating for respect of international law and protection of the most vulnerable. It was evident that an increased engagement of Switzerland on these issues would be welcomed by many humanitarian actors in the region.

Recommendations

R5: Maintain the number of domains at three in the same spirit as under the current strategy but sharpen the focus of each domain at the outcome level. (C8, C9)

- Under the domain Basic Needs and Services, the support to multilateral agencies, ICRC, and INGOs should keep a broad humanitarian focus, allowing for a quick response in addressing humanitarian basic needs. Bilateral support should receive a more targeted focus based on gaps in humanitarian response and Swiss expertise.
- The Protection domain should be renamed to reflect more focused outcome statements linked to: i) dialogue, mediation, and reconciliation, and ii) refugees, IDPs, and migrants' rights.
- The name of the Water domain should be expanded with reference to Sanitation. Outcome statements could benefit from review to ensure an optimum reflection of anticipated results.

R6: At a minimum, all assistance provided should mainstream protection delivering assistance that contributes to greater resilience and strengthens the ability of the most vulnerable individuals and communities to protect themselves. The cooperation strategy as a whole should have a clear articulated approach describing its response to protection concerns in the region. (C10)

R7: Continue support for direct implementation and strategic secondments where they fill a gap in expertise and support the capacity of national governments and local actors to respond to priority needs and to promote durable solutions. (C11)

R8: Where feasible, place a stronger emphasis on working with local structures including national government institutions and local civil society (including NGOs, CBOs, media, and research institutes). INGOs should be avoided as implementing partners if they do not work with and through local civil society actors or contribute to supporting localised responses and ownership. (C11, C13)

R9: The CS should be supported with strong advocacy involving the Swiss Ambassadors in the region around IHL and the rights of refugees and migrants at regional and national levels. Advocacy should connect operational interventions at the community level with policy engagement at national and regional levels. (C14)

R10: Protection should become the over-arching framework for the next CS with humanitarian and development assistance contributing to greater resilience of the most vulnerable individuals and communities. Interventions supported under the different domains contribute to strengthening the protection of refugees and other vulnerable population groups. A possible approach to achieve this is to integrate protection in the goal of the new cooperation strategy.

Evaluation Area 3: Implementation of the CS and its portfolio

4.1 Management performance

CS portfolio management

Swiss cooperation is supported through a well-established regional office in Amman supporting operations in Syria, Iraq, Jordan, Lebanon and Turkey. The office provides expertise as required (e.g. water and protection) and ensures overall coordination and monitoring within the regional strategy, as well as relevant field WoGA processes (e.g. annual reporting). The regional set-up includes the cooperation offices in Amman and Beirut, a humanitarian office in Damascus facilitating access and the quality assurance of operations, and a humanitarian liaison position within the Swiss Embassy in Ankara established to strengthen the response to the crisis.

Swiss cooperation consists of interventions implemented by SDC HA, SDC South Cooperation, HSD, and SEM along with those implemented by SDC's Global Programmes (Water and Migration & Development). The interventions are decided upon, managed, and monitored in accordance with the provisions of the relevant federal actors. Overall, coherence and synergies are supported at regional and country levels.

The various WoGA partners have different levels of capacity on the ground and different levels of decentralisation within the region. HSD and SEM have centralised steering from Bern with SDC operations having greater regional decentralisation. In the 2010-2014 peer evaluation, this arrangement was described as "complex and requiring the goodwill of all persons involved"35. It was noted that over the period of the current CS, this arrangement has evolved and that sufficient human resources are now in alignment with the level of decentralisation of the WoGA partners. It was also noted that the regional office in Amman provides important coordination support to the WoGA partners to assist implementation, monitoring, or reporting requirements where necessary.

[35] Evaluation Regional Program, 2010-2014, p. 21-22.

Implementation modalities

The following **four instruments**[36] are utilised to implement the Swiss programme to achieve its objectives in the region and in each country:

- Bilateral and multilateral diplomacy;
- Humanitarian assistance and protection;
- Development cooperation, and
- Peace and mediation policy.

The **implementation modalities**[37] under the CS provide an effective response to the humanitarian and protection needs in the region:

a) Contribution to multilateral interventions with a focus on SDC-HA multilateral priority partners include ICRC, UNHCR, UNICEF, OCHA, WFP, and UNRWA as well as UN-Habitat and UNDP for resilience-focused interventions. This modality acknowledges the important role of multilateral actors in conflict settings. Some contributions include core and earmarked multilateral funding, in-kind, and secondments of Swiss humanitarian aid experts (chiefly, but not exclusively, to the UN);
b) Bilateral project partnerships acknowledge the important role of civil society in conflict transformation, support vulnerable populations, and support the outreach and capacity-development role of non-governmental actors in conflict prone settings;
c) Direct project implementation through the deployment of Swiss staff for accompanying and supporting processes or projects;
d) Policy instruments at bilateral and multilateral levels such as political consultations or interventions at a multilateral level (mainly at the UN);
e) Engagement in humanitarian diplomacy, especially related to improving access and the working environment for aid agencies, and in policy dialogue with a view to enhancing efficiency and effectiveness of aid coordination.

Switzerland has strong technical expertise among its own staff which is available to respond to priority concerns or support the presence of the different WoGA partners in-country. Swiss Humanitarian Aid (SHA) experts are based within the Swiss Cooperation Office (SCO) and provide technical expertise and oversight, or are seconded to UN agencies and other international organisations.

In Lebanon, where protection concerns for Syrian and Palestinian refugees have primacy and are difficult to discuss with Government, DP-HSD is supporting the presence of a Human Security Advisor within the Swiss Embassy.

Through the SEM, SEM ILOs are placed in countries where migration concerns require close follow-up and where support to national governments is required, e.g. Lebanon and Turkey.

Embassy integration

The implementation of the integration process in FDFA is expected to provide additional opportunities for diplomatic engagement at country and regional levels. The integration process of the Swiss embassies and cooperation offices concluded in 2017 and has changed the line management of several regional positions. It is too early to assess whether the integration will result in increased engagement with national governments and other stakeholders.

Overall, the feedback received from Embassy and cooperation staff was that they welcomed the integration process because it increases opportunities for greater policy engagement and support for national priorities. Staff expressed the importance for decision-making

[36] Swiss Cooperation Strategy Middle East 2015-2018, p.11.
[37] Swiss Cooperation Strategy Middle East 2015-2018, p.23.

around funding allocation to be driven by humanitarian and development priorities and principles. Increased engagement with the Embassy will allow for more regular contact with government officials in the region and will encourage advocacy and lobbying around Swiss humanitarian priorities including respect for human rights and IHL.

Footprint on the ground

The regional set up and available human resources support the operational aspects of the CS sufficiently. Offices are staffed by competent national and international personnel who support operations and provide thematic expertise.

Over the course of the current implementation period staff turnover has been low. However, it is expected that international staff turnover will increase during 2018 due to the Swiss government's four-year staff relocation policy.

Implementing NGO partners view Switzerland as a principled donor with well-informed and technically strong national and international staff who have a deep understanding of the development and humanitarian context. The ability of the Swiss Government to be flexible around the funding of various interventions is considered positive. This perception has enabled partners to support interventions in geographically remote areas or support issues that other donors might otherwise shy away from.

The SDC is in the process of establishing a humanitarian office in Damascus, **Syria**. This has generated discussion between the WoGA partners regarding the suitability of locating an office in Damascus. During interviews, implementing partners, UN agencies, and international NGOs supported the view that the office is an opportunity for Switzerland to engage with government agencies, and other in-country actors, around humanitarian access. The humanitarian office in Damascus is expected to strengthen monitoring, enhance Switzerland's understanding of the crisis, and will better position Switzerland if it were to decide to increase assistance when the conflict and political context allows.

In **Iraq,** there is no permanent Swiss office presence on the ground. The SDC supports humanitarian assistance through international NGOs and UN agencies and through remote monitoring and field visits. It was noted that the remote monitoring of the Iraqi portfolio by the Amman regional office is of high quality due to the close engagement of programme staff. However, the lack of in-country presence does result in reduced engagement with the development community, national and local government actors, and implementing partners.

Link with CS of the Occupied Palestinian territory (oPt):

The regional CS does not include the oPt; which is supported by a standalone CS. While this evaluation does not advocate for the integration of the oPt under the regional CS, it does advocate for closer coordination between the two strategies to support the efficiency and effectiveness of both. This is occurring in relation to UNRWA and the regional Palestinian refugee presence but it was noted that protection, resilience, and services delivery can be mutually beneficial. While integration of the oPt under the regional strategy is not deemed beneficial because of the very different nature of the context and the conflict, the oPt should still be considered regional with inter-connected conflict dynamics and development challenges.

Mainstreaming of transversal themes

The CS supports the mainstreaming of the transversal themes of Gender, Governance, and DRR in each of the three domains. The support of mainstreaming is an effective and meaningful way to bolster program results and is viewed by the evaluation team as an area for strengthening. The management response within the 2016 annual report echoed this view.

Evidence of mainstreaming is more qualitative than quantitative. The extent to which mainstreaming of transversal themes is quantifiable so should not be presented as anecdotal evidence as is currently the case.

DRR is included in the CS as a theme for mainstreaming. Given that DRR is also listed amongst the planned results under Domains 1 and 3, attention should be given to its inclusion as a transversal theme. DRR requires comprehensive consideration for the future CS.

Addressing **gender** inequality is of critical relevance to the conflict situation. When gender is considered a mainstreaming issue, focus is often limited to ensuring that gender disaggregated data are collected, and interventions are insufficiently assessed regarding better targeting of women and other groups such as youth. In 2017 SDC commenced support to address Sexual and Gender Based Violence (SGBV) in the region. Implementing partners are expected to integrate gender in their respective program. The provision of evidence of integration and results of interventions from implementing partners around gender inclusion would benefit the understanding of gender inequality, its impact, and ways to reduce inequality.

Protection should be considered as a transversal theme with a clear vision and strategy regarding its operationalisation. The humanitarian crisis in the region is foremost a protection crisis with interventions expected to strengthen the protection space for refugees and other vulnerable groups. Protection should therefore provide the framework for the different domains and interventions. (See Evaluation Area 4, below.)

Governance should be contextualised within the CS to bring clarity around its meaning as a transversal theme.

4.2 Quality of the CS monitoring system

CS monitoring system

The monitoring system developed in the regional office is robust and brings together results from across the region and tracks progress against expected results and financial expenditures. The data presented in the annual reports provide a good representation of the situation and Swiss contributions. Where available, disaggregated gender data is provided. The results reporting is supported by reporting of data by the implementing partners and by the monitoring, follow-up, and field visits undertaken by SDC staff and relevant technical experts.

The monitoring system includes all on-going, pipeline, and achieved projects. Outcome indicators for each domain have been defined based on the results frameworks for the CS. Possible indicators and selection criteria for interventions along with vulnerability criteria for the domain of **Basic Needs and Services** correspond to the clusters/sectors within the 3RP, HRP and SRP. The monitoring of results under the **Protection** domain is more challenging as interventions are often process oriented with results at outcome level more difficult to quantify. Qualitative methods for monitoring and evaluation should be introduced to capture progress and change. Results monitoring for the **Water** domain is more straight forward as the results targets and scale for this domain is more focused.

The strength of the CS monitoring system is reflected in the quality of the annual reports. The monitoring system provides a solid basis for the regional office to utilise the evidence for increased steering of the program and for learning across the region. The presentation of accumulated results over time, with analysis against the CS outcome statements for the different domains, is another consideration for the monitoring team.

Remote monitoring

Some concerns were expressed around monitoring and the accuracy of data when no continued physical presence is available, as is the case in Syria (until recently) and Iraq. With no physical in-country presence, program staff must rely on remote monitoring systems and they must work with and through international and local partner organisations. It was noted that the quality of the remote monitoring was strong and that risks were

minimised through working with trusted and well-established partners in Iraq. In Syria, where support is provided to a larger network of partners, risks around remote monitoring are higher. Where no physical presence is possible, support should be channelled through well-established partners. The remote monitoring mechanisms were found to be strong mainly due to the quality and high level of engagement of SDC program staff. As would be expected, not having a permanent presence has impacted the opportunity to provide operational and strategic steering on the ground.

Qualitative monitoring and evaluation

Qualitative monitoring and evaluation is especially relevant to the nature of the interventions supported by the HSD as these are often process oriented, aiming for attitudinal change within government and society. Human rights, IHL, and peacebuilding are at the core of HSD's mandate and are often sensitive matters for governments or other actors as they require long-term engagement to achieve change. Measuring this kind of change is very different to assessing the results of a humanitarian assistance project.

4.3 Coordination and aid effectiveness in the country setup

The CS has a strong organisational underpinning in the region to support the operational interventions of all WoGA partners with a regional office in Amman (Jordan), a SCO office integrated in the embassy in Beirut (Lebanon) and Amman (Jordan), a Human Security Advisor based in Beirut, a Humanitarian Regional Advisor based in Ankara (Turkey), as well as SEM-ILO's in Ankara and Beirut. As noted above, SDC is also in the process of setting up a humanitarian office in Damascus (Syria). The organisational underpinning of Switzerland's presence in the region is sufficient to meet possible contextual changes and the demands of managing a diverse programme portfolio.

> Government, UN agencies, and relevant donor countries viewed Switzerland's position in the region as positive. Switzerland is perceived as neutral and not part of the military coalition. This should allow Switzerland to further develop advocacy messages in a principled manner. Its presence in Syria itself may provide Switzerland with access to different parties to the conflict to advocate for humanitarian access and support of IHL more broadly.

Switzerland engages with relevant donors and key humanitarian actors across the region. Synergies and cooperation with other donors and aid actors are sought wherever possible. Switzerland's ability to leverage its standing as a neutral humanitarian partner to the benefit of refugees, migrants, and displaced populations was raised by various stakeholders.

The evaluation team found that the Swiss Government engages in advocacy around refugee rights issues in the region. For example, the Swiss continue to engage with the Jordanian Government regarding the stranding of refugees at the Berm and for humanitarian organisations to access the area.

> International NGO Implementing Partners during a NGO meeting with evaluators: "Who would hold the line if Switzerland does not speak up". "For us SDC is a problem solver. Switzerland has influence over other donors, fills assistance gaps and encourages other donor countries to step up".

While those interviewed by the evaluation team expressed positive views around Swiss advocacy efforts, some believed that Switzerland could increase its efforts and that its leverage (i.e. perceived neutrality) should be optimised. Whether the expectations regarding Switzerland's role are realistic requires further consideration as an increased advocacy role will necessarily have resources implications.

Whole of Government Approach

The Middle East CS is based on a WoGA with three main players: SDC, DP-HSD, and SEM. In 2017, SDC South Cooperation was included as another WoGA partner. The

engagement of South Cooperation will bring a long-term focus to the CS and provide opportunities to link humanitarian aid with development interventions. Achievement of this it will be important for the South Cooperation to ensure that its interventions are aligned with the CS.

The Interdepartmental Coordination Group (ICOG) is based at HQ in Bern. It brings together all WoGA partners and has responsibility to provide strategic steering to the cooperation programme. It also has the responsibility to review Annual Reports and approve annual planning cycles and funding allocations.

The WoGA has been complemented by the dispatch of a DP-HSD Regional Advisor based in Beirut, thus strengthening DP-HSD programming in the field. The SEM has also increased the project management portfolio of its regional ILOs.

Each of the WoGA partners has strong capacity to implement their own mandate. The communication and coordination between the WoGA partners is also strong but implementation of joint projects is limited. During the evaluation consultation process WoGA staff members expressed the view that joint programming and joint implementation does not automatically contribute to added value or stronger results. This evaluation advocates for the establishment of joint programming or synergies only where there will be direct benefit to the intervention or the results being targeted.

The WoGA partners respond to priorities in their different countries with interventions which show results as reported in the Annual Reports. However, upon review it was noted that in some instances these results could have been stronger had resources and interventions been combined more strategically.

This is, however, different from joint programming. A clear example of this is the water project supported in Bekaa/Lebanon where a humanitarian intervention is an entry point for local peace-building and is supporting social cohesion at community level. The evaluation team is not advocating for this kind of approach to be used across the CS, but to more systematically explore where these joint or mutually supportive approaches would be beneficial. The strategic allocation of resources could strengthen the results achieved.

The management and coordination of the CS is well-structured with clear processes in place and various tools available to assist the different WoGA actors to engage with one another. These structures are complemented by regular informal exchanges between staff. The integration of the different WoGA actors within the embassies will allow for more regular interaction between the WoGA agencies.

The regional management team conducts coordination meetings to support an efficient WoGA including:

- Quarterly Regional Management meetings.
- Monthly team meetings per country attended by all WoGA actors.
- Weekly Embassy management meetings.

Each WoGA actor is responsible for its own planning decisions, guided by the CS developed with the input of the different WoGA partners. The level of engagement of other WoGA actors in their planning processes is decided upon by each WoGA partner, e.g. all WoGA actors are invited by SDC to attend the country specific PRIIMEs which take place twice a year and are country specific.

The processes in place to support joint reflection and planning include the MERV and the Annual Reports which include revisiting and updating the different scenarios for the region. All WoGA actors participate in the Annual Report preparations and provide quantitative and qualitative reporting. The Mid-Term Review and the peer evaluation of the CS followed by the planning process for the development of a new CS are jointly supported by all WoGA actors.

Overall, the regional WoGA partners work together and exchange information through formal and informal mechanisms to the benefit of the programme. Where there is a need

for stronger communication and building of trust is at the HQ level between WoGA partners. It was noted that for SDC HA, the division of roles and responsibilities between HQ and field should be respected when operationalised. At times, regional staff time are absorbed in lengthy administrative procedures linked to revisions of entry or credit proposals. Whether these processes can be made less resources heavy to free-up the time necessary engage with regional government, stakeholders, and partners should be assessed.

4.4 Conclusions and Recommendations for EA3

Conclusions

C16 - The management structure has evolved and consolidated over the last four years and is now based on strong and efficient processes and procedures relevant to the size of the regional programme. The WoGA provides an added value and strengthens results. The WoGA allows Switzerland to respond to the conflict in the region and the country level development challenges with expertise and experience to accommodate multiple and shifting priorities.

C17 - Human resources in the region are at the right level to provide robust operational support. The need for stronger engagement with implementing partners on the quality of programming should not require additional human resources in the short-term. In the first instance, a transparent assessment should be undertaken to ensure that staff are able to concentrate their efforts on priority roles and responsibilities. Roles and responsibilities have been divided between HQ and field level. It is important that this division of tasks is respected when operationalised.

C18 - Between 2014 and 2017 staffing was stable with a strong core of national and international programme management staff. The international staff changes expected in 2018 will impact on institutional memory, especially at a time when the new CS will be developed.

C19 - The WoGA partners found constructive and mutually beneficial ways of working together at regional and country levels. While joint programming and implementation does not automatically contribute to added value or stronger results, there are instances where results could have been stronger had WOGA partners' interventions been mutually reinforcing and where resources more strategically combined.

C20 - Transversal themes seem to be relevant but require contextualisation. The regional and national offices have taken steps to strengthen the integration of the transversal themes under the different domains. As mentioned under the EA2 section, adding Protection as a transversal theme should be considered as part of the next CS.

C21 - The regional monitoring system is solid and allows for tracking of results and financial expenditures to support accountability and reporting, and the identification of strengths and weaknesses. The monitoring system provides also a stable platform for further strengthening of a regional approach. To complement the current monitoring and reporting processes SCO staff in the regional office supporting monitoring and evaluation at a regional level may wish to consider in-depth reviews of certain interventions with greater regularity. This could be undertaken as a joint learning process with the implementing partners.

C22 - Switzerland supports a wide range of implementing partners. In some instances, supported partners implement similar thematic projects in different countries in the region, e.g. legal assistance and access to civic documentation.

Recommendations:

R11: The division of roles and responsibilities developed between SDC HQ and regional/field offices should be better maintained when operationalised. This will have a direct impact on the effectiveness and the efficiency of the implementation of the

CS (e.g.: regional and country offices should lead on operationalising the country strategy allowing for faster approvals of credit proposals). (C15)

R12: Based on priority and capacity, identify the thematic area(s) which can be supported by the different WoGA actors using their own institutional expertise to strengthen results and achieve scale. Having the WoGA actors lead on selected outcomes, interventions or thematic areas within the different domains should be considered. (C18)

R13: Revisit the contextualisation of the transversal themes for the next CS. Be clear on what can be realistically achieved under each transversal theme and which interventions or strategy will be implemented to move towards this change. (C19)

R14: Strengthen the current results framework, monitoring and evaluation systems with appropriate approaches to measure outcomes and capture more process oriented interventions such as peacebuilding, conflict transformation, and social cohesion interventions (including an appropriate mix of qualitative, quantitative and process level indicators, use of appropriate tools including case studies and surveys to capture behaviour change, and regularly assessing whether implementation strategies remain valid). (C20)

R15: Support exchanges at a regional level, and within different countries, with those partners who implement Swiss supported projects to strengthen the regional approach and identity of the CS. (C21)

Evaluation Area 4: Results of the CS – in relation to the results at country level

5.1 Domain results, effectiveness, and contribution to country and regional results

Domain Basic Needs and Services (BNS) – effectiveness of interventions

The interventions implemented under the Basic Needs and Services domain are in direct response to humanitarian needs in the region. While the numbers of refugees and IDPs has not increased, the number of refugees living severely below the poverty line has grown as the coping strategies of most refugees and IDPs have been eroded.

Overall, the results reporting on the Basic Needs and Services domain is very clear and provides aggregated data on an annual basis with a clear view on what is being achieved with Swiss contributions. What is less clear is a qualitative analysis of the aggregated results over the duration of the CS.

The focus of this domain has been on ensuring access to education, food, health, shelter, and cash support for PiN to address their basic needs. Support for large-scale humanitarian assistance is provided through trusted multilateral UN agencies and ICRC. These contributions are in direct support of the targets and priorities set by the 3RP or national resilience plans. The allocation of regional and national targets for Swiss contribution should be explored with the multilateral partners for inclusion in the next CS. This will allow an outcome statement to be formulated that will capture data around the financial support provided for large-scale humanitarian support through multilateral agencies and ICRC.

Large-scale humanitarian aid with a high degree of inbuilt response flexibility will continue to be needed in the region, especially in Syria and Iraq. This can best be achieved through trusted and established multilateral agencies, ICRC and INGOs which is in line with Good Humanitarian Donorship Principles.

In 2017, the Swiss programme's support ensured access to formal and informal education to more than 81,000 vulnerable children through a combination of infrastructure rehabilitation with "soft components" (e.g. teacher trainings) which resulted in prospects of increased sustainability. Of the 17 million individuals receiving support from humanitarian actors in the region, 770,000 people were provided with food, NFIs, and cash[38].

Under the Basic Needs and Services domain, funding for **access to education** supported over various phases through school rehabilitation has achieved the most significant results. Access to education supports the campaign of *No Lost Generation.* Regionally, national education infrastructure is under pressure due to the influx of refugee populations, insufficient support from the international community, population growth, and cost saving efforts in the national education budget in Jordan and Lebanon.

The support provided to ensure sufficient education infrastructure was the first step in addressing the non-attendance of Syrian refugee children. For many refugee children, school is a safe place where they can learn new things and make friends, it helps them to restore some normalcy in their lives.

The chosen implementation modality of Direct Implementation in support of school infrastructure rehabilitation was an appropriate modality to ensure a quality response and allow for engagement with the Ministry of Education at a national level and with local authorities as necessary.

Switzerland has contributed to a significant change in providing access to educational infrastructure. It is the view of the evaluation team that ongoing support to education will require long-term engagement with ministries of education to ensure good maintenance outcomes and sustainability of the physical infrastructure. This can only be achieved if financial support and capacity building is provided, and is complemented with a strategy to support the quality of the education in the different schools to address causes of violence in schools, tackle rates of attrition among refugee school children, and increase teaching quality.

Improving living Conditions in Palestinian Gatherings and Host Communities in Lebanon and the Social Cohesion project in Jordan are both implemented through UNDP. Both initiatives aim to address basic services and infrastructure in vulnerable communities and target refugees and host communities. The effectiveness of these interventions could be further strengthened through using the services delivery as an entry point to address underlying tensions between community members. This would also provide opportunities for empowering women and youth and raise awareness around protection matters. The sustainability of local services delivery could be strengthened to ensure local engagement and ownership from the outset, i.e. during planning phases.

Director Beit, Atfal Samoud of Beddawi Camp: "I don't want Palestinian youth to take a boat and die at sea or resort to extremism. There is a need to focus on youth, creation of job opportunities in the camps. Absence of a job is potential for extremism "bread comes before love". Sense of injustice combined with lack of opportunities drives to extremism."

Support for basic services has potential for wider impact when basic services delivery is linked with other domains. For example, in Lebanon support for basic services has an emphasis on water and sanitation and provide entry points to complement local conflict transformation initiatives supported by the HSD.

[38] Annual Report 2017, p. 7.

Support for local capacity building in disaster risk reduction

Support provided for capacity building to the Lebanese Red Cross (LRC) under the previous CS continues to return good results. Despite the LRC facing continued funding shortfalls, it is a key humanitarian actor in Lebanon at times of crisis.

Protection – effectiveness of interventions

The humanitarian crisis in the Middle East is a protection crisis. Its protection imperative permeates all humanitarian activities.

Switzerland has substantially increased its engagement in the protection domain over the course of the CS implementation and its focus on implementing interventions in underserviced locations. As noted in the 2016 AR, the protection domain has developed considerably during the implementation period of the CS.

The strategy on the Protection of Civilians in Armed Conflict[39] and Protection in the Region (PiR) provide the framework for the protection work of the WoGA partners. The Implementation Guidelines on Protection in the Middle East (IGPME) provide operational guidance to Swiss federal administration field staff working on protection-related issues. The FDFA Human Rights Strategy 2016-2019 provides the framework for the promotion of human rights at all levels. The projects within the CS contribute to its implementation in the region.

> **Definition:** The protection of civilians in armed conflict involves all activities aimed at ensuring full respect for the rights of people who do not (or no longer) take part in hostilities, in accordance with both the letter and spirit of relevant laws[40].

The Swiss programme applies various modalities to address the areas of focus of the Swiss protection portfolio. These include:

- contributions to protection actors with a specific mandate to extend protection services (ICRC, ILO, UNHCR, UNRWA, UNICEF, IOM[41], ICMPD[42], and specialist international and local NGOs);
- policy dialogue, advocacy, and démarches;
- secondments of protection experts, and
- research, resettlement, and mainstreaming of protection across all supported interventions.

Regionally, a broad variety of interventions are supported under the Protection domain, including:

- track two and three peace initiatives related to the Syrian conflict;
- Syrian NGOs working on the documentation of the IHL violations by all parties to the conflict;
- strengthening protection systems in first reception countries, i.e. Turkey and Lebanon;
- strengthening the legal status and respect of human rights of Syrian and Palestinian refugees including the support of a political debate in favour of sustainable solutions;
- protection of refugee and migrant workers' rights, and
- the promotion of inclusive policy shaping processes and local peacebuilding in Lebanon.

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39 Strategy on the protection of civilians in armed conflicts.
40 Ibid, p. 6.
41 International Organisation for Migration.
42 International Centre for Migration Policy Development.

Under the Protection programme portfolio initiatives range from supporting security sector reform, peacebuilding processes, inter-sectarian interventions, refugees' rights promotion, to the prevention of violent extremism. There is not only a focus on the presence of the Syrian refugees and the consequent pressures placed on host communities, government services, and stability in the country, but also the engagement of SDC/DP-HSD around protection concerns for Palestinian refugees residing in Lebanon and Jordan and GPMD focusing on decent work for migrant domestic workers.

> If the Syrian conflict is seen to be moving towards a "frozen" conflict with reduced levels of violence, then the issue of non-refoulment, and the return of refugees from neighbouring countries to Syria may become increasingly part of the discussion among humanitarian actors and with host governments. While there has been a return of very low numbers of refugees in some instances, it is important for donor countries (such as Switzerland) to advocate against forced returns, and to advocate for voluntary return only when conditions are safe and the decision to return is well-informed.

The "Protection in the Region" (PiR) initiative provides the framework for SEM's involvement with improving the protection of refugees and migrants in the region. PiR seeks to ensure prompt and effective protection for refugees in their regions of origin and to assist countries of first refuge in providing such persons the protection they require. This should assist in reducing onward irregular migration, which often places migrants at risk of serious danger, and may lead to fewer asylum applications in Switzerland[43].

Under the second phase of the Decent Work Programme in the Middle East[44] 2015-2018, the SDC Global GPMD aims to provide decent working and living conditions for migrant workers as its overall objective[45]. In direct response to the crisis and the objectives of the 2016 London conference, GPMD, in partnership with the ILO, INGOs, and national partners has included refugee workers as a target group for its engagement on decent work.

Project results which stand out at country and regional levels under the Protection domain with potential for further engagement include:

- **Strengthening the legal status of refugees, IDPs, and migrants.** All WoGA actors have contributed to the achievement of the outcome to strengthen the legal rights of conflict-affected and vulnerable people in the region. The evaluation team recommends that this area is further developed at a regional level with contextualised interventions at a country level. The program Information Counselling and Legal Assistance implemented by the Norwegian Refugee Council provides assistance around refugee registration and civil documentation.

> In Jordan, 32% of refugees have no or non-valid lease agreements. 64% of Syrian workers (with or without work permits) reported inadequate occupational health and safety conditions. 26% of refugees were still without new Ministry of Interior cards in September 2017. There were 4,670 deportations between January and July 2017. 40% of refugees have no birth certificates. (Source NRC).

- **Prevention of Violent Extremism (PVE).** Switzerland supported the Prime Minister's Office in Lebanon in establishing an inter-ministerial committee to define the strategic framework for PVE and instituting joint priorities and the main pillars engagement around violent extremism. Switzerland was the only donor to provide financial support after being approached by the UN. This demonstrates Switzerland's willingness to consider the priorities set by national governments and that it is a donor that will

[43] https://www.sem.admin.ch/sem/en/home/internationales/internat-zusarbeit/protection-in-the-region.html.
[44] Countries covered are Jordan, Lebanon, Kuwait, Bahrain, Qatar and UAE.
[45] Factsheet, Global Programme Migration and Development, May 2016.

countenance less popular areas for support. It is important that the Swiss to continue to engage with the government to ensure that the theoretical framework and identified priorities are operationalised and engage with the government using a rights-based approach. PVE is most effective when government-led initiatives are complemented with support for informal mechanisms to prevent violence, e.g. the popular committees in the camps. There is a role for HSD to further work with the government to ensure the PVE strategy will be operationalised.

Water – effectiveness of interventions

The water security is a priority concern and a major fragility factor for the region. The humanitarian crisis has had a direct and negative impact on access to water and the regional WASH situation, exacerbating the competition between refugees and their host communities. Interventions have been implemented in Iraq, Jordan, Syria, and Lebanon.

The programme portfolio had not yet reached full swing, as noted in the AR. Designing and implementing resilience oriented projects, especially in the most heavily crisis-affected urban environments, is a lengthy process despite the humanitarian nature of the domain's approaches.

At the country and regional level, access to water and sanitation is complemented by initiatives supporting improved integrated water resources management in transboundary hotspots such as the Orontes (in the past) and the Yarmouk and Tigris water basins (currently) as well as the mitigation of water-related disaster risks in Jordan and Lebanon.

At a regional level, SDC contributes to improved water governance, sustainable management of water resources, and peace promotion through the Blue Peace Middle East initiative. This initiative aims to contribute to peacebuilding through combined political and technical dialogue, which is substantiated by concrete regional projects and direct impact activities on the ground.

SDC's goal has been to develop and implement projects in specific niches having a medium to long-term impact on the improvement of water management.

Improved access to water and sanitation services in Bekaa

The WASH project implemented through Direct Implementation is an exemplar of how the delivery of basic water infrastructure can be an entry point to address social cohesion in communities. The Bekaa water project is supported by SDC and HSD with both WoGA partners utilising their mandates and expertise to address community priority needs.

5.2 Sustainability and scaling up

Sustainability issues have been addressed and linked to the different project interventions raised in earlier sections of this report.

Across the program there are opportunities that lend themselves to scaling up through adopting a regional approach. Scaling up can be achieved through:

- working with partners at a regional level when the partner is supported in different countries for a similar intervention. An example of this is the support for legal and civic documentation for refugees, and
- supporting project interventions through the engagement of the different WoGA partners. Examples of this are the support for social cohesion and community level conflict transformation initiatives.

INGO partners in Iraq are established and trusted partners with strong management systems in place. However, it was noted that INGO partners in Iraq did not sufficiently work with, and through, national NGOs. Supporting the capacity of local NGO partners and civil society more generally is critical to the rehabilitation of the country, sustainability of interventions, and knowledge transfer. This should be made clear from the outset and any anticipated results of SDC's support of local NGOs.

Critical to supporting sustainability is providing local capacity building assistance. Local organisations should not be seen simply as vehicles for aid delivery; they should be engaged early on via aid coordination structures which are not often open to local aid organisations. Local capacity building was raised as an issue on several occasions during the evaluation team's field visits. In some instances, INGOs became direct implementers or contractors themselves avoiding engagement with local civil society actors.

The prospect of pooled funds used to support local organisations was raised by interviewees during the evaluation team's visit to Iraq. UN agencies have developed the system of pooled funds allowing the UN to amalgamate funding to support certain interventions. The pooled funding mechanisms assist UN agencies to raise additional funding for interventions that may not receive support because of funding shortfalls. However, pooled fund mechanisms are not without their own challenges. That pooled funds provide support to national organisations is not supported by evidence. On the contrary, in Iraq where national organisations are in dire need for funding, pooled funds received only 5% of the funding. The mechanisms do not currently enable local organisations to participate in lengthy application processes and meetings conducted in English.

Regional results framework

While keeping a regional approach is vital, it is important to encourage more country level contextualised responses. The CS should provide overall strategic guidance through a regional results framework with countries operationalising the regional strategy and results framework through country specific results frameworks and implementation plans. This approach would positively impact the results monitoring and reporting. It is however critical to ensure that the regional approach and regional strategic direction is kept through a strong regional cooperation office in Amman, with clear management, monitoring and reporting structures between the regional and national offices.

5.3 Conclusions and Recommendations for EA4

Conclusions

C23 - The interventions under the CS are effective and producing good results and are in direct response to humanitarian and peacebuilding needs in the region. The strongest results are in interventions where the implementing partner focuses on interventions linked to its core mandate. Results could be stronger still if more connections were made between interventions through the WoGA partners working collaboratively at implementation level in communities, where possible and relevant.

C24 - Continued and large-scale humanitarian aid with a high degree of flexibility to respond to changing needs is necessary for the region, and particularly for Syria and Iraq. Outside of these interventions, especially in the host communities, a more focused response with a longer-term approach is warranted.

C25 - Switzerland has contributed to a significant change in providing access to educational infrastructure. It is the view of the evaluation team that ongoing support to education will require long-term engagement with ministries of education to ensure good maintenance outcomes and sustainability of the physical infrastructure. This can only be achieved if financial support and capacity building is provided, and is complemented with a strategy to support the quality of the education in the different schools to address causes of violence

in schools, tackle rates of attrition among refugee school children, and increase teaching quality.

C26 - Under the Protection domain, the approach of supporting both community level interventions combined with policy engagement is providing good results. Both HSD and SEM are contributing to the capacity building of national counterparts in their respective areas of expertise.

C27 - Results under the Water domain are strong at regional and national levels and should be kept as a separate domain. However, the extent to which water and sanitation should become a more dominant sector under the Basic Needs and Services domain warrants exploration as was highlighted under EA2.

C28 - Sustainability is built into interventions at the outset and is part of any agreement with implementing partners. Sustainability of humanitarian actions, protection, or peacebuilding interventions is not straightforward and is highly dependent on the degree of engagement of local structures in responses.

C29 - Because of the inter-connectedness of the conflicts and the consequences in the region, it was found that keeping a strong regional strategy and approach is critical. Based on the feedback received, it is evident that each country has its own challenges and capacity to respond to the effects of the conflict locally.

Recommendations

R16: Identify interventions where results can be strengthened through WoGA partners working collaboratively. Possible collaborative efforts should centre on strengthening the legal status of refugees, IDPs and migrants; linking humanitarian and development assistance with supporting social cohesion and local peacebuilding. (C22)

R17: While commendable results have been achieved, a timely assessment of whether ongoing support for the rehabilitation of school infrastructure as the primary provision of access to education is still required. A longer-term vision, and work with other humanitarian actors in the field of education, is needed to ensure maintenance of the infrastructure and to ensure the intervention is in support of a wider strategy to support quality and access to education. (C23)

R18: Sustainability strategies developed with implementing partners during the project development process should encourage the engagement of local actors within civil society and government structures. (C27)

R19: Develop one regional CS which includes a higher-level results framework that is complemented by country specific results frameworks to allow for regional steering but country contextualised responses, and stronger results monitoring and reporting. (C28)

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Annexes

Annex 1 – Evaluation Matrix 48
Annex 2 – Basic Statistical Data 59
Annex 3 – Theories of Change 65
Annex 4 – List of implementing partners 69
Annex 5 – List of reviews and End-of-Phase Reports (EPR) 70
Annex 6 – Synopsis Results Framework of the CS 72
Annex 7 - Results chains per domain 74
Annex 8 – Interviews during the inception phase 86
Annex 9 – Interviews during the field mission 89
Annex 10 – Schedule of the field mission 93
Annex 11 – Portfolio and projects analysis 112
Annex 12 – Financial disbursement per domain (as of 2017 Annual Report) 135
Annex 13 – Staff composition in the region 136

Annex 1 – Evaluation Matrix[1]

Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context)

1.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies

Questions/ Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
111. How well does the CS (strategic orientation, overall goal, domains of intervention and transversal themes, global challenges) reflect the development priorities set by the partner countries and the policies of the Federal Council Dispatch (FCD)[2]?	Domains and their objectives match with priorities set out in relevant national documents Coherence of interventions with identified gender inequalities per domain	Document study. Peer exchange and selected interviews (Partners, HQ) Document study. Selected interviews (Partners, HQ)	National Strategy and Policy Papers. CS Resource persons CS. MERV. AR. Studies on transversal themes (e.g. gender study) Resource persons	Consultant, Peers	Availability of gender analysis
112. Which changes in the context (national - in Switzerland as well as in Jordan, Syria, Iraq, Lebanon and Turkey - and regional) were the most important and what effects may they have caused on the CS? Which adaptations have been taken? To what extent is the programming able to adjust to new context developments?	Adaptations made on the basis of context changes in the country, in the Swiss context and ODA environment	Change matrix in template of Inception report (**Tool 112**)	CS. MERV. AR. Studies Resource persons Analysis prepared by key humanitarian actors and government agencies	Consultant, Peers	

[1] The evaluation matrix also includes the additional questions suggested by the concerned staff based in Amman, Beirut and Ankara as well as the following involved federal agencies SDC/SEM/DP-HSD. They are marked with a different colour background: light blue for first priority, and dark blue for second priority.

[2] The present CS for the Middle East is based on the Federal Council Dispatch 2013-2016. The new CS will be based on the new Federal Council Dispatch 2017-2020, which will therefore serve as reference for the recommendations of the evaluation.

1.2 Quality of context analysis

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
121. To what extent is the context analysis realistic, relevant and shared by the different federal agencies involved in the CS? To what extent is the broad political context taken into account in the CS and ARs? Does the analysis include current issues (e.g. social and economic inequality, global challenges, power relations, regional disparities) and relevant stakeholders (e.g. national partners, private sector, state apparatus and political parties, institutions and powers)?	Quality of context analysis (overall and per domain)	Quality assessment framework (**Tool 121a**) Summarize basic information with relevant macro data at country level (**Tool 121b**)	CS. AR Independent information like Bertelsmann Transformation Index, MDG monitoring, Transparency International (see **Tool 121b**). Resource persons Analysis prepared by key humanitarian actors and government agencies	Consultant	Availability of conflict analysis

Evaluation Area 1: Additional questions

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
111a. To what extent are the CH engagements relevant to serve the needs of affected population? Are rights-based and needs-based responses taken adequately into consideration in the CS?	Domains and their objectives match with identified humanitarian priorities	Document study Selected interviews. FGDs with end-beneficiaries	CS. AR. Documents prepared by implementing partners	Consultant	Extension of question 111
111b. What is the added value of the Swiss cooperation in the region/at country level? Which niches are strategically filled by Swiss actors and how is Switzerland perceived in the region/countries in the different areas (HA, development work, sectors, transversal themes, etc.)?	Addressing gaps in aid delivery Expertise related to key problems	Document review Selected interviews Case study	Views of interviewees (government, partners, donors, UN) Resource persons	Consultant, peers	See also question 331
121a. What methodologies are adopted for the context analysis?	Quality of context analysis Evidence of integration of context	Desk review	CS, AR, MERV	Consultant Peers	Will be incorporated

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
Are the WOGA resources and instruments conducive to a shared national and regional context analysis? How could the analysis be further improved?	analysis in domain strategies Evidence of use of WOGA resources	Interviews with WOGA partners			under 1.2
112a. To what extent does the context analysis take into consideration migration risks for Europe and Switzerland?	Reflection of migration concerns in the context analysis.	Document review Interviews with WOGA partners	Program portfolio MERV, AR, CS GPMD documents Interviews	Consultant Peers	Migration risks better placed to be integrated in CS. Response will be limited due to the complexity of this question. Not feasible within the scope and resources available.
111c. Does the level of detail of the CS, which is regional in scope, allow for adaptations at country level considering the highly volatile national contexts? Is there enough flexibility in the CS?					Included in 112 – will not be addressed separately
111d. How does the CS fit into the Swiss foreign policy objectives in the region/at country level? Are there areas of conflicting interests? What is the relative weight of the CS in the overall Swiss Presence in the region/country level?					Included in 111, 112 – will not be addressed separately

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
112b. How far was the combination of instruments adapted as a result of contextual changes?	Adaptations and changes in combination of aid instruments Types of support Evolution of project portfolio	Document study Selected interviews	AR, MERV Project list SCO staff	Consultant Peers	

Evaluation Area 2: Relevance and appropriateness of projects / program portfolio with regard to the domains of intervention of the CS

2.1 Relevance of the projects / program portfolios

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
211. To what extent are the projects / program portfolios relevant, coherent and appropriate for achieving the results of the CS regarding its domains of intervention?	Types of support Financial categories Composition of implementing agencies (national, international) Evolution of project / program portfolio per domain Optional: Geographical intervention focusing on poverty region of the country	Project / program portfolio structure (**Tool 211a**) Qualitative assessment of the portfolio composition Project visits **Tool 211b:** Map - Comparison between "Swiss" intervention area and Poverty distribution	Project list and project fact sheets CS Monitoring system – Level 3 SCO staff, national partners, project / program managers	Consultant, SCO/SDC operational division Peers	
212. To what extent are the approaches being applied appropriately in the domains as well as between the domains (synergies)? Were the different approaches and synergies among partners in the portfolio development within the domains adequate to reach results? Which innovative approaches and synergies produce added value?	Level of integration of the approaches in the projects and programs. Validation of the approaches	Document study. Analysis of external evaluation and reviews (**Tool 212**) Qualitative assessment with SCO staff and peers Selected interviews (partners, HQ) Project visits	AR. Evaluation and review reports SCO staff, focal points / thematic networks of SDC	Consultant Consultant/ Peers	

Evaluation Area 2: Additional questions

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
211a. To what extent is the combination of instruments (multi, bi, HA, Development, direct actions, etc.) appropriate to achieve the results?	Types and number of instruments	Program portfolio structure	Program portfolio analysis	Consultant	Will be incorporated in the answer to 211
212a. Is an appropriate risk analysis on possible non-intended negative impacts of the Swiss interventions applied (do no harm)?					Under EA1 will assess whether a conflict analysis takes place and Do No Harm is considered.
212b. To what extent is the combination of diverse implementing partners (UN agencies, INGOs, local NGOs, contractors, etc.) appropriate to achieve the results and relevant to the set-up of the SCOs? (212)					Included under 211 and 211a

Evaluation Area 3: Implementation of the CS and its portfolio

3.1 Management Performance

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
311. How efficient is the CS portfolio management of the Embassies regarding transversal themes, collaboration with the global programs, financial and human resources as well as political and diplomatic engagement? What are its contributions to an optimal achievement of results? Were transversal themes effectively mainstreamed in the portfolio of the	Financial management according HQ rules: Balance between staff number (FTE) and work load; Gender, number of domain staff in regard to competences and specialization, professional specialization for different domains, turnover of staff, capacity building program, needs in human resources and	Study annual audit report and annual reports Exchange between SCO staff and peers **Tool 311**: Staff composition and composition	Office Management reports Annual Audit report OMT, ARs	SCO/SDC operational division	

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
three domains?	capacity building for eventual new domains				

3.2 Quality of the CS monitoring system

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
321. To what extent is the process management of the CS monitoring system relevant and efficient, in order to provide evidence-based data/information for accounting for results (reporting) and CS steering? Were the modalities, partnership arrangements and approaches for the "remote monitoring" contexts in Iraq and Syria adequate? What could be done to strengthen "remote monitoring"?	Process of monitoring (per domain, transversal themes) Indicator quality and reliability of collected data Coherence between monitoring and reporting	Qualitative assessment by SCO staff and peers (**Tool 321**)	Exchange between SCO staff and peers	Peers Consultant	

3.3 Coordination and aid effectiveness in the country setup

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
331. Which role does SCOs play within the network of different Swiss agencies in charge of international cooperation (SDC – South Cooperation, Humanitarian Aid, Global Cooperation and Cooperation with Eastern Europe –, SECO, Directorate of Political Affairs, Human Security Division, SEM), national governments and the international donor community? Which added values result due to Switzerland's support in the respective countries??	Number of donor coordination groups with active SCO participation (with details on lead)	Document study	Evaluations of SWAP/budget aid, Annual reports with Mgt response	Consultant	
	Representation of SCO in multilateral programs (e.g. HIV/AIDS)	Exchange between peers and SCO. Selected interviews (Partners, HQ)	AR. CS Monitoring system SCO, other donor representatives	Consultant SCO staff Peers	
	Level of harmonization	Qualitative assessment through Peer exchange	Evaluation report of Paris Declaration		
	Level and quality of cooperation among SCO and other Swiss organizations: Intensity of exchange, level of participation	Qualitative assessment through Peer exchange Selected interviews (HQ)	ARs	Peers	
	Value added of Swiss aid in relation to other cooperation programs: ▪ Quality of contribution to policy dialogue and scaling up of field experiences ▪ Similar / different fields of intervention, compared to what others do	Exchange between peers and SCO and semi-structured interviews Project visits	SCO staff, representatives of other donors	Peers	

Evaluation Area 3: Additional questions

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
WOGA (a special focus should be put on the regional and WOGA set up - see MTR report):					
General question:					
What are the strengths and weaknesses of the WOGA approach and the higher coordination efforts? Does the WOGA lead to better results of the CS and its portfolio?	Level of cooperation among WOGA partners at HQ and field level Evidence of mutual reinforcing of results and interventions supported by WOGA partners	Document Study Exchange between peers and WOGA partners Selected interviews at HQ and field level	Selected interviews with WOGA partners MTR, ARs Minutes of TICOG/ICOG meetings	Consultant Peers	Assessment of WOGA – strengths and weaknesses – relevant to the CS implementation at field level

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
Sub-questions:					
Is the diversity of objectives, approaches and instruments of the various WOGA-Partners adequately taken into consideration? Is there enough space for creative, innovative approaches? (a) Are synergies between WOGA-Partners adequately used to achieve common goals? (b)	Level and quality of representation in CS, Annual Reports Evidence of initiative taking by different WOGA partners Good practice examples of synergies Level of integration	Document review Project visits Selected interviews Exchanges between peers	WOGA partners' reports Annual Reports CS Ad-hoc progress and project reports	Consultant Peers	
How effective is the (strategic) steering of the CS? Is the TICOG/ICOG[3] and WOGA set-up in Bern conducive, is the set-up in the region among Embassies and SCOs conducive, and are the links between the different levels functioning well? What could be improved for the next CS? (c)	Level of harmonization between the different levels of coordination Level of qualitative cooperation between the different WOGA partners	Qualitative assessment Review coordination structures at HW and field level	CS MTR and management response ARs Minutes of TICOG/ICOG meetings	Consultant Peers	
How efficient are the management set-up, the communication channels, and the coordination mechanisms (among field offices, between field and HQ, at HQ level among WOGA partners)? (d) Is the management, as a system, appropriate for an effective implementation of strategic decisions (see Management Responses of previous evaluations and the report of the CS MTR)? (e)	Evidence of clear management structures and communication channels in place – at HQ and field level	Document review Selected interviews Exchanges between peers	CS MTR and management response ARs Minutes of TICOG/ICOG meetings	Consultant Peers	

[3] ICOG (Interdepartmental Coordination Group Middle East) and TICOG (Technical Interdepartmental Coordination Group Middle East).

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
Are the monitoring and reporting instruments adaptive enough to reflect the different mandates and approaches of the various WOGA-Partners (or is the use of them flexible enough)? Were they used effectively to provide for steering, accountability and learning? (f)	Monitoring and reporting process Evidence of program adaptation	Qualitative assessment by staff at field level and peers	CS monitoring system Reporting process ARs CS MTR	Consultant Peers	
Is the "field" capable to facilitate joint programme reflection within field based WOGA-actors and transmits conclusions to HQ/ICOG and other entities in an adequate manner, e.g. on programme development / strategic steering / advocacy?					Incorporated under sub-question (d)
Did the integration (and integration process) influence/facilitate the results and implementation of the CS?					Integrated under the WOGA General Question
Is there a need for improved harmonization and coordination among the WOGA-Partners?					Integrated under (a) and (b)

Evaluation Area 4: Results of the CS – in relation to the results at country level

4.1 Domain Results, Effectiveness and Contribution to country results

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
411. Which contributions of the Swiss Cooperation portfolio become visible at the output and outcome level, particularly regarding the achievement of the development results in the partner country? Which internal and external factors enhance or hinder aid performance and results achievements?	Comparison results planned – achieved.	Detailed analysis of results achievement for the thematic domains of intervention on the basis of the results framework of the Cooperation strategy. Document study. Analysis of monitoring results. **Tool 411a:** Analysis of Results Statements of Annual Reports Results analysis workshop (**Tool 411b)** with participation of SCO staff and selected partner organization **Tool 411c:** Rating of results achievement per domains	CS, AR. CS monitoring system	Consultant. Peers	

4.2 Sustainability and scaling up

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
421. Which innovations generated by field experience have been scaled up through policy dialogue, alliances, networking and dissemination?	Innovations scaled up and channels of dissemination Success factors for scaling up/ leverage Innovations replicated by other organizations	Document study. Analysis of external evaluation and reviews Workshop (optional): Qualitative assessment with SCO staff Project visits Interviews with national and international partners	Annual reports, External evaluation and review reports, End of phase reports	Consultant. Peers	
422. Which actions have been taken at country level to enhance the sustainability of the investments of the Swiss investments?	Technical, social, financial and institutional sustainability	Document study. Analysis of external evaluation and reviews	ARs, External evaluation and review reports, End of phase reports	Consultant	

Evaluation Area 4: Additional questions

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
How relevant are the theories of change, which underscore the Swiss engagements? How can results be taken into account considering the complex, uncertain and volatile political environment?	Quality of Theories of Changes (overall and per domain) Quality of the results frameworks	Reconstruct Theories of Change (Annex 7)	Theories of Change Results Framework Annual Reports	Consultant	Second question addressed under EA1, EA3

Additional questions on the Outlook to be addressed in the recommendations:

Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.	Comments
What is the appropriate structure for the CS 2019-2022 (e.g. - option A - one regional CS with one results framework or - option B - one regional CS with different results frameworks, one for the region and one for each country)?	Level of satisfaction with current structure for results framework and reporting	Qualitative assessment through exchange with staff at field and HQ level	SCO staff Annual reports with management response	Consultant	

Annex 2 – Basic Statistical Data

Jordan

a. Key indicators

+ Health	Life expectancy at birth (years) 74.2
+ Education	Expected years of schooling (years) 13.1
+ Income/Composition of Resources	Gross national income (GNI) per capita (2011 PPPs) 10,111
+ Inequality	Inequality-adjusted HDI (IHDI) 0.619
+ Gender	Gender Development Index (GDI) 0.864
+ Poverty	Multidimensional Poverty Index (MPI) 0.004
+ Work, employment and vulnerability	Employment to population ratio (% ages 15 and older) 34.8
+ Human Security	Homicide rate (per 100,000 people) 2.3
+ Trade and Financial Flows	Exports and imports (% of GDP) 97.9
+ Mobility and Communication	Internet users (% of population) 53.4
+ Environmental sustainability	Carbon dioxide emissions per capita (tonnes) 3.4
+ Demography	Population, total (millions) 7.6

Source: UNDP: http://hdr.undp.org/en/countries/profiles/JOR

Lebanon

a. Key indicators

+ Health	Life expectancy at birth (years) 79.5
+ Education	Expected years of schooling (years) 13.3
+ Income/Composition of Resources	Gross national income (GNI) per capita (2011 PPP$) 13,312
+ Inequality	Inequality-adjusted HDI (IHDI) 0.603
+ Gender	Gender Development Index (GDI) 0.893
+ Poverty	Multidimensional Poverty Index (MPI) n.a.
+ Work, employment and vulnerability	Employment to population ratio (% ages 15 and older) 43.7
+ Human Security	Homicide rate (per 100,000 people) 4.3
+ Trade and Financial Flows	Exports and imports (% of GDP) 121.9
+ Mobility and Communication	Internet users (% of population) 74.0
+ Environmental sustainability	Carbon dioxide emissions per capita (tonnes) 4.3
+ Demography	Population, total (millions) 5.9

Source: UNDP: http://hdr.undp.org/en/countries/profiles/LBN

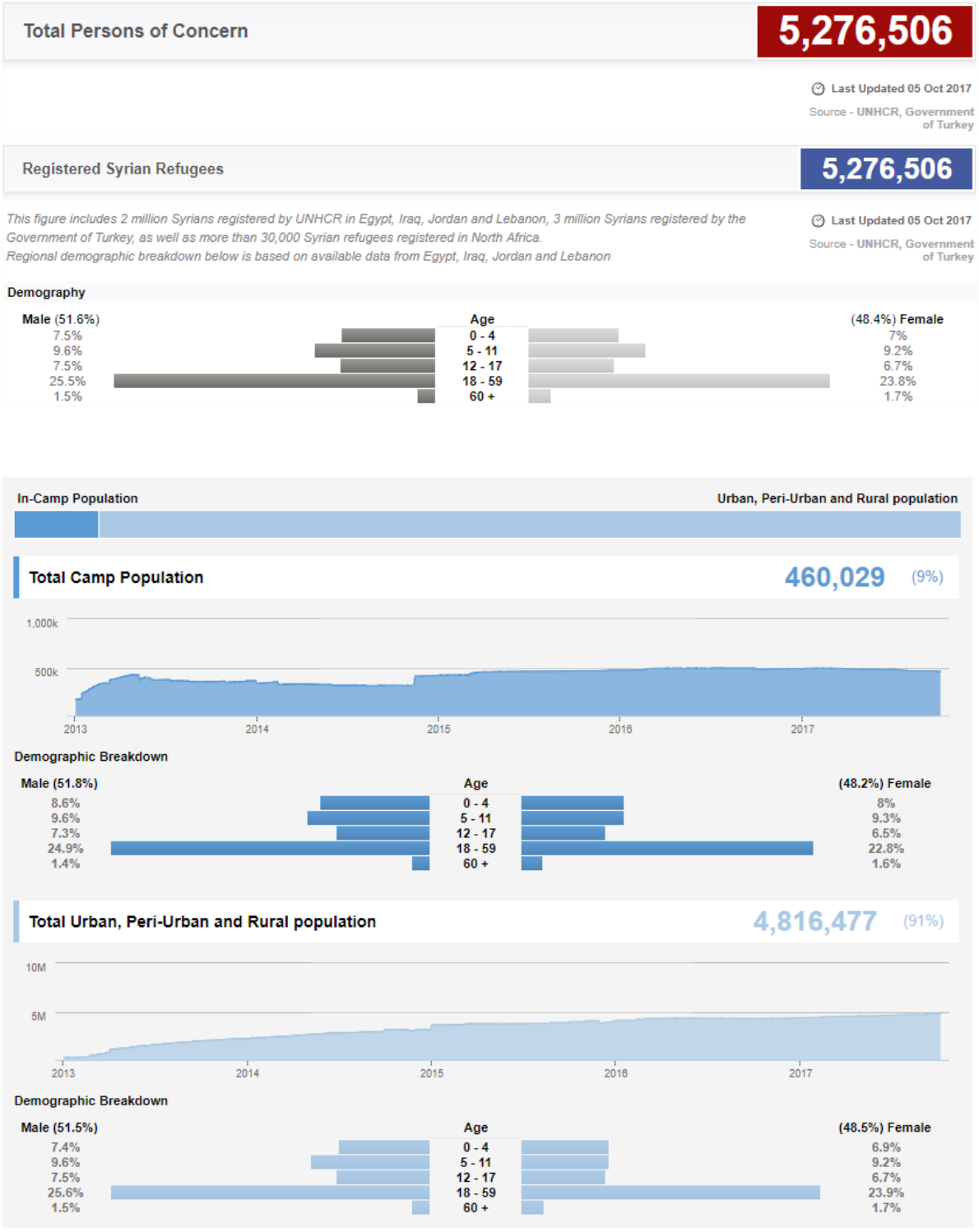
Iraq

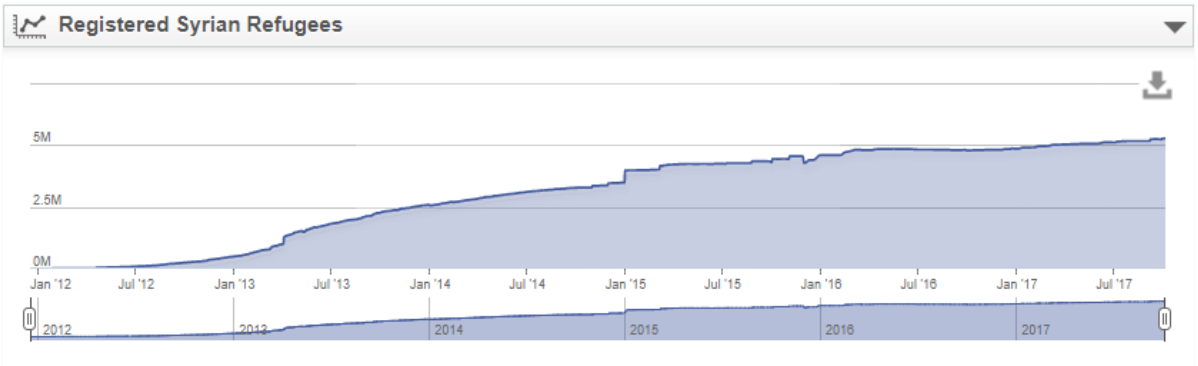
a. Key indicators

+ Health	Life expectancy at birth (years) 69.6
+ Education	Expected years of schooling (years) 10.1
+ Income/Composition of Resources	Gross national income (GNI) per capita (2011 PPPs) 11,608
+ Inequality	Inequality-adjusted HDI (IHDI) 0.505
+ Gender	Gender Development Index (GDI) 0.804
+ Poverty	Multidimensional Poverty Index (MPI) 0.052
+ Work, employment and vulnerability	Employment to population ratio (% ages 15 and older) 35.3
+ Human Security	Homicide rate (per 100,000 people) 7.9
+ Trade and Financial Flows	Exports and imports (% of GDP) 50.4
+ Mobility and Communication	Internet users (% of population) 17.2
+ Environmental sustainability	Carbon dioxide emissions per capita (tonnes) 4.9
+ Demography	Population, total (millions) 36.4

Source: UNDP: http://hdr.undp.org/en/countries/profiles/IRQ

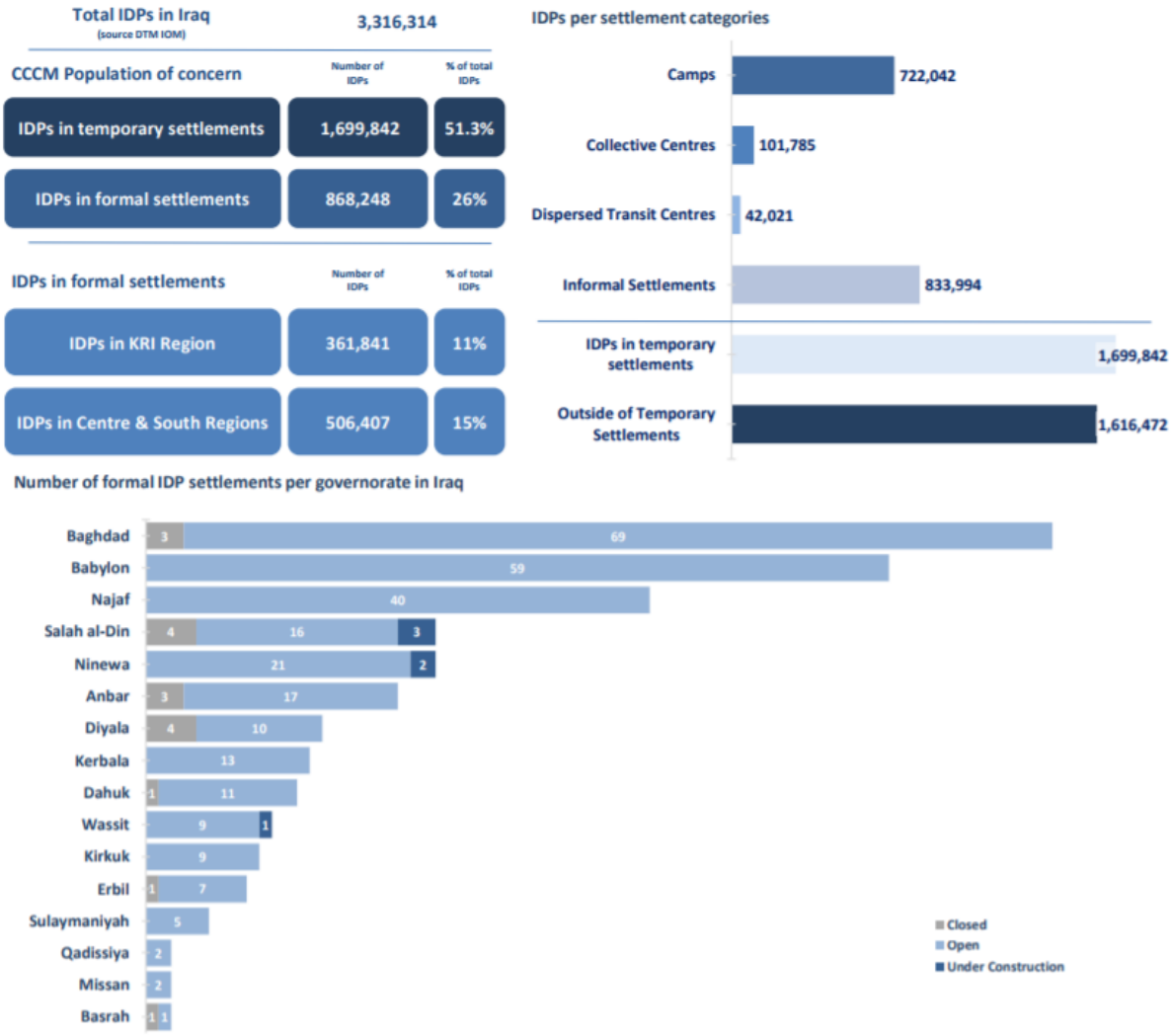
Refugee crisis – Syria





Source: UNHCR http://data.unhcr.org/syrianrefugees/regional.php#_ga=2.58421162.1267823859.1508061680-1258269567.1508061680

Refugee crisis – Iraq



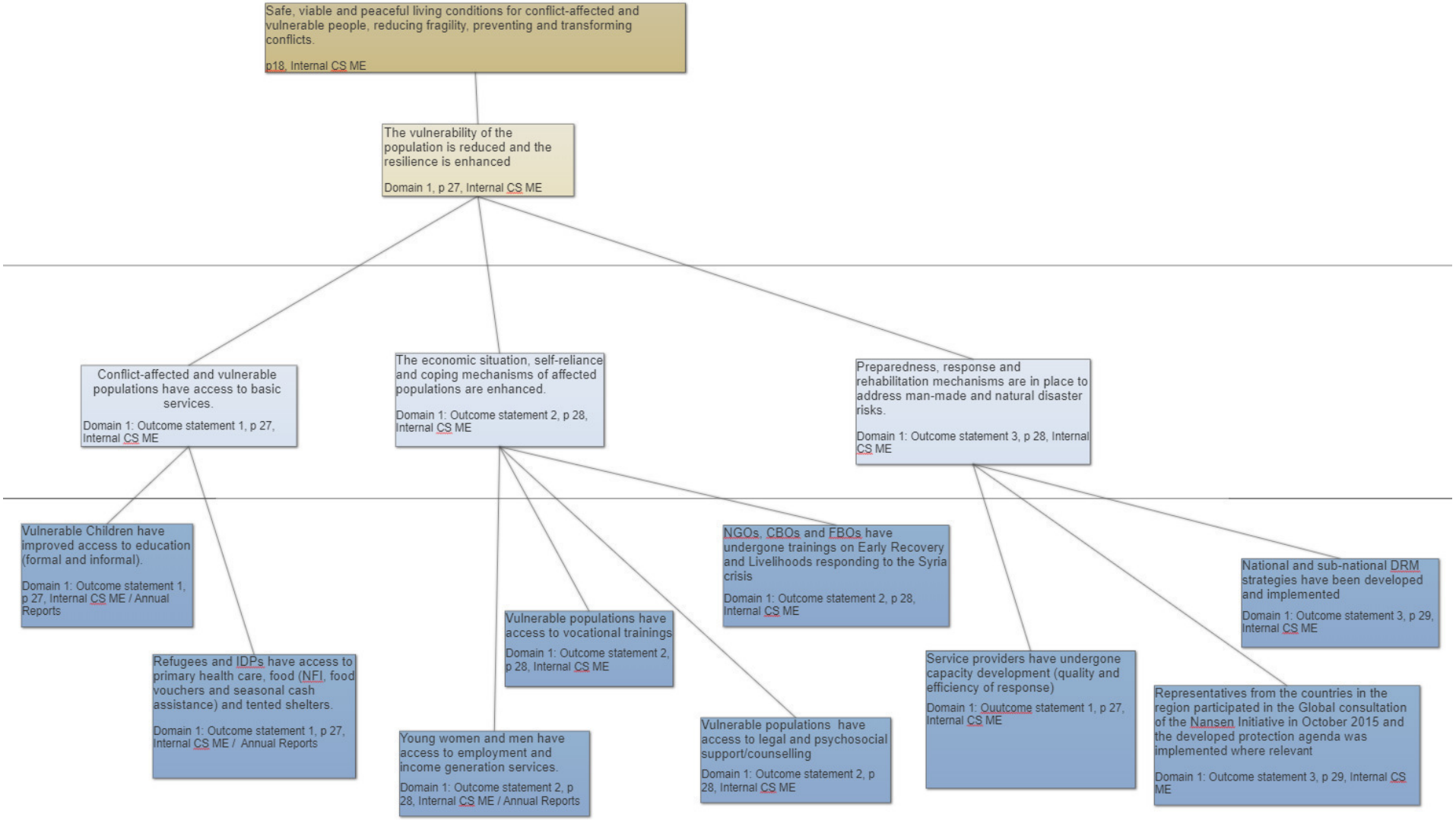
Source: UNHCR: http://www.unhcr.org/iraq-emergency.html

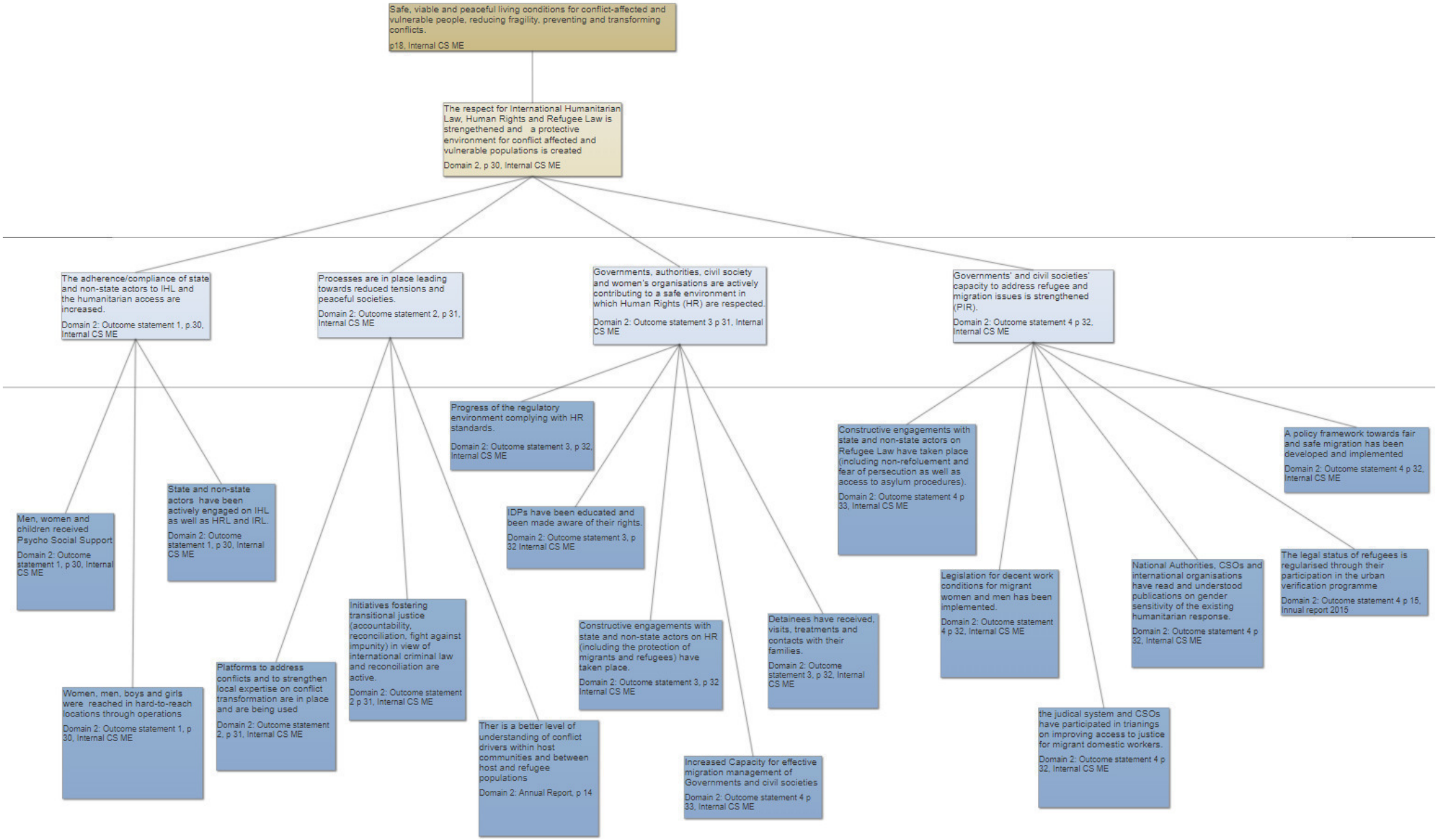
Palestinian Refugees (in the region)

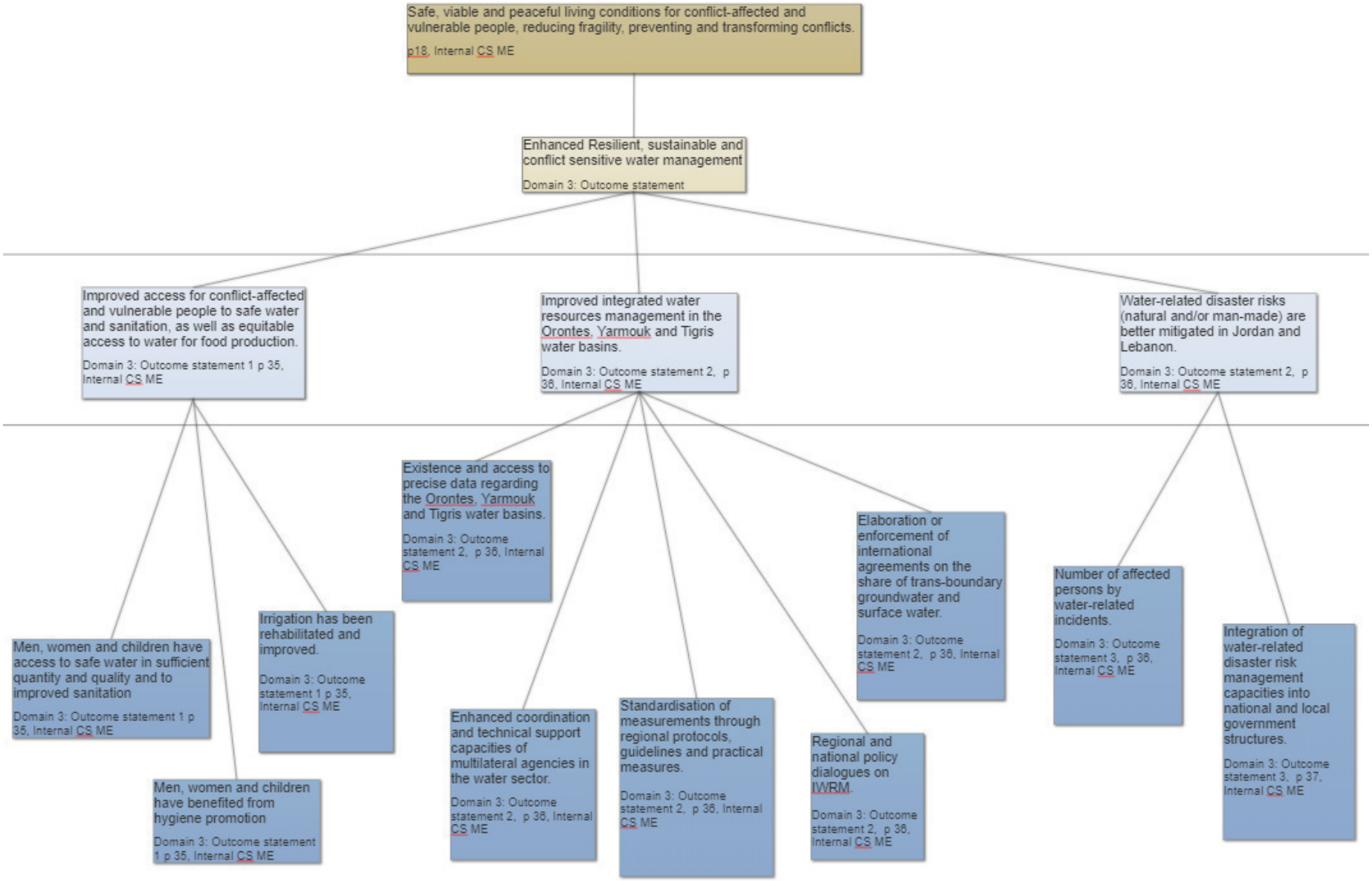
as of 1 jan 2017	JORDAN	LEBANON	SYRIA[1]	WEST BANK	GAZA STRIP	TOTAL/AVE
GENERAL						
REGISTERED REFUGEES (RR)	2,175,491	463,664	543,014	809,738	1,348,536	5,340,443
OTHER REGISTERED PERSONS	111,152	50,131	75,114	187,435	87,080	510,912
TOTAL REGISTERED PERSONS (RP)	2,286,643	532,173	618,128	997,173	1,435,616	5,869,733
INCREASE IN RP OVER THE PREVIOUS YEAR (%)	1.7	5.5	-1.9	2.7	3.4	1.8
% OF RP EACH FIELD OF OPERATION	39	9	10.5	17	24.5	100
OFFICIAL CAMPS	10	12	9	19	8	58
RP REGISTERED TO CAMPS (RPCs)[2]	397,739	260,106	186,858	242,257	578,694	1,665,654
RPCs AS % OF RPs	17.4	48.9	30.2	24.3	40.3	28.4

Source: UNRWA: https://www.unrwa.org/resources/about-unrwa/unrwa-figures-2017

Annex 3 – Theories of Change


Safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts.
p18, Internal CS ME
The vulnerability of the population is reduced and the resilience is enhanced
Domain 1, p 27, Internal CS ME
Conflict-affected and vulnerable populations have access to basic services.
Domain 1: Outcome statement 1, p 27, Internal CS ME
The economic situation, self-reliance and coping mechanisms of affected populations are enhanced.
Domain 1: Outcome statement 2, p 28, Internal CS ME
Preparedness, response and rehabilitation mechanisms are in place to address man-made and natural disaster risks.
Domain 1: Outcome statement 3, p 28, Internal CS ME
Vulnerable Children have improved access to education (formal and informal).
Domain 1: Outcome statement 1, p 27, Internal CS ME / Annual Reports
Refugees and IDPs have access to primary health care, food (NFI, food vouchers and seasonal cash assistance) and tented shelters.
Domain 1: Outcome statement 1, p 27, Internal CS ME / Annual Reports
Vulnerable populations have access to vocational trainings
Domain 1: Outcome statement 2, p 28, Internal CS ME
Young women and men have access to employment and income generation services.
Domain 1: Outcome statement 2, p 28, Internal CS ME / Annual Reports
NGOs, CBOs and FBOs have undergone trainings on Early Recovery and Livelihoods responding to the Syria crisis
Domain 1: Outcome statement 2, p 28, Internal CS ME
Vulnerable populations have access to legal and psychosocial support/counselling
Domain 1: Outcome statement 2, p 28, Internal CS ME
Service providers have undergone capacity development (quality and efficiency of response)
Domain 1: Ouutcome statement 1, p 27, Internal CS ME
National and sub-national DRM strategies have been developed and implemented
Domain 1: Outcome statement 3, p 29, Internal CS ME
Representatives from the countries in the region participated in the Global consultation of the Nansen Initiative in October 2015 and the developed protection agenda was implemented where relevant
Domain 1: Outcome statement 3, p 29, Internal CS ME


Safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts.
p18, Internal CS ME
The respect for International Humanitarian Law, Human Rights and Refugee Law is strengethened and a protective environment for conflict affected and vulnerable populations is created
Domain 2, p 30, Internal CS ME
The adherence/compliance of state and non-state actors to IHL and the humanitarian access are increased.
Domain 2: Outcome statement 1, p.30, Internal CS ME
Processes are in place leading towards reduced tensions and peaceful societies.
Domain 2: Outcome statement 2, p 31, Internal CS ME
Governments, authorities, civil society and women's organisations are actively contributing to a safe environment in which Human Rights (HR) are respected.
Domain 2: Outcome statement 3 p 31, Internal CS ME
Governments' and civil societies' capacity to address refugee and migration issues is strengthened (PIR).
Domain 2: Outcome statement 4 p 32, Internal CS ME
Men, women and children received Psycho Social Support
Domain 2: Outcome statement 1, p 30, Internal CS ME
State and non-state actors have been actively engaged on IHL as well as HRL and IRL.
Domain 2: Outcome statement 1, p 30, Internal CS ME
Women, men, boys and girls were reached in hard-to-reach locations through operations
Domain 2: Outcome statement 1, p 30, Internal CS ME
Platforms to address conflicts and to strengthen local expertise on conflict transformation are in place and are being used
Domain 2: Outcome statement 2, p 31, Internal CS ME
Initiatives fostering transitional justice (accountability, reconciliation, fight against impunity) in view of international criminal law and reconciliation are active.
Domain 2: Outcome statement 2 p 31, Internal CS ME
Ther is a better level of understanding of conflict drivers within host communities and between host and refugee populations
Domain 2: Annual Report, p 14
Progress of the regulatory environment complying with HR standards.
Domain 2: Outcome statement 3, p 32, Internal CS ME
IDPs have been educated and been made aware of their rights.
Domain 2: Outcome statement 3, p 32 Internal CS ME
Constructive engagements with state and non-state actors on HR (including the protection of migrants and refugees) have taken place.
Domain 2: Outcome statement 3, p 32 Internal CS ME
Increased Capacity for effective migration management of Governments and civil societies
Domain 2: Outcome statement 4 p 33, Internal CS ME
Detainees have received, visits, treatments and contacts with their families.
Domain 2: Outcome statement 3, p 32, Internal CS ME
Constructive engagements with state and non-state actors on Refugee Law have taken place (including non-refoluement and fear of persecution as well as access to asylum procedures).
Domain 2: Outcome statement 4 p 33, Internal CS ME
Legislation for decent work conditions for migrant women and men has been implemented.
Domain 2: Outcome statement 4 p 32, Internal CS ME
the judical system and CSOs have participated in trianings on improving access to justice for migrant domestic workers.
Domain 2: Outcome statement 4 p 32, Internal CS ME
National Authorities, CSOs and international organisations have read and understood publications on gender sensitivity of the existing humanitarian response.
Domain 2: Outcome statement 4 p 32, Internal CS ME
A policy framework towards fair and safe migration has been developed and implemented
Domain 2: Outcome statement 4 p 32, Internal CS ME
The legal status of refugees is regulanised through their participation in the urban verification programme
Domain 2: Outcome statement 4 p 15, Innual report 2015


Safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts.
p18, Internal CS ME
Enhanced Resilient, sustainable and conflict sensitive water management
Domain 3: Outcome statement
Improved access for conflict-affected and vulnerable people to safe water and sanitation, as well as equitable access to water for food production.
Domain 3: Outcome statement 1 p 35, Internal CS ME
Improved integrated water resources management in the Orontes, Yarmouk and Tigris water basins.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Water-related disaster risks (natural and/or man-made) are better mitigated in Jordan and Lebanon.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Men, women and children have access to safe water in sufficient quantity and quality and to improved sanitation
Domain 3: Outcome statement 1 p 35, Internal CS ME
Men, women and children have benefited from hygiene promotion
Domain 3: Outcome statement 1 p 35, Internal CS ME
Irrigation has been rehabilitated and improved.
Domain 3: Outcome statement 1 p 35, Internal CS ME
Existence and access to precise data regarding the Orontes, Yarmouk and Tigris water basins.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Enhanced coordination and technical support capacities of multilateral agencies in the water sector.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Standardisation of measurements through regional protocols, guidelines and practical measures.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Regional and national policy dialogues on IWRM.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Elaboration or enforcement of international agreements on the share of trans-boundary groundwater and surface water.
Domain 3: Outcome statement 2, p 36, Internal CS ME
Number of affected persons by water-related incidents.
Domain 3: Outcome statement 3, p 36, Internal CS ME
Integration of water-related disaster risk management capacities into national and local government structures.
Domain 3: Outcome statement 3, p 37, Internal CS ME

Annex 4 – List of implementing partners

Partner organizations for ongoing projects in Iraq
WFP
ICRC
UNHCR
ACF
NRC
Oxfam

Partner organizations for ongoing projects in Syria
WFP
UNRWA
ICRC
HI
OCHA
SARC
UNHCR
People in Need (PIN)
War Child Holand (WCH)
ACF
Reach
NRC
Save the Children (SC)
Oxfam
IOM
iMMAP

Partner organizations for ongoing projects in Turkey
Support to Life (STL)
Concern

Annex 5 – List of reviews and End-of-Phase Reports (EPR)

Reviews

Mid Term Review of the Cooperation Strategy Middle East 2015-2018. Report dated 11.01.2017 + Management Response dated 30.03.2017.

Evaluation Regional Program for Iraq, Jordan, Lebanon and Syria (IJSL) 2010-2014 + Management Response. December 2014.

End-of-Phase Reports (EPR)

Iraq – Immediate Assistance to Anbar IDPs in Kirkuk and Salah Al-Din (end of phase 30.09.2015)
IP – Save the Children

Syria – Emergency response for Syrian people with injuries and/or disabilities and other vulnerable groups affected by the crisis in Syria (end of phase 31.12.2015)
IP – Handicap International

Iraq – Assistance to Internally Displaced People in Baghdad (end of phase 30.09.2015)
IP – Norwegian Refugee Council

Syria – Livelihood Restoration (end of phase 31.08.2015)
IP – United Nations Development Programme

Jordan – Mitigating the Impact of Syrian Refugees on Host Communities (end of phase 31.12.2014)
IP – United Nations Development Programme (UNDP Jordan)

Jordan – Capacity Development Jordanian Department for Palestinian Affairs – III (end of phase 05.02.2014)
IP: SDC / Direct Action

Iraq – Optimizing effectiveness of relief and development efforts, and empowering civil society in Iraq (end of phase 30.11.2015)
IP: NCCI

Syria – Education and psychosocial support for vulnerable children in Syria. (end of phase 31.03.2017)
IP: War Child Holland

Syria – Livelihood support to vulnerable and conflict affected population in Syria. (end of phase 31.03.2017)
IP: Acción Contra el Hambre (ACF)

Syria – Emergency Food Security and Livelihood Assistance. (end of phase 31.03.2016)
IP: Food and Agricultural Organisation (FAO)

Syria – IMPACT Area of Origin – Syrian Humanitarian Situation Monitoring from Neighbouring Countries. (end of phase 31.12.2016)
IP: IMPACT Initiatives

Syria – People in Need (PIN) Emergency relief to civilian victims of conflict in Syria. (end of phase 31.12.2016)
IP: People in Need

Syria – Emergency Assistance for poor herder families in Syria (BSL). (end of phase 31.12.2014)
IP: FAO

Iraq - Waterkeepers Iraq (WI) Environmental Education Channel. (end of phase 30.09.2016)
IP: Waterkeepers Iraq

Syria – Expansion of Early Warning System in contribution the Syrian National Drought Strategy. (end of phase 31.03.2014)
IP: FAO

Syria – Emergency response for Syrian people with injuries and/or disabilities and other vulnerable groups affected by the crisis in Syria. (end of phase231/12/2015)
IP: Handicap International

Syria – Livelihood Restoration (end of phase 31.08.2015)
IP: UNDP

Syria – Provision of Medical Relief to affected populations inside Syria through cross-border medical support and direct health activities. (end of phase 31.03.2016)
IP: MdM

Syria – Life saving humanitarian assistance and increased resilience for crisis affected populations in Syria. (end of phase: 31.03.2016)
IP: Medair

Lebanon – Emergency WASH and Rehabilitation of schools in Akkar region. (end of phase: 30.06.2014)
IP: SDC – Direct Implementation.

Lebanon – Emergency WASH and Rehabilitation of Schools in Wadi Khaled and Akroum. (end of phase 15.11.2015)
IP: SDC – Direct Implementation

Annex 6 – Synopsis Results Framework of the CS

Synopsis Results Framework of Cooperation Strategy 2015 – 2018

Overall Goal		
Switzerland contributes to safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts		
Domains		
Domain 1: Basic Needs & Services	**Domain 2: Protection**	**Domain 3: Water**
Domain Goals		
Save lives, reduce vulnerabilities and enhance resilience.	Strengthen the respect for International Humanitarian Law, Human Rights and Refugee Law and contribute to conflict transformation and to a protective environment for conflict affected and vulnerable populations, including IDPs, refugees, and migrants.	Enhance resilient, sustainable and conflict-sensitive water management.
Planned Results of Swiss Contributions		
1. Conflict-affected and vulnerable populations have access to basic services. 2. Self-reliance and coping mechanisms of affected populations are enhanced. 3. Preparedness, response and rehabilitation mechanisms are in place to address man-made and natural disaster risks.	1. Increased adherence/compliance of state and non-state actors to IHL and increased humanitarian access. 2. Processes are in place leading towards reduced tensions and peaceful societies. 3. Governments, authorities, civil society and women's organisations are actively contributing to a safe environment in which HR are respected. 4. Governments' and civil societies' capacity to address refugee and migration issues is strengthened (PIR).	1. Improved access for conflict-affected and vulnerable people to safe water and sanitation, as well as equitable access to water for food production. 2. Improved integrated water resources management in the Orontes, Yarmouk and Tigris water basins. 3. Water-related disaster risks (natural and/or man-made) are better mitigated in Jordan and Lebanon.
Indicative Budgets and Expenditure so far		
Indicative CS Budget[1]: CHF 96 million Expenditure 2015: CHF 65.2 million Expenditure 2016: CHF 33.6 million	Indicative CS Budget: CHF 61 million Expenditure 2015: CHF 35.7 million Expenditure 2016: CHF 31.4 million	Indicative CS Budget CHF 78 million Expenditure 2015: CHF 9.3 million Expenditure 2016: CHF 15.5 million
Transversal themes		
Gender, Good Governance, DRR		

[1] These figures include bilateral and multilateral contributions

Annex 7 - Results chains per domain

Results Framework Swiss Cooperation Strategy Middle East 2015 – 2018: Domain 1: Basic Needs & Services

Overall Goal: Switzerland contributes to safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflict.

Domain of intervention 1: Basic Needs & Services Save lives, reduce vulnerabilities and enhance resilience		
(1) Swiss portfolio outcomes	**(2) Contribution of Swiss Cooperation Programme**	**(3) Region / Country development or humanitarian outcomes**
Outcome statement 1: **Conflict-affected and vulnerable populations have access to basic services.** **Fields of observation** Swiss Cooperation Programme contributions to: – Vulnerable population's (men/women; boys/girls) access to emergency relief and basic services, incl. education, shelter, food, NFI, cash. – Capacities of service providers	**Protracted Status Quo scenario (most likely):** By providing emergency relief covering basic needs and capacity development for basic service providers, lives of conflict-affected people will be saved, the region's countries will be more able to cope with the refugee and IDP caseload and keep up the levels of basic service delivery; Enhancing access to education will put the (young) population in a better position to cope with the distress and develop positive approaches towards their future, contributing to reducing fragility factors. **Adaptations for Best case scenario:** Better access and a more stable environment allow for increasing shift of focus from emergency relief towards rehabilitation and reconstruction of basic services in conflict areas. Capacity development for service providers can be enhanced. Host communities may cope better if the economic overall situation improves. **Adaptations for Worst case scenario:** Further destabilization will lead to more access restrictions for humanitarian actors. Life-saving emergency relief may have to be further prioritized while capacity development for service providers may prove increasingly challenging. Host communities will get increasingly vulnerable and will be in need of assistance, opening the needs – response gap further, which will require a increasingly strict targeting of the most vulnerable.	**Outcome statement 1** **Protection and assistance needs of refugees and IDPs living in camps, settlements and local communities as well as of the most vulnerable members of impacted communities as well as resilience and stabilisation needs of impacted and vulnerable communities in all sectors are addressed;** (Strategic objectives 3RP) **Improved access to civilians in accordance with international law, IHL and IHRL;** **Reduced incidences of deaths, injuries and illnesses due to crisis.** **Improved efficiency of the humanitarian response to the Syria crisis. (SRP)** **Fields of observation** – Vulnerable population's (men/women; boys/girls) access to emergency relief and basic services, incl. education, shelter, food, NFI, cash.

Outcome statement 2: Self-reliance and coping mechanisms of affected populations are enhanced. **<u>Fields of Observation</u>** Swiss Cooperation Programme contribution to: – Economic situation of vulnerable families – Young women and men benefitting from employment and income generation services. – Access of vulnerable populations to legal and psychosocial support/counselling – Access of vulnerable populations to income generating jobs and/or vocational trainings	**Protracted Status Quo scenario (most likely):** Providing support to improve the economic situation of vulnerable families of both refugee/IDP as well as host communities as their improved access to legal and social service supplies will reduce tensions between the refugees/IDPs and hosts and will increase their capacities to cope with the crisis. Humanitarian and developmental approaches are converged, respectively the protection of vulnerable populations mainstreamed into developmental activities in order to make durable and sustainable solutions for concerned populations in the region more likely. **Adaptations for Best case scenario:** Self-reliance and coping mechanisms can be increasingly linked to a recovery context. Employment and income opportunities for beneficiaries will trigger more programming options for training and counselling. **Adaptations for Worst case scenario:** Self-reliance and coping mechanisms have to be oriented increasingly and in more locations towards life-saving and minimum standard aspects. Income generation oriented programming may be feasible only in "pockets of stability".	**Outcome statement 2** **B) To address the resilience and stabilization needs of impacted and vulnerable communities in all sectors; build the capacities of national and sub-national service delivery systems; strengthen the ability of governments to lead the crisis response; and provide the strategic, technical and policy support to advance national responses**. (3RP) **Improved ability of affected communities and institutions to respond to the shocks of the crisis. (SRP)** **<u>Fields of Observation</u>** – Economic situation of vulnerable families – Youth women and men benefitting from employment and income generation services.
Outcome statement 3: **Preparedness, response and rehabilitation mechanisms are in place to address man-made and natural disaster risks**.	**Protracted Status Quo scenario (most likely):** By providing capacity development for emergency relief and basic service providers, loss of lives of disaster affected people will be prevented and the region's countries and communities will be more able to respond and to cope with the shocks of man-made and natural disasters. Elements of the Nansen Initiative Protection Agenda are included in Swiss programming and governments in the region are lobbied by Swiss Embassies/Cooperation offices to participate in the respective Global Consultation	**Outcome statement 3** **Disaster risk management mechanisms and capacities are defined and established on national and on local level. Their effectiveness and efficiency are demonstrated.** **(DRR strategic planning Jordan and Lebanon)** **Strengthened capacities of national and sub-national service delivery systems; of the ability of governments to lead the crisis response; strategic, technical and policy support to advance national responses. (3RP)** **Improved ability to respond to the needs of affected people (SRP)**

Fields of Observation Specific Swiss Cooperation Programme Contributions to: - Evolution of service providers' capacities (quality and efficiency of response) - Development and implementation of National and sub-national DRM strategies - Participation of representatives from the countries in the region at the Global consultation of the Nansen Initiative in October 2015 as well as implementation – where relevant – of the protection agenda developed by the Nansen Initiative	**Adaptations for Best case scenario:** Within a stabilizing context, more counterpart resources will be available, which may lead to faster and more effective programme progress. In Lebanon the space to better link local and national response mechanisms may improve and can thus be considered in programming. **Adaptations for Worst case scenario:** Counterparts, overwhelmed with a worsening context situation may have reduced capacities or willingnes to work on preparednes mechanisms. This may lead to slow down or suspension of certain interventions.	**Fields of Observation** - Evolution of service providers' capacities (quality and efficiency of response) - Development and implementation of National and sub-national DRM strategies

(4) Lines of intervention

The interventions shall consist of

1) financial and expert support to the efforts of national authorities and multilateral actors (UN agencies and the ICRC),
2) bilateral interventions implemented by NGOs, as well as of direct actions implemented by the Swiss Humanitarian Aid Unit.
3) policy dialogue and humanitarian diplomacy, thus contributing to the shaping of frame conditions relevant for the domain.

Civil society organisations shall be supported in their roles and capacities as they play a crucial role in covering the needs of the population; facilitating their access to humanitarian support and basic services, the organisation of daily life, economic activities, and education; as well as in increasing participation of the grassroots in political life.

(5) Resources, partnerships

FDFA/SDC, FDFA/HSD and SEM shall be active in this domain.
The financial target has been set at CHF 57 Mio bilateral plus approximately CHF 40 Mio multilateral funding.

(6) Management aspects

Interventions in this domain shall mainly but not exclusively contribute to reducing the following fragility factors:

- exposure to natural hazards;
- weak governance and institutions;
- a predominantly young population in search of social justice and striving for more economic and political participation;
- forced migration flows of people in need of basic services and of becoming again economic actors.

All interventions apply Conflict-sensitive Programme Management (CSPM) in order to avoid feeding into conflict dynamics.

Results Framework Swiss Cooperation Strategy Middle East 2015 – 2018: Domain 2: Protection

Overall Goal: Switzerland contributes to safe, viable and peaceful living conditions for conflict affected and vulnerable people, reducing fragility, preventing and transforming conflict.

Domain of intervention 2: Protection Strengthen the respect for International Humanitarian Law, Human Rights and Refugee Law and contribute to conflict transformation and to a protective environment for conflict affected and vulnerable populations, including IDPs, refugees, and migrants.		
(1) Swiss portfolio outcomes:	**(2) Contribution of Swiss Cooperation Programme**	**(3) Region Country development or humanitarian outcomes**
Outcome statement 1 **Increased adherence/compliance of state and non-state actors to IHL and increased humanitarian access.** **<u>Fields of Observation</u>** Swiss contribution to: – Humanitarian access to persons in need – Safety and security of humanitarian actors – Constructive engagements with state and non-state actors on IHL as well as HRL and IRL – % of women, men, boys and girls reached in hard-to-reach locations (as defined by UN SCR 2139 and 2165)	**Protracted Status Quo scenario (most likely):** The Swiss Cooperation Programme will – through its own initiatives and through its support to organisations with specific protection mandates – contribute to enhance a protective, secure environment for conflict affected civilian population, especially vulnerable persons such as refugees and IDPs. The Programme will support initiatives that prevent further deepening of societal divide as well as increase the chances for inclusive political solutions. **Adaptations for Best case scenario:** Improved adherence of state and non-state actors to IHL will ensure humanitarian access to people in need and will thus protect their lives and facilitate covering their basic needs. This will also contribute to reducing further massive displacements within and beyond the region. **Adaptations for Worst case scenario:** Diplomatic and advocacy initiatives will have to be further intensified, the support for key partner organizations with specific protection mandates will be further enhanced in order to promote adherence/compliance of state and non-state actors to IHL at all levels.	**Outcome statement 1** **Protection and assistance needs of refugees and IDPs as well as other vulnerable persons living in camps, in settlements and in local communities are addressed and the impacted and vulnerable communities' resilience and stabilization mechanisms are strengthened. (3RP)** **Improved access to and protection of civilians in accordance with international law, IHL and IHRL. (SRP)** **<u>Fields of Observation</u>** – Humanitarian access to persons in need – Security of humanitarian actors – Constructive engagements with state and non-state actors on IHL (as well as HRL and IRL) – % of persons / civilian population reached in hard to reach locations (as defined by UN SCR 2139 and 2165)

Outcome statement 2 **Processes are in place leading towards reduced tensions and peaceful societies.** **<u>Fields of Observation</u>** Swiss Cooperation Programme support to: - Inclusive processes for both women and men seeking to transform existing conflicts – Initiatives fostering transitional justice (accountability, reconciliation, fight against impunity) in view of international criminal law and reconciliation. – Level / extent of tensions and armed conflict	**Protracted Status Quo scenario (most likely):** The Swiss Cooperation Programme will initiate, support and promote initiatives, key actors and mechanisms that seek to transform conflicts in a non-violent manner. Furthermore, Switzerland will tackle key drivers of conflict in the region. Hence, it will initiate, support and promote initiatives and processes in the field of transitional justice, rule of law, human rights, good governance and strengthening of civil society. The gender dimension of conflicts and conflict transformation will be taken into account. Promoting participation of women and gender sensitivity will be sought in Swiss programming. **Adaptations for Best case scenario:** The Swiss programme will contribute to peace processes on Track I level. Support will be provided to authorities and civil society organisations taking part in conflict transformation and reconciliation activities, and can consist in the provision of specific expertise or process support. **Adaptations for Worst case scenario:** - The Swiss Cooperation Programme will focus its efforts on processes that aim to get the conflict parties complying with IHL. - The Swiss Cooperation Programme will focus its efforts on processes aiming at engaging the conflict parties in political dialogue in order to reduce their use of violence.	**Outcome statement 2** **Tensions and armed conflict have decreased** **<u>Fields of Observation</u>** – Inclusive processes seeking to transform existing conflicts – Initiatives against impunity, fostering transitional justice, in a perspective of international criminal law and reconciliation. – Level / extent of tensions and armed conflict
Outcome statement 3 **Governments, authorities, civil society and women's organisations are actively contributing to a safe environment in which HR are respected.** **<u>Fields of Observation</u>** Swiss Cooperation Programme contributions to:	**Protracted Status Quo scenario (most likely):** The Swiss Cooperation Programme will support civil society initiatives which advocate for the respect of human rights and women's rights, and provide legal aid and access to justice for vulnerable groups. Furthermore, the Swiss Cooperation Programme will support civil society and UN human rights mechanisms which engage in advocacy, monitoring	**Outcome statement 3** **Human Rights are respected.** **<u>Fields of Observation</u>** - National plan outcome targets for Jordan and Lebanon - Human Rights reporting on the countries of the

– Progress of the regulatory environment complying with HR standards – Cases of HR and gender-based violations reported (brought to court) and or decreased – Constructive engagements with state and non-state actors on HR (including the protection of migrants and refugees)	and reporting of human rights violations. Switzerland will advocate for human rights on bilateral and multilateral level and be engaged in the international migration dialogue in order to find coordinated solutions for a better protection of migrants' human rights. **Adaptations for Best case scenario:** Legal aid and access to justice is provided to the victims of the conflict and HR violations are reported to the competent authorities. **Adaptations for Worst case scenario:** The Swiss Cooperation Programme attempts to remain in contact and if possible offer support to civil society and women's organisations advocating for the respect of human rights. Cases of HR and gender-based violations continue to be recorded for future reporting.	region.
Outcome statement 4 **Governments' and civil societies' capacity to address refugee and migration issues is strengthened (PIR).** **<u>Fields of Observation</u>** Swiss Contributions to: – Development and implementation of a policy framework towards fair and safe migration - Migration governance by decision makers and implementing partners including degree of sensitivity and respect for migrants' rights - Implementation of legislations for decent work conditions for migrant women and men - Constructive engagements with state and non-state actors on Refugee Law (including non-	**Protracted Status Quo scenario (most likely):** Through the `Protection in the Region`-platform, Switzerland will promote the engagement of key actors to advocate and sensitize for the protection of refugees, IDPs and vulnerable migrants. The Swiss Cooperation Programme's support to the Jordanian and Lebanese authorities for developing and implementing a national migration policy, improving and implementing legislations on migrant workers will contribute to improved management of labour migration, more decent work opportunities and reduced cases of human trafficking. This will be achieved through supporting – financially and technically – Governments, multilateral (ILO) as well as civil society partners in Jordan and Lebanon. The Swiss Cooperation Programme will supply trainings to governments (and respective offices) interested in improving their protection commitments as well as asylum laws and	**Outcome statement 4** **A predictable labour policy and management is in place in Jordan and Lebanon that creates a work environment that provides decent work and prevents trafficking in persons.** **<u>Fields of Observation</u>** - Implementation of National Employment Strategies - Decent work opportunities for migrant workers in Jordan and Lebanon - Adherence to Refugee Law (including non-refoulement and fear of persecution as well as access to asylum procedures) - Migration management of Governments and civil society

refoulement and fear of persecution as well as access to asylum procedures) - Increased capacity for effective migration management of Governments and civil societies.	procedures. Through dialogue with civil society actors and national authorities, Switzerland will promote advocacy for a more protective environment for refugees, IDPs and vulnerable migrants. Switzerland will support the elaboration of solid database and knowledge of mixed migration patterns for an evidence-based definition of policies on how to protect people fleeing serious rights deprivations who fall outside of the 1951 Refugee Convention framework. Switzerland will support durable solutions (self-reliance, out-of-camp policies as well as voluntary return in dignity and safety) for displaced people through studies, dialogues with civil society actors and possibly authorities (either directly or through mandated partner organisations) and/or concrete interventions. **Adaptations for Best case scenario:** The Swiss Cooperation Programme will support the Jordanian and Lebanese authorities in developing durable solutions for the displaced populations. Protection measures will be reinforced and integration schemes developed for the numerous displaced persons. Support for initiatives facilitating voluntary returns in dignity and safety will be considered. **Adaptations for Worst case scenario:** Considering the increasingly challenging regional context and security concerns associated to migration, the Swiss Cooperation Programme will continue to advocate for the respect of Refugee Law towards state and non-state actors. Dialogue with national authorities is preserved in order to address the growing number of presumed refoulement cases. Massive displacements of population require an intensification of the cooperation between the Swiss Cooperation Programme and its key partners.	

(4) Lines of intervention		
The interventions shall consist of 4) a variety of multilateral and bilateral interventions as well as expert secondments; 5) diplomatic initiatives and facilitation of processes as well as policy dialogue; Capacity building and awareness-raising based on the concept of Protection of Civilians as well as advocacy will be corner stones of this domain. The Protection in the Region platform shall also be used to help reach the domain's objective. Civil society organisations shall be supported in their roles and capacities as they play a crucial role in covering the needs of the population; facilitating their access to humanitarian support and basic services, the organisation of daily life, economic activities, and education; as well as in increasing participation of the grassroots in political life.		
(5) Resources		
FDFA (SDC, MENAD and HSD) and SEM will be the main Swiss actors active in this domain. The DPPS may provide in kind contributions. The financial target has been set at CHF 23 Mio bilateral plus approximately CHF 40 Mio multilateral funding.		
(6) Management aspects Interventions in this domain shall mainly but not exclusively contribute to reducing the following fragility factors: • weak governance and institutions; • unresolved fate of Palestine Refugees; • groups with radical ideological agendas, and societal divide; • a predominantly young population in search of social justice and striving for more economic and political participation; • massive forced migration flows of people in need of basic services and of becoming again economic actors. All interventions apply Conflict-sensitive Programme Management (CSPM) in order to avoid feeding into conflict dynamics.		

Results Framework Swiss Cooperation Strategy Middle East 2015 – 2018: Domain 3: Water

Overall Goal*:* Switzerland contributes to safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflict.

Domain of intervention 3: Water **Enhance resilient, sustainable and conflict sensitive water management**		
(1) Swiss portfolio outcomes	**(2) Contribution of Swiss Cooperation Programme**	**(3) Region / Country development or humanitarian outcomes**
Outcome statement 1 **Improved access for conflict-affected and vulnerable people to safe water and sanitation, as well as equitable access to water for food production.** **<u>Fields of observation</u>** Swiss Cooperation Programme contributions to – Number of women/men, girls/boys with access to safe water in sufficient quantity and quality and to improved sanitation – Number of women/men, girls/boys who benefited from hygiene promotion – Evolution of agricultural productivity and food prices due to rehabilitated / improved irrigation	**Protracted Status Quo scenario (most likely):** By improving access to water and sanitation, the conflict-affected and vulnerable people in the region will stand better chances for safe and viable living conditions. More equitable access to water for irrigation will contribute to better food security and more affordable food prices for vulnerable and poor people. Especially the young and female populations are less likely to suffer from a high degree of malnutrition. **Adaptations for Best case scenario:** Better access and a more stable environment allow for increasing shift of focus from emergency WASH towards rehabilitation and reconstruction of water (including irrigation) and sanitation systems in conflict areas. Capacity development for service providers can be enhanced. **Adaptations for Worst case scenario:** Further destabilization will lead to more access restrictions for humanitarian actors and more displacements, putting even more strain on water resources in pockets of stability. Life-saving WASH may have to be further prioritized while capacity development for service providers may prove increasingly challenging. Initiatives providing better access to water for food production will be restricted to pockets of stability.	**Outcome statement 1** **Reduced water-related deaths and illnesses due to the crisis.** **<u>(3RP/SRP)</u>** **<u>Fields of observation</u>** – % of women/men, girls/boys with access to safe water in sufficient quantity and quality and improved sanitation. – Number of beneficiaries of hygiene promotion - Evolution of agricultural productivity and food prices - Number of primary health care consultations (related to water borne diseases)

Outcome statement 2 **Improved integrated water resources management in the Orontes, Yarmouk and Tigris water basins** **Fields of observation** Swiss Cooperation Programme contribution to – Existence and access to precise data regarding the Orontes, Yarmouk and Tigris water basins – Standardization of measurements through regional protocols, guidelines and practical measures – Enhanced coordination and technical support capacities of multilateral agencies in the water sector – Regional and national policy dialogues on IWRM – Elaboration or enforcement of international agreements on the share of trans-boundary groundwater and surface water	**Protracted Status Quo scenario (most likely):** By fostering the capacities for integrated water management, the communities and countries in the region will make use of the water resources in a more sustainable and equitable way, thus preventing water from being a major aggravating conflict factor that leads to increased violent confrontations. **Adaptations for Best case scenario:** Within a stabilizing context, the Swiss Cooperation Programme will increase its efforts to expand the network of stakeholders at local level and to promote policy dialogue. **Adaptations for Worst case scenario:** In a worsening context situation, the predominance of security concerns for the local and national authorities may reduce their capacities / willingness to engage in integrated water resources management. This would result in a slowing down or even suspension of both the policy and the operational components of this part of the Swiss Cooperation Programme.	**Outcome statement 2:** **Improved integrated water resources management in the Middle East** **Fields of observation** – Existence and access to precise data regarding the Orontes, Yarmouk and Tigris water basins – Standardization of measurements through regional protocols, guidelines and practical measures – Existence and capacity of water management units and water-related monitoring capacities – Regional and national policy dialogues on IWRM – Elaboration or enforcement of international agreements on the share of trans-boundary groundwater and surface water –
Outcome statement 3 **Water-related disaster risks (natural and/or man-made) are better mitigated in Jordan and Lebanon.** **Fields of observation** Swiss contribution to – Integration of water-related disaster risk management capacities into national and local government structures	**Protracted Status Quo scenario (most likely):** By improving water-related disaster risk management (preventive, preparedness and response measures), vulnerable parts of the population are better protected from water-related incidents, which threaten their lives and properties and services. **Adaptations for Best case scenario:** Within a stabilizing context, more counterpart resources will be available both in Lebanon and Jordan, which may lead to faster and more	**Outcome statement 3** **Water-related incidents (deaths, damaged infrastructure, contaminated ground and surface water) diminished.** **Fields of observation** – Awareness in the population about water-related risks (before and after disasters) – Number of affected persons by water-related incidents.

– Number of affected persons by water-related incidents.	effective programme progress. In Lebanon, the space to better link local and national risk reduction and mitigation measures may improve and can thus be increasingly considered in programming. **Adaptations for Worst case scenario:** Counterparts, overwhelmed with a worsening context situation may have reduced capacities / willingnes to work on risk reduction and mitigation mechanisms. This may lead to a slow down or suspension of certain interventions.	

(4) Lines of intervention

The interventions shall mainly consist of

6) Multi- and bilateral cooperation arrangements as well as secondments to UN agencies,
7) directly implemented projects by the Swiss Humanitarian Aid Unit,
8) policy dialogue and water-related diplomacy (Blue Peace processes),
9) capacity building of local institutions.

(5) Resources, partnerships

The FDFA (HA, GPWI, HSD), SEM and other Swiss actors shall be active in this domain.
The financial target has been set at CHF 57 Mio bilateral plus approximately CHF 20 Mio multilateral funding.

(6) Management aspects

Interventions in this domain shall mainly but not exclusively contribute to reducing the following fragility factors (CS chapter 6):

- scarce water resources and conflict potential around shared water bodies;
- exposure to natural hazards;
- weak governance and institutions;
- forced migration flows of people in need of basic services and of becoming again economic actors.

All interventions apply Conflict-sensitive Programme Management (CSPM) in order to avoid feeding into conflict dynamics.

Annex 8 – Interviews during the inception phase

Face-to-face meetings and interviews

Name	Organisation	Position
Valérie Rossi	Département Fédéral des Affaires Etrangères DFAE Direction du Développement et de la Coopération DDC Section Evaluation et Contrôle de Gestion SDC	Chargée de Programme
Thomas Oertle	Humanitarian Aid and SHA Department SDC	Head of Middle East and North Africa
Corinne Conti	Humanitarian Aid and SHA Department SDC	Programme Officer Middle East and North Africa Division
Lorenz Pfrunder	Human Security Division Directorate of Political Affairs HSD	Programme Officer Peace Policy Section III
Gregorio Bernasconi	Peace Policy Section III Human Security Division Directorate of Political Affairs HSD	Diplomatischer Mitarbeiter
Janik Bähler	Foreign Policy Section on Migration Human Security Division Directorate of Political Affairs HSD	Wissenschaftlicher Mitarbeiter
Claudia Marti	Human Security Division Directorate of Political Affairs HSD	Head of Peace Policy Section III
Claudia Moser	Human Security Division Directorate of Political Affairs HSD	Head of Humanitarian Policy Section
Heidi Grau	Directorate of Political Affairs HSD	Head of Human Security Division
Yvonne Diallo	Global Programme Migration and Development Division Global Cooperation Department SDC	Programme Officer
Eileen Hofstetter	Global Programme Water Division Global Cooperation Department SDC	Programme Officer
Yvan Loehle	West Africa Division South Cooperation Department SDC	Programme Officer
Markus Reisle	Migration and Development Division Global Cooperation Department SDC	Head of Global Programme
Ruedi Felber	SDC	Deputy Head Evaluation and Corporate Controlling Division Staff of the Directorate

Manuel Bessler	SDC	Deputy Director of the SDC Humanitarian Aid and SHA Department
Karl Lorenz	SEM	Head Third Countries and Multilateral Affairs Directorate for International Cooperation
Annette Matur-Weiss	Directorate for International Cooperation SEM	Fachreferentin Third Countries and Multilateral Affairs
Marc-André Bünzli	Department Africa Humanitarian Aid and SHA Department SDC	Programme Officer *(Wash-Fachgruppenchef)*
Maurice Voyame	Department Africa Humanitarian Aid and SHA Department SDC	Programme Officer
Silvio Flückiger	SDC	Head of Staff Humanitarian Aid and SHA Humanitarian Aid and SHA Department
Lisa Lang	SDC	Head of Division Field Resources Humanitarian Aid and SHA Department
Mario Carera	Human Security Division Directorate of Political Affairs HSD	*Mitarbeiter Extern Sektion Expertenpool für zivile Friedensförderung (SEF)*
Ali Neumann	SDC	Programme Officer Humanitarian Aid and SHA
Markus Baechler	SDC	Programme Officer Middle East and North Africa Humanitarian Aid and SHA
Lukas Rüst	SDC	Programme Officer Middle East and North Africa Division Humanitarian Aid and SHA Department
Sascha Müller	SDC	Programme Officer Middle East and North Africa Humanitarian Aid and SHA
Jacqueline Birrer	SDC	Programme Officer Middle East and North Africa Humanitarian Aid and SHA

Telephone interviews

Name	Organisation	Position
Manuel Etter	Swiss Agency for Development and Cooperation SDC Swiss Cooperation Office, Jordan	Regional Head of Cooperation
Rudolf (Rolf) Gsell	Swiss Agency for Development and Cooperation SDC Swiss Cooperation Office, Jordan	Senior Advicer Quality Assurance

Philipp Beutler	Embassy of Switzerland in Lebanon Swiss Cooperation Office, Beirut, Lebanon	Counselor Head Swiss Cooperation Office
Nicolas Masson	HSD	Human Security Advisor Lebanon
Reto Nigg	Humanitarian Aid and SHA Department SDC	Deputy Head Staff Unit Humanitarian Aid and SHA
Manuel Bessler	SDC	Deputy Director of the SDC Humanitarian Aid and SHA Department
Markus Glatz	SDC	Deputy Head resp. for Quality Assurance Staff of South Cooperation Department Sout Cooperation Demaprtment
Claudia Marti	HSD	Head of Peace Policy Section III Human Security Division Directorate of Political Affairs
Urs von Arb	SEM	Ambassadeur Délégué pour le Moyen Orient Secrétariat d'Etat aux migrations
Beatrice Megevand-Roggo	HD – Centre for Humanitarian Dialogue (Geneva)	Director Middle East
Mohammad Al Abdallah	Syria Justice and Accountability Center (NY)	Director
Benno Kocher	ICRC – International Committee of the Red Cross	Head of Operations
Salvatore Pedulla	UN-OSE(Office De Mistura)	Senior Political Affairs Officer
Hichem Khadhraoui	Geneva Call	Head of Ops
Simon Ammann	SDC	Regionalkoordinator Middle East and North Africa Directorate of Political Affairs
Salman Shaikh	Shaikh Group	CEO
Sara Hellmüller	Swisspeace	Senior Programme Officer

Annex 9 – Interviews during the field mission

Jordan

Name	Organisation	Position
Jurg Montani,	International Committee of the Red Cross, Amman	Head of Delegation
Thierry Ribaux,	International Committee of the Red Cross, Amman	Deputy Head of Delegation
Sophie Volmer	Embassy of the Kingdom of the Netherlands, Amman	Regional Humanitarian Expert
Shauna Flanagan	Embassy of Canada, Amman	First Secretary
Claudia Amaral	Amman Regional Office, Directorate General for Humanitarian Aid and Civil Protection – ECHO	Head of Office
Aidan O'Leary	UNOCHA, Amman	Head of Regional Office for the Syria Crisis
Hy Shelow	UNHCR, Amman	Head of MENA Protection Service
Laurent Raguin	UNHCR, Amman	Senior Regional Operations Manager
Ana Povrzenic	Norwegian Refugee Council, Amman	Head of Programme
Raed Sawalha	Norwegian Refugee Council, Amman	Youth Project Manager, Youth Program
Carsten Hansen	Norwegian Refugee Council, Amman	Regional Director
Federico Dessi,	Handicap International	Head of Mission, Syria
Charlie Walker	People in Need	Head of Programmes – Syria Response, Amman
Andreas Knapp	UNICEF	Chief of WASH sector, Amman

Erik Abild	Norwegian Refugee Council, Amman	Deputy Country Director, Syria Response Office
Sonia Khush	Save the Children, Amman	Syria Director
Andrea Scali	Médecins du Monde, Amman	Field Coordinator – Syrian Crisis (South)
Mohammed Ibrahim Safi	The Green Crescent Society, Amman	General Manager
Ryszard Cholewinski	Decent Work Technical Support Team for the Arab States, ILO	Senior Migration Specialist
Dr Maha Kattaa	International Labour Organisation	Crisis Response Coordinator

Lebanon

Name	Organisation	Position
Monika Schmutz Kirgöz	Ambassade de Suisse au Liban	Ambassadeur
Laurent Gross	SDC	Project Manager
Nathalie Fustier	UNOCHA	Head of Office
Anne-France White	UNOCHA	Humanitarian Affairs Officer
Anne Massagee	Office of the High Commissioner for Human Rights	Head Syria Monitoring Team
Mathieu Routier	Office of the High Commissioner for Human Rights	Human Rights Officer
Dr Margaret Verwijk	Embassy of the Kingdom of The Netherlands	Counsellor / Deputy Head of Mission
Sami Atallah,	The Lebanese Centre for Policy Studies, Beirut	Executive Director
Zeina Mohanna	Amel Association International Beirut	Public Relations – Project Manager

Rubina Abu Zeinab	Preventing Violent Extremism, Office of the President of the Council of Ministers	National Coordinator
Peter Harling	SYNAPS, Beirut	Founder & Director
Fadi Abilmona	Crisis Prevention & Recovery, UNDP, Beirut	Programme Manager
Nancy Hilal	Improving Living Conditions in Palestinian Gatherings and Host Communities, UNDP, Beirut	Project Manager
Eng. Maroun Elias Moussallem	Bekaa Water Establishment	Chairman of the Board ,– General Director
Phil Johnson	International Centre for Migration Policy and Development (ICMPD), Beirut	Key Expert
Lavinia Lys Brera	International Centre for Migration Policy and Development (ICMPD), Beirut	Expert
Gwyn Lewis	UNRWA	Deputy Director (programmes)
Tarek Osseiran	UNHABITAT	Head of Country Programme
Fadi Yarak	Ministry of Education	Focal point within MoE for Swiss supported school rehabilitation program
Christophe Martin	ICRC	Head of Delegation
Ivano Bruno	UNHCR	External Relations Officer

Iraq

Name	Organisation	Position
Hoshang Mohamed	Kurdistan Regional Government, Ministry of Interior, Joint Crisis Coordination Centre, Erbil	Director General

Javier Rio Navarro	Directorate General for Humanitarian Aid and Civil Protection – ECHO, Erbil	Head of Office
Susan Le Roux	UNOCHA, Erbil	Deputy Head of Office and Head of Office
Lynette Sudi	UNICEF, Erbil	Partnership Specialist
Jelena Madzarevic	UNOCHA, Iraq	Humanitarian Affairs Officer
Dany Merhy	International Committee of the Red Cross, Erbil	Deputy Head of Delegation – Field Operations
Andrés Gonzáles Rodriquez	Oxfam	Country Director
Haissam Minkara	Oxfam	Deputy Country Director
Aram Shakaram	Save the Children	Deputy Country Director
Suzan Aref	Women Empowerment Organisation, Erbil	Director
Stuart Vallis,	SDC / UNICEF	SDC Secondment at UNICEF Iraq, Roving WASH Cluster Coordinator in Erbil, Iraq
Monico Noro	UNHCR	Coordinator Kurdistan Region of Iraq
Patrice Moix	SDC HA	Focal Point Sanitation

Annex 10 – Schedule of the field mission

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Human Security Division HSD

Federal Department of Justice and Police FDJP
State Secretariat for Migration SEM

Regional Strategy Evaluation

Cooperation Strategy Middle East 2015-2018

PROGRAMME

Jordan: Saturday, 4 November – Sunday 19 November 2017

Domain Teams – division between peers:
Basic Needs and Services: Sven (SEM) / Nicole (SDC)
Protection: Iren (HSD) / Sven (SEM) For second week, Martine will replace Iren in the protection domain.
Water: Nicole (SDC) / Iren (HSD)

Translator:
Jordan, Sami Al-sharif, alsharifco@hotmail.com, +962(0)777210102 for Azraq visit (Tu.07.11.17)

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
Sa. 04.11.			x	x	x	x	Arrival of consultants 22:10 – Martine Van de Velde BA 147, London ETD 15h00, ETA Amman: 22h10 Ms. Leibundgut, Ms. Ruder and Mr. Gracin arrive with flight RJ 149, Geneva ETD: 17h10, ETA Amman: 22h10	2 cars and 2 drivers Hyatt Hotel Amman @ Tariq: hand over local mob to Martine and Nicole
Su. 05.11. Jordan	07:30-08:15		x	x	x	x	Breakfast meeting evaluation team	Hotel
	08.20-08.40		x	x	x	x	Transfer to SCO	Minibus and one driver
	08:45- 09.15	HRS	x	x	x	x	Security briefing	@Hana: prepare folders with 4 print-outs of security guidelines, Flight tickets, Hand-out docs for field visits
	09.15-10.00	LHP (Ambassador) ETM,RGM, GMURO, GSERU, LINTH	x	x	x	x	Kick-off briefing meeting: Objectives CS Evaluation and priorities, Comments Inception Report (IR)	SCO meeting room
	10.00 – 10.30	All SCO staff	x	x	x	x	Getting to know people and responsibilities Objectives CS Evaluation and priorities	SCO meeting room
	10:30-12:00	ETM,RGM, GMURO, GSERU; LINTH	x	x	x	x	EA1: Context analysis 1.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies (111,112) + additional questions (emphasis on 111b – CH added value); changes in context in Jordan and the region (current CS + future)	SCO meeting room
	12.00 – 13.30	ETM,RGM, GMURO, GSERU; LINTH	x	x	x	x	Lunch	Sandwiches and salads

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
	13:30-15:30	SCO staff **Discussion by domain:** **BNS:** (RMG, GSERU, NHC.NKH,ZAI)			x		**EA 2: Relevance and appropriateness of projects / program portfolio with regard to the domains of intervention of the CS** 2.1 Relevance of the projects / program portfolios (211) 4.1 Domain Results, Effectiveness and Contribution to country results	SCO meeting room Small meeting room
		Protection: (ETM, LINTH,NIR, MARAY, TLS; MAAAL	x			x	4.2 Sustainability and scaling up. **EA 2** – synergies between domains – innovative approaches - CH added value in projects. (212) **EA 2** - additional questions: 211a, 212a.	Large meeting room
		Water: (BNL, ALE, ARV, ERC)		x			**EA 3 -** transversal themes	Alaa (FDD) Office
	15:30-16:30	RMG, ETM, GSERU, MAAAL,NKH	x	x	x	x	Jordan Programme **EA 2: Relevance and appropriateness of projects / program portfolio** **EA 4: Results of the CS in Jordan**	SCO meeting room
	16:45-17:30		x	x	x	x	Wrap up meeting for the evaluation team.	SCO meeting room
	17.30 –17.40		x	x	x	x	Transfer to ETM's place	Will be done by ETM and GSERU
	17.40 -19.00	ETM,RGM, GMURO, GSERU; LINTH	x	x	x	x	Apero	Hana to help ETM?
	19.10-19.30		X	x	x	x	Transfer to Restaurant	Will be done by ETM and GSERU
	19.30 -22.00	ETM,RGM, GMURO, GSERU; LINTH	x	x	x	x	Dinner	Reservation Surfra
	22.00-22.10		x	x	x	x	Transfer to Hotel	Will be done by ETM and GSERU

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
Mo. 06.11. Jordan (whole day will be dedicated to the Syria Program)	07.40-07.55		x	x	x	x	Transfer to SCO	Minibus and one driver
	08:00-10:30	ETM, ZAI, LINTH (via lync), RGM, BTP	x	x	x	x	Introduction to the Syria program followed by more in-depth discussion of Syria program related issues identified in the inception report (to be further detailed)	
	10:15-11:15	ETM	x	x	x	x	UN-OCHA, Aidan O'Leary, Head (at UN CHA Reg. Office)	1 minibus with driver
	11:30-12:30	RGM	x	x	x	x	UNHCR, Robin Ellis, Head (UNHCR MENA Office which is located in Al Jandaweel area next to Larsa Hotel).	1 car with driver UNDP, Samuel Risk, Head – will have to be done by skype during Lebanon programme
	12:30-13:00		x	x	x	x	Transfer to SCO	2 cars with drivers
	13:00-14:30	No participation of SCO staff	x	x	x	x	Lunch meeting with relevant donors and members of the informal donor working group on Syria	Invite all SIDWG members Sandwiches + salad in the big meeting room. Coordination AME-> Hana
	15.00-16.30	No participation of SCO staff	x	x	x	x	WoS Implementing partners: NRC, MdM, SC, HI (to confirm),	SCO meeting room
	16:45-17:30		x	x	x	x	Skype call with Call with UNICEF Damaskus	Big meeting room via Skype Skype with NRC Damaskus has to be done during stay in Lebanon (contacts to follow)
	17.30 – 17.50	ETM, ZAI, LINTH (via lync), RGM	x	x	x	x	Wrap-up meeting on Syria	
	17.50 - 18.00		x	x	x	x	Transfer to Hotel	Minibus and one driver

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
Tu. 07.11. Jordan	07.00-8.30						Transfer and Entrance to Azraq camp	1 Minibus and 1 car (pick-up translator?
	08.30 -12.00	MAAAL, BNL, ARV Translator: Sami Al-sharif	x	x	x	x	**Field visit to Azraq camp** Meeting UNHCR, UNICEF, Swiss secondment (Alexandra) , ACF, NRC, Care → Water sector interventions (changes in SDC's involvement over time, infrastructure development, secondary water distribution system, maintenance + direct implementation modality) – Meet with UNICEF → Understanding of protection issues for refugees in the camp – meeting with UNHCR → Meet with refugees	Check out hotel (luggage?) 1 Pajero and 1 Minibus One will be the independent translator Sami. The second translator will be a SDC NPO MAAAL to assist the mission with translation support Follow-up permit to Azraq
	Transfer to Amman							1 Pajero and 1 Minibus Sandwich lunch in the cars
	13.30-16.00	MAAAL, Sami NIR	x x		x	x	**Field visit to East Amman (Team will split in 2 groups)** → MEDAIR: Vulnerable households (both refugees and host communities) affected by the refugee crisis. (household visits → NRC: Legal assistance Visit to a CBO service center	Detailed programme with MEDAIR (MAAAL,GSERU) Steve Rous, dcd-jor@medair.org 079 867 51 33 Detailed programme with NRC (NIR) Paola Barsanti paola.barsanti@nrc.no +962 790163409
	16.00-16.30		x	x	x	x	Transfer to airport	1 Pajero and 1 Minibus

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
	16.30-18.00		x	x	x	x	Daily wrap up meeting for the evaluation team at the airport.	18:50 - Evening flight to Beirut with ME
LEBANON PROGRAMME								
Su. 12.11	15.00-15.30		x	x	x		Airport pick-up and transfer to ICRC	Minibus and one driver Return to Jordan **ME 314 BEY-AMM 13:15-14:25**
	15.30 -17.00		x	x	x		Meeting ICRC	ETM to coordinate
	17.00–17.15						Transfer to Hyatt	Minibus and one driver
Mo. 13.11. Jordan	07.30 -12:30	NHC, NKH, R2P, Education Donor Working Group MIO, NIR, UNDP	 x	x	 x		School rehabilitation + understanding of impact of the refugee influx on the education system. UNDP. Social cohesion (Mafraq and/or Zarqa)	1 car and driver NHC to coordinate Chrsitan Neuhaus 079 7334 03 52 1 car and driver MIO and NIR to coordinate Ghimar Deeb ghimar.deeb@undp.org 079 53187 82
	12.30-14.30	ILO MARAY, TLS ILO secondment, ILO Reg.	x	x	x		**Working lunch with ILO** Protection - Global Programme on Migration and Development - Decent Work. Labour rights of Syrian refugees in host communities. GPMD – SDC 2 staff persons ILO staff recommend: Patrick Daru and Maha Kattaa	Sandwiches in SCO meeting TLS and MARAY to coordinate with ILO
	15.00-16.30	ETM,TLS, MIO, ALE, GMURO, GSERU,	x	x	x		**WoGA** EA 3: Implementation of the CS and its portfolio. 3.1. Management performance (311) 3.3. Coordination and aid effectiveness in the country setup (331)	SCOmeeting room

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
	16:30-17:30	Team time	x	x	x		Daily wrap up meeting for the team members.	Preference to have no more meetings after 15:00 on this day
	17.30-17.50		x	x	x		Transfer to hotel	1 car and driver
Tu. 14.11.	???	ETM, MIO	x	x	x		Transfer to airport	1 minibus and driver Time depends on flight
IRAQ PROGRAMME								
Th. 16.11.	???	ETM, MIO	x	x	x		Transfer to hotel	1 minibus and driver Time depends on flight
Fr. 17.11. Jordan	10.20-10.30						Transfer to SCO	1 car and driver
	10:30 – 12:00	MIO, NIR, ETM, RGM, GMURO, GSERU	x	x	x		Debriefing following visit to Iraq	SCO meeting romm
	12.00 -12.15		x	x	x		Transfer to Hotel	
	Lunch							
				x	x		Free time - Write up of inputs	
			x	x	x		Preparation of Debriefing (team session for 1 hour)	
Sa. 18.11. Jordan	08.15-08.30		x				Transfer to SCO	1 car and driver
	08.30-10.00	GSERU, RUJJA, ETM	x				3.2 Quality of the CS monitoring system	This will be done by Martine only
	09.45-10.00			x	x		Transfer to SCO	1 car and driver

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
	10.00-12.30	LHP, MIO, ETM, RGM, GMURO, GSERU and all other interested staff	x	x	x		**Debriefing on Findings and Conclusions** **Brainstorming on future options and directions:** • Where can SDC make a difference? • What are the appropriate modalities (basis MTR, field visits)	
	12.30-12.45		x	x	x		Transfer to hotel	1 car and driver
	PM		x	x	x		Team meeting	
	19.20-19.30		x	x	x		Transfer to Restaurant	1 car and driver
	19.30-22.00	LHP, MIO, ETM, RGM, GMURO, GSERU					Dinner	Fakhreldin
							Transfer to hotel	Will be done by ETM and GSERU
Su. 19.11.	06.45 – 07.15		x				Transfer to airport Martine	1 car and driver
	08.30 – 09.00			x	x		Transfer to airport Nicole and Sven	1 car and driver
			x	x	x		Return flights	19.11.2017: Ms. Van der Velde: flight BA 146 departing Amman ETA 09h15 for London 19.11.2017: Ms. Ruder and Mr. Gracin: flight RJ 165 departing Amman ETA 11h05 for Istanbul

Documents in Hand:
On Sunday Morning

- Security guidelines (including card with emergency numbers)
- Flight Tickets

On Sunday Evening

- Docs for field visits (including detailed programs)

Acronyms, Names and Function:

LHP	Hans-Peter Lenz, Ambassador
ETM	Manuel Etter, Regional HoC
RGM	Martina Ramming, Deputy Regional HoC
GSERU	Rudolph Gsell, PO& QA
LINTH	Thomas Linde, Regional Advisor
GMURO	Roger Saxer, CFPA
MIO	Christopher Middleton, Protection &Team Leader Iraq
NIR	Raeda Nimrat, NPO Iraq /Gender
BNL	Ralph Bland, PO WES
ARV	Evelin Roland, Project Vert
MAAAL	Alaa Maaytah, NPO Jordan
MARAY	Aya Maraqa, NOP GPMD
TLS	Simone Troller, RPO GPMD
NKH	Nayef Khouri, NPO Jordan
NHC	Christian Neuhaus, PO Jordan
RUJJA	Jane Rujoub, PA Comm

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Human Security Division HSD

Federal Department of Justice and Police FDJP
State Secretariat for Migration SEM

Regional Strategy Evaluation

Cooperation Strategy Middle East 2015-2018

PROGRAMME

Lebanon: Wednesday, 8 November – Saturday, 11 November 2017

NB: The initial that will be in bold have the lead in organizing the specific meeting

Date	Time	Interviewees and participants of SCO	Peers & Consultant				Activities	Comments Logistics
			Martine	Nicole	Sven	Iren		
Tue. 07.11. Lebanon			x	x	x	x	**Airport pick up**	
We. 08.11. Lebanon	8.30-9.00	**BTP**, ZEMJA, MOK, ABA, RTF,NICOB,AOR, LKD,JAC	x	x	x	x	**Kick-off briefing meeting:** - Review programme; expectations **Objectives of the evaluation** - Comments Inception Report (IR)	LCD projector

	9.00	Coffee break						
	09.30-11.15	**BTP**, ZEMJA, MOK,ABA, RTF, NICOB,AOR,LKD, JAC	x	x	x	x	**EA1:** Context analysis (referring to the Lebanon context) 1.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies (111,112) + additional questions (11b – CH added value); changes in context in Lebanon and the region (current CS + future) + Presentation: Overview of the Programme – Support to Syrian and Palestinian refugees; host communities	LCD projector
	11.15	**BTP**	x	x	x	x		Departure to Achrafiye
	12.00 13.30	Lunch –with Ambassador (SCM) and Charge D' affaire (GGE) in Achrafiye						
	13.30	**BTP**	x	x	x	x		Departure to Hamra
	14:00-15:00	**Discussion by domain:** BNS (**ZEMJA**, NICOB) Protection (**ZEMJA**, AOR, ABA, MOK) Water (**BTP**, LKD)	x	x	x	x	**EA 2: Relevance and appropriateness of program portfolio with regard to the domains of intervention of the CS.** 2.1 Relevance of the projects / program portfolios (211) **EA 4: Results of the CS in Lebanon** 4.1 Domain Results, Effectiveness, Contribution to country results 4.2 Sustainability and scaling up.	SCO meeting rooms (Team will split based on domains)

	15:00	Coffee break						
	15:15-16:30	(MOK, **ABA**)	x	x	x	x	Preventing Violence Extremism National Policy, Prime Minister Office – Rubina Abu Zainab	SCO Hamra
	16:30-18:00	Group discussion SCO staff 3 domains (**BTP**, ZEMJA)	x	x	x	x	**EA 2** – synergies between domains – innovative approaches - CH added value in projects. (212) **EA 2** - additional questions: 211a, 212a. **EA 3** - transversal themes.	SCO meeting room
	18:00-18:45	Team members	x	x	x	x	Daily wrap up meeting for the team members.	SCO meeting room
	19.00	Dinner (ZEMJA, **AOR**)	x	x	x	x	GPMD Partners: Anti-Racism Movement Farah Salka, ALEF and AMEL, Zeina Mehanna	SCO Hamra

Th. 09.11. Lebanon	07:00-17:00	Implementing partners SCO Technical Staff **(ABA)**	X	X	X	X	**Team A: Beqaa Valley (Zahle)** 08:30 – 09:30 Project presentation in Zahle project office 09:30 – 10:45 Meeting with Maroun Moussallem, DG of Bekaa Water Establishment 11:00 – 12:00 Visit and discussion of training session for capacity building regarding creation of Waste Water Monitoring Unit in Houch El Omara (Zahle) 12:30 – 14:00 Basmeh and Zeitouneh **Lunch in the field** 3:00 - 4:30 Visit project supported by International Alert on ‘’Dialogue Bekaa’. **Team B: North (Chekka, Tripoli)** 09:00 – 09:50 Coffee meeting Chekka office, project presentation 09:50 - 10:10 Trip to Tripoli 10:10 – 11:00 Visit of Al-Mostaqbal PS, meeting with the Director 11:00 – 11:10 Move to the second school 11:10- 12:00 Visit of Al-Salah PS, meeting with the Director **Lunch in the field** 12:30 – 13:30 UNDP NISCVT center in Beddawi 13:30 - 14:00 Muhajjarin Adjacent Area to Beddawi Camp 14:00 – 14:30 Tallet Mankoubin Adjacent Area to Beddawi Camp	Zahle, Bekaa Water Establishment Zahle Masabki Chtoura Tripoly Tripoly Beddawi

	17:30-18:30	Skype meeting					Samuel Risk working for UNDP Jordan	SCO Hamra
	19.30	Dinner (MOK, **ABA**)					Maha Yahya and Yazid Sayegh- Carnegie	Hamra (not all team members will attend the dinner)
Fr. 10.11. Lebanon	8.30-14.00	Govt. agencies – like minded donors – international organisations. The team will split in 2. Team A: **ABA** Team B: **JAC**	x	x	x	x	**Team A:** 08:30 – 09:45 LCPS Dr. Samir Atallah 10.15 - 11:30 OHCHR Syria desk 12:00 – 13:15 Director Synaps Peter Harling **Team B:** 8:30 - 9:30 Ministry of Education and Higher Education (MEHE) Mr. Fadi Yarak, Director General 10:00 - 11:30 Lebanese Red Cross, Mr. Nabih Jaber, Under-secretary 12:00 - 13:00 ICRC 13:00 - 14:00 UN Habitat - Profiling	SCO OHCHR, DT Badaro MEHE SCO ICRC, SCO building SCO
	14.15-15:30	Lunch with donors: Netherlands						SCO office
	16:00-18:30	**ZEMJA**	x	x	x	x	**Team A:** 16:00-17:00 UNOCHA **Team B:** 16:15-17:15 UNRWA 17:30-18:30 UNHCR	Down Town Jnah Jnah
	18:30-18:45	Team meeting	x	x	x	x	Daily wrap up	
	19.00	Dinner with **MOK**					with Daniel Beyler, Syria	Hamra

Sa. 11.11. Lebanon	08:00-11:00	**BTP**, ZEMJA, MOK, ABA, RTF	x	x	x	x	**EA 3: Implementation of the CS and its portfolio.** WoGA Monitoring of portfolio Strengths of partners Role of in coordination mechanisms Debriefing	SCO
	11:00-12:00	**BTP**, ZEMJA	x	x	x	x	**Meetings with SCO**	SCO
	Lunch with MOK							
	PM	Team members	x	x	x	x	Team meeting + time for team members to write up notes. / wrap up before departure of Iren.	
Su. 12.11. Lebanon	Off	Team members	x	x	x	x	Time off / writing of notes	AM – Iren leaves for CH (MEA213 flight from Beirut to Geneva at 07.25)
								PM – Team returns to Amman (Departure at around 13:00 arrival)

Documents in Hand:

- Security guidelines
- Project list
- SAP list
- Lebanon factsheet
- Schools rehabilitation factsheet
- Improved Water management in the valley of the Bekka factsheet
- Organigram

Acronyms:

- Monika Schmutz Kirgöz SCM
- Elisabeth Gilgen GGE
- Philipp Beutler BTP
- Jana Zemp ZEMJA
- Nicolas Masson MOK
- Marya Abdul Rahman ABA
- Stephan Rothlisberger RTF
- Robert Nicolas NICOB
- Raghda Allouche AOR
- Dalia Lakiss LKD
- Michelle Jalkh JAC
- Ahmad Zaitter ZAA
- Mohammad Wehbe ME

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Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Human Security Division HSD

Federal Department of Justice and Police FDJP
State Secretariat for Migration SEM

Regional Strategy Evaluation

Cooperation Strategy Middle East 2015-2018

PROGRAMME

Iraq: Tuesday, 14 November – Thursday, 16 November 2017

Duration: 3 days, between 14.11.17-16.11.2017

Flights:

Amman – Erbil	Erbil - Amman
Tuesday 14.11.2017 Royal Jordanian 10.15-13.00	Thursday 16.11.2017 Royal Jordanian 13.45-14.30

Objectives:

- Accompany the evaluation process of the Swiss Cooperation Strategy Middle East 2015-18

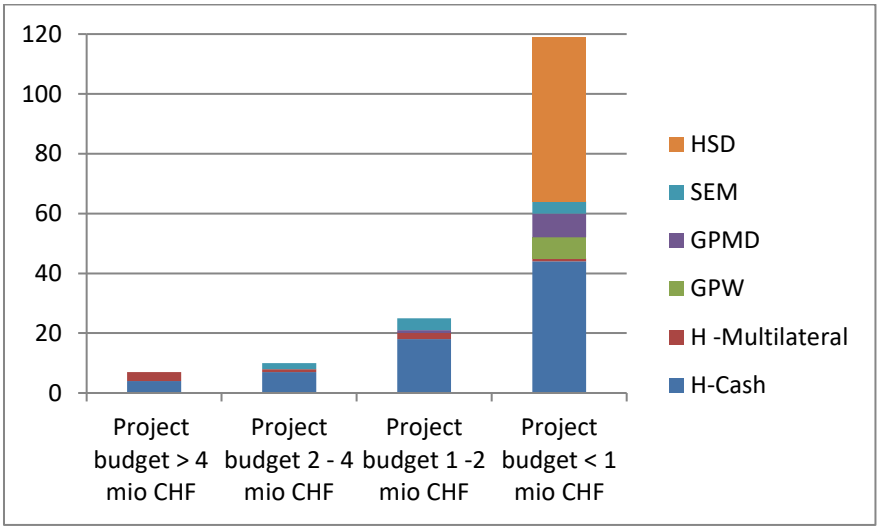
Time	Meeting/field visit	Name/Contact	Location	Status
Tuesday 14.11.17				
	Pick up	Transport to airport		
	Flight Amman-Erbil			
14.00	Pick up from airport	Gardaworld : Idris Saeed 0750 449 3332 Team leader		
14.00-14.30	Transfer to Grand Palace			
14:30-16:30	Briefing Swiss programme in Iraq		Grand Palace hotel	Prepare light lunch Book meeting room incl. flipchart
19:00	Dinner with evaluation team		Grand palace hotel	
Wednesday 15.11.17				
1h	Meeting with OCHA - context, humanitarian response - coordination - involvement of donors			
1h	Meeting with UNHCR - focus on protection (child protection, SGBV), basic services and WASH - humanitarian priorities, gaps in assistance (sectors, geographical areas) - added-value SDC secondments			
1h	Meeting with Stuart - UNICEF's approach, delivery mechanisms in the field. - Involvement of local government structures - Importance of secondments. - Challenges around remote monitoring.			
	Lunch			

1h30	Meeting with ICRC - Protection challenges in context of armed conflict - Relevance of ICRC activities in this context			
1h30	Meeting with Oxfam - relevance of operations in disputed areas - WASH challenges and Oxfam's response			
19:00	Dinner with 5 INGO partners and NCCI			
Thursday 16.11.17				
1h30	Meeting with JCC			
1h30	Meeting with ECHO - the contextual changes, recent and current events (political, conflict) - humanitarian priorities, gaps in assistance - donor landscape SDC's added value			
11.30	Transfer to the airport	GW		
13.45-14.30	Flight from Erbil to Amman			
16.00	Debriefing Iraq mission			

Annex 11 – Portfolio and projects analysis

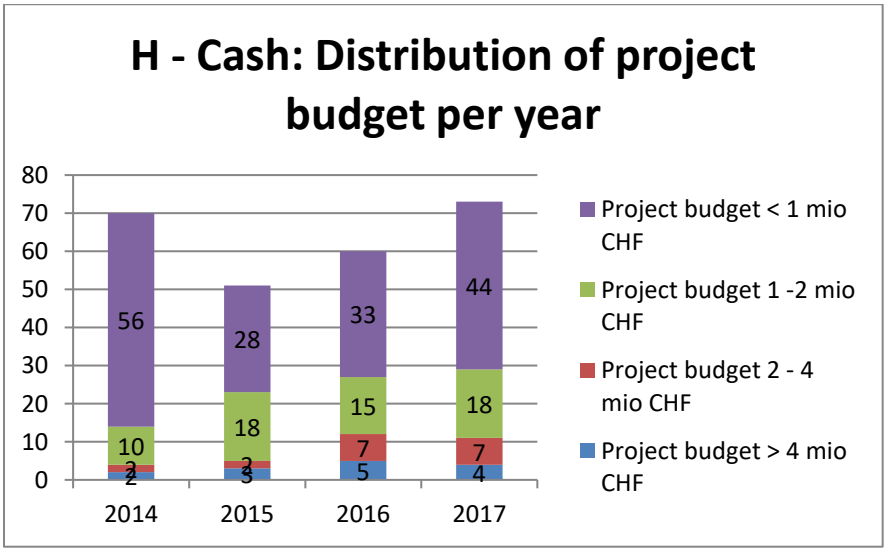
Data generated by the regional office in Amman:

Number and size of projects in 2017



No. H-cash

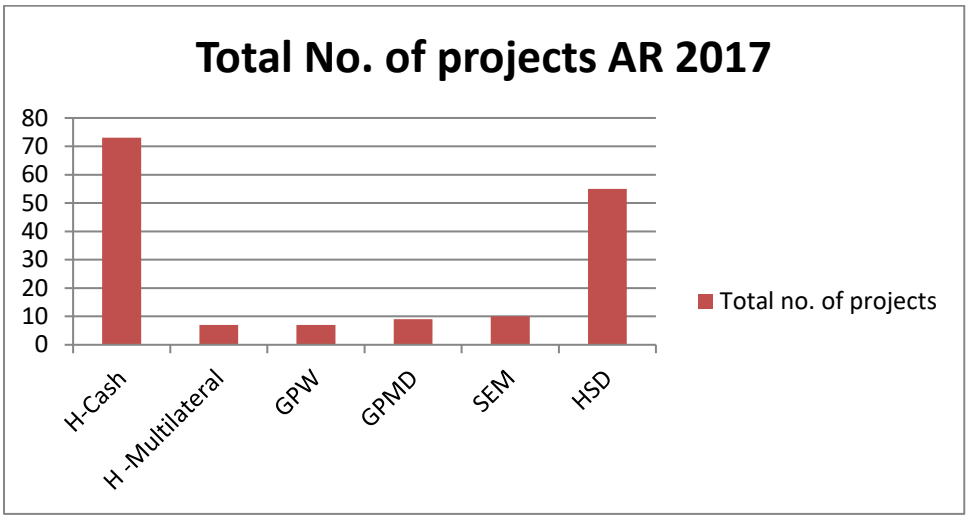
Fund Centre	Project budget > 4 mio CHF	Project budget 2 - 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
2014	2	2	10	56
2015	3	2	18	28
2016	5	7	15	33
2017	4	7	18	44

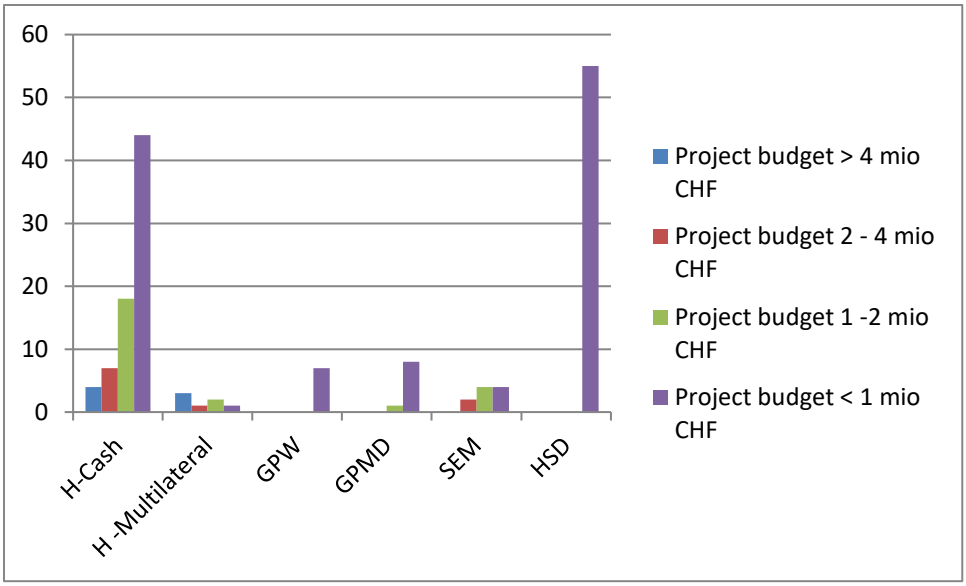


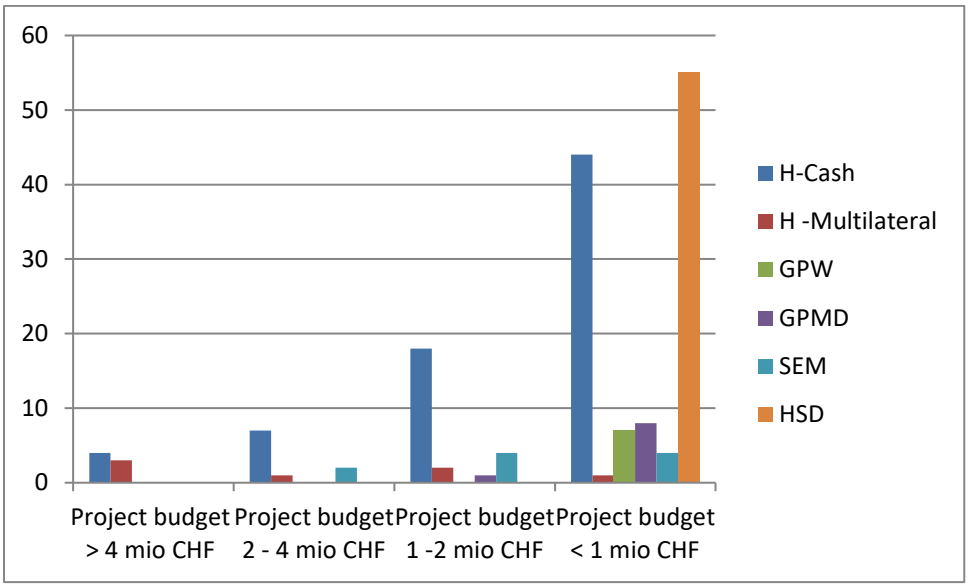
Number of Projects per Fund Center 2017

Type			Reporting	Total per source	Proejct budget > 4	Total per source	Proejct budget 2 - 4	Total per source	Proejct budget 1 -2	Total per source	Proejct budget < 1	Total per source
HA	H-Cash	NGOs	52	73	2	4	3	7	12	18	35	44
		Direct	8		1		3		0		3	
		UN	13		1		1		6		6	
	H -Multilateral	UN	7	7	3	3	1	1	2	2	1	1
GPW		NGOs	6	7	0	0	0	0	0	0	6	7
		UN	1		0		0		0		1	
GPMD		NGOs	8	9	0	0	0	0	0	1	8	8
		UN	1		0		0		1		0	
SEM		NGOs	5	10	0	0	1	2	2	4	2	4
		UN	5		0		1		2		2	
HSD			55	55	0	0	0	0	0	0	55	55
Total			**161**		**7**		**10**		**25**		**119**	

Fund Centre	Total no. of projects	Project budget > 4 mio CHF	Project budget 2 - 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
H-Cash	73	4	7	18	44
H -Multilateral	7	3	1	2	1
GPW	7	0	0	0	7
GPMD	9	0	0	1	8
SEM	10	0	2	4	4
HSD	55	0	0	0	55



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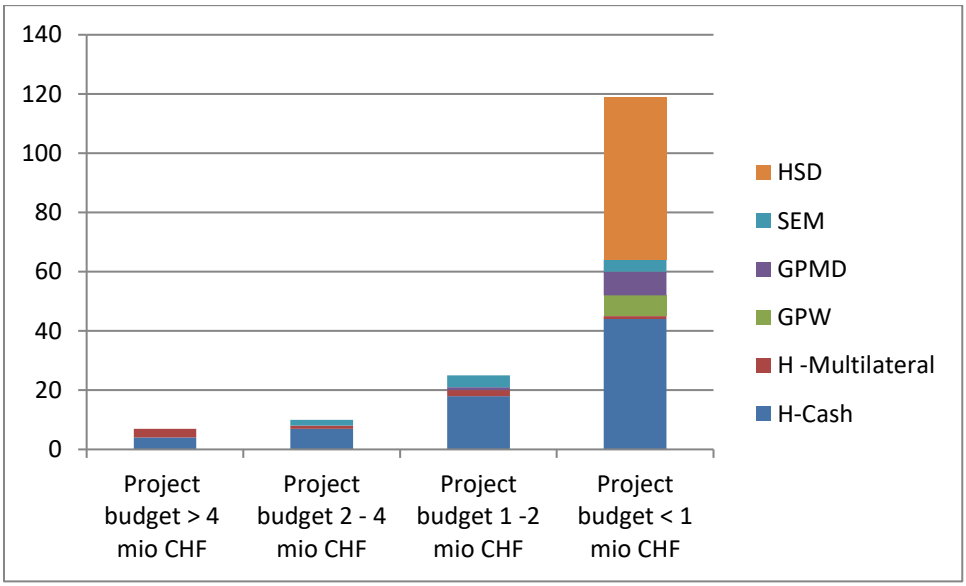
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD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Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF
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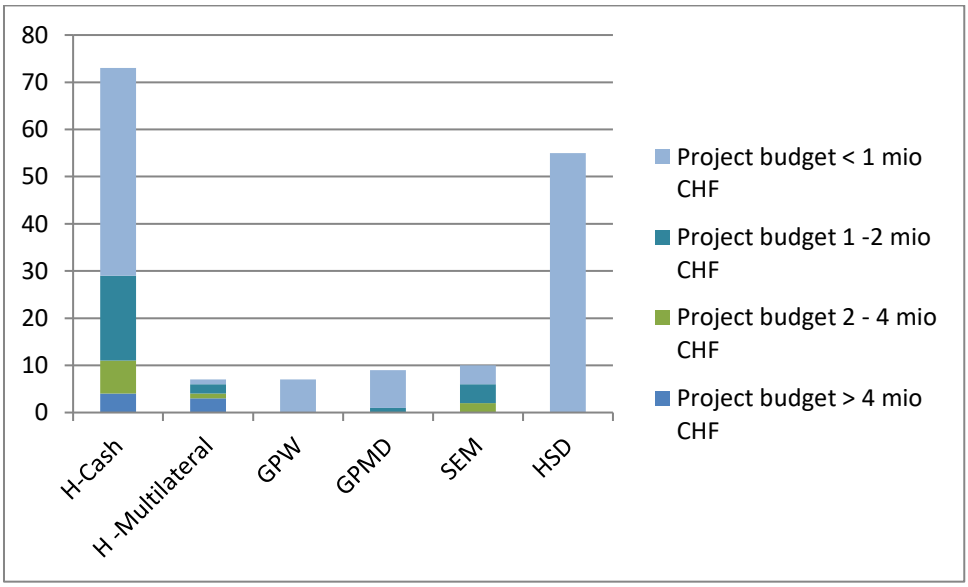
H -Multilateral
H-Cash


80
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H-Cash
H -Multilateral
GPW
GPMD
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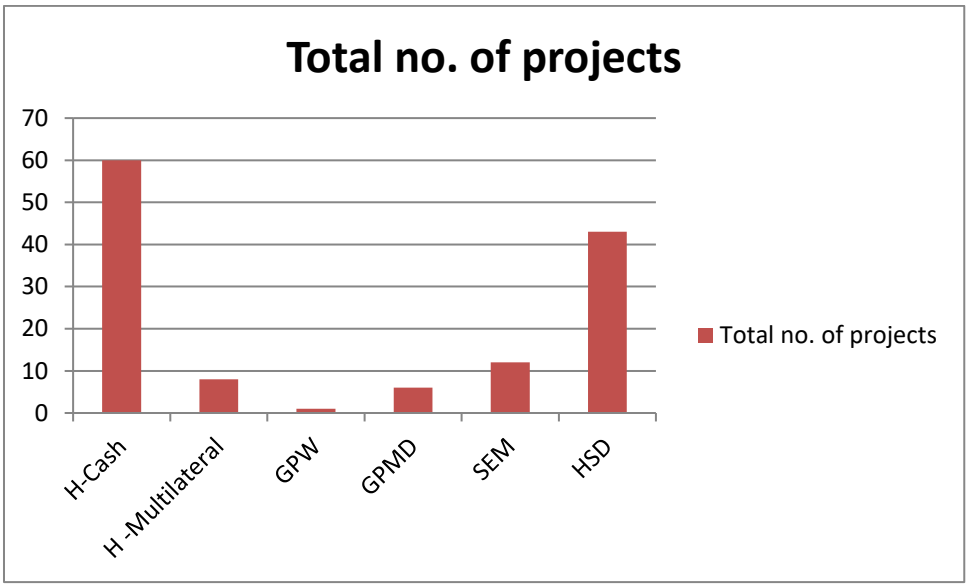
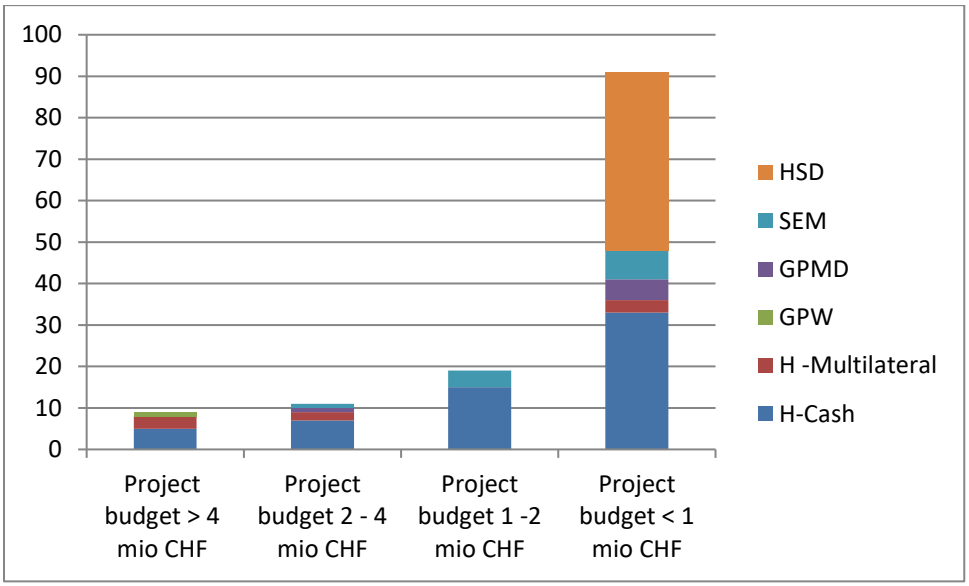
HSD
Project budget < 1 mio CHF
Project budget 1 -2 mio CHF
Project budget 2 - 4 mio CHF
Project budget > 4 mio CHF

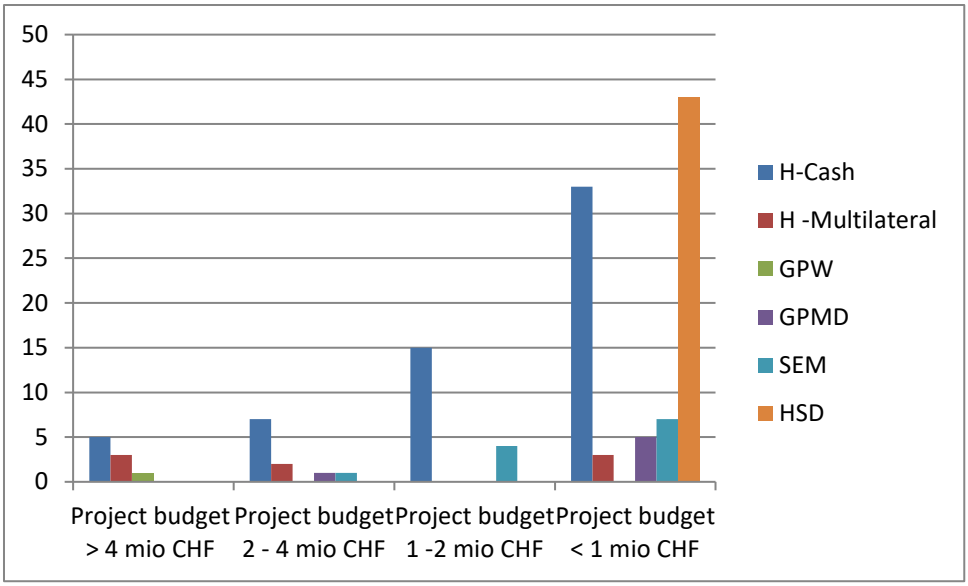
Number of Projects per Fund Center 2016

Type			Reporting	Total per source	Proejct budget > 4	Total per source	Proejct budget 2 - 4	Total per source	Proejct budget 1 -2	Total per source	Proejct budget < 1	Total per source
HA	H-Cash	NGOs	41	60	3	5	1	7	8	15	29	33
		Direct	7		2		3		1		1	
		UN	12		0		3		6		3	
	H -Multilateral	UN	8	8	3	3	2	2	0	0	3	3
GPW		NGOs	1	1	1	1	0	0	0	0	0	0
		UN	0		0		0		0		0	
GPMD		NGOs	3	6	0	0	0	1	0	0	3	5
		UN	3		0		1		0		2	
SEM		NGOs	6	12	0	0	1	1	1	4	4	7
		UN	6		0		0		3		3	
HSD			43	43	0	0	0	0	0	0	43	43
Total			**130**		**9**		**11**		**19**		**91**	

Fund Centre	Total no. of projects	Project budget > 4 mio CHF	Project budget 2 - 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
H-Cash	60	5	7	15	33
H -Multilateral	8	3	2	0	3
GPW	1	1	0	0	0
GPMD	6	0	1	0	5
SEM	12	0	1	4	7
HSD	43	0	0	0	43



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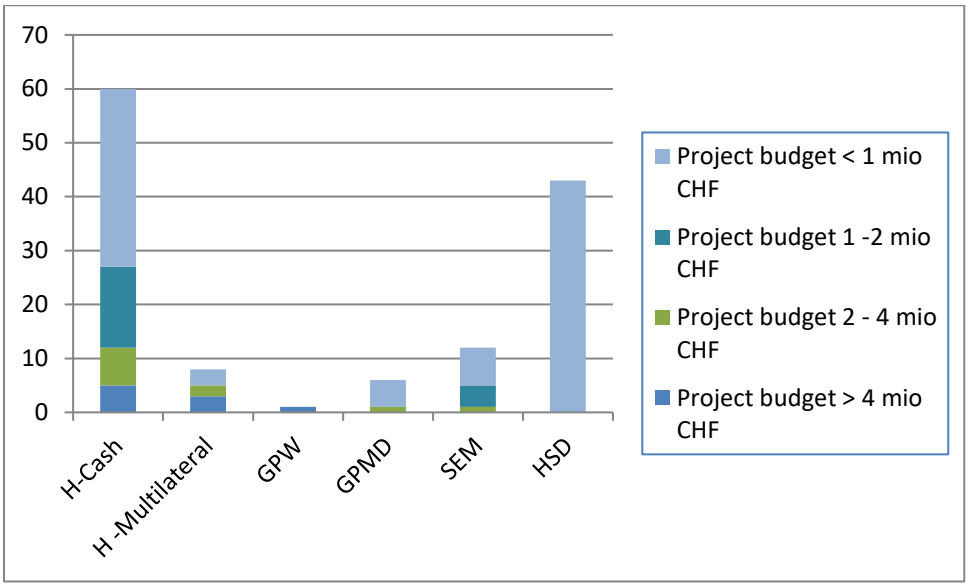
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD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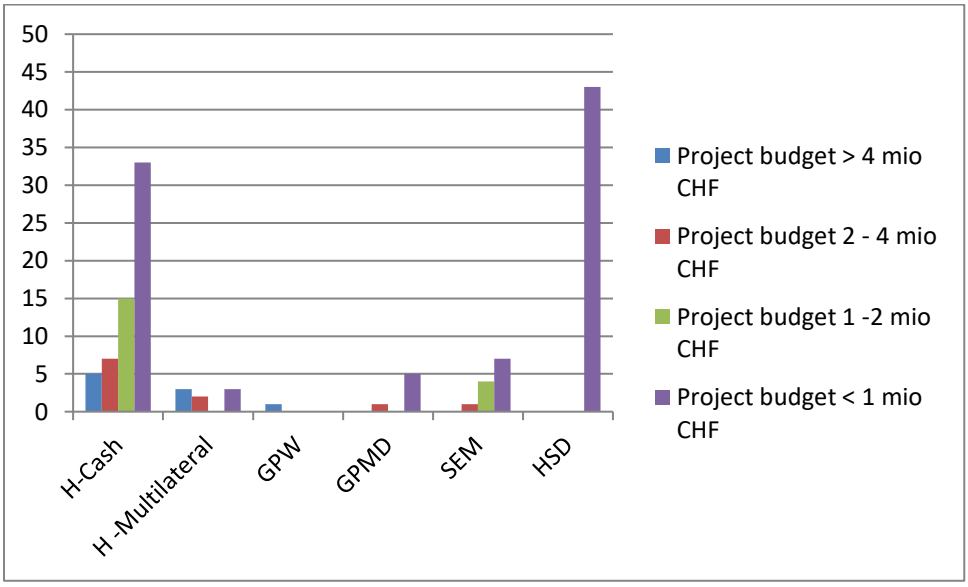
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD
Project budget < 1 mio CHF
Project budget 1 -2 mio CHF
Project budget 2 - 4 mio CHF
Project budget > 4 mio CHF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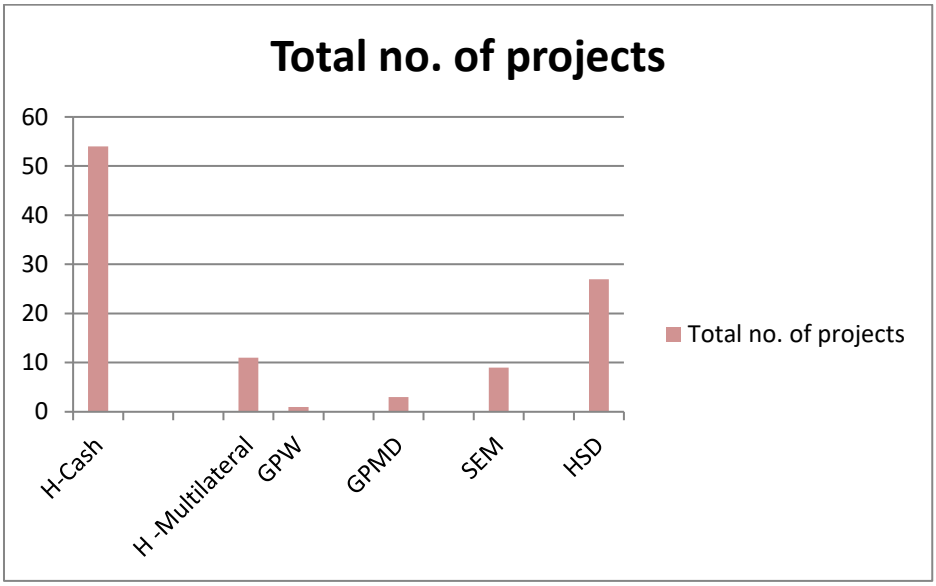
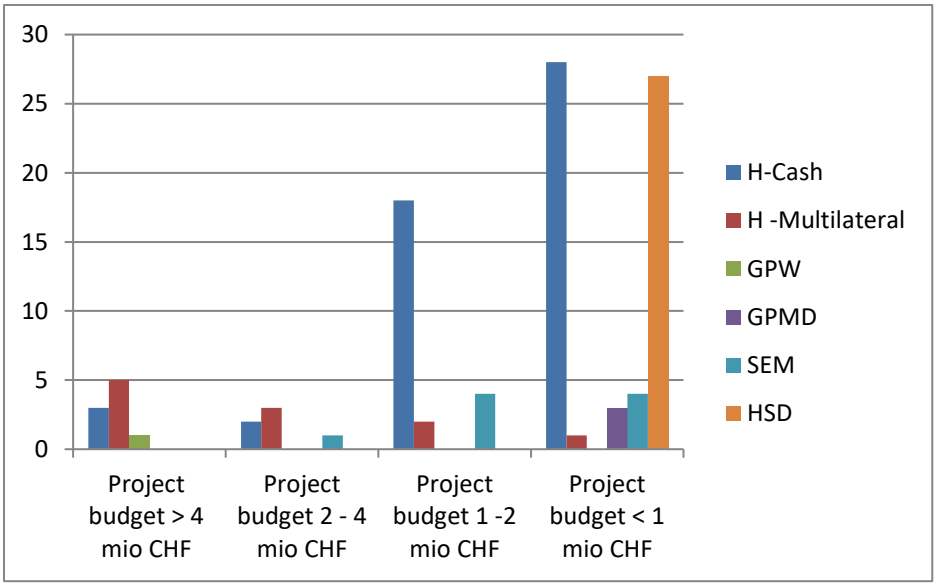
H -Multilateral
GPW
GPMD
SEM
HSD
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF

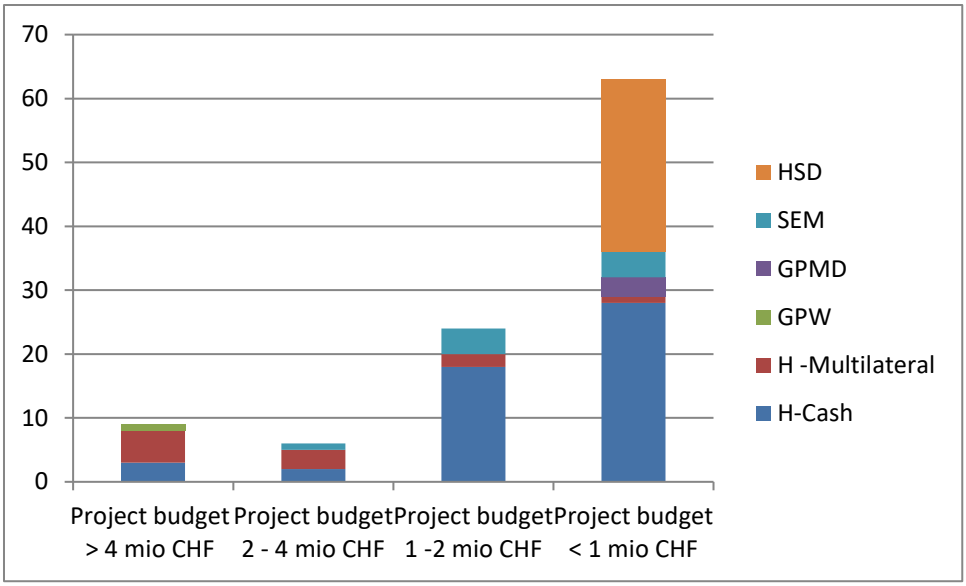
Number of Projects per Fund Center 2015

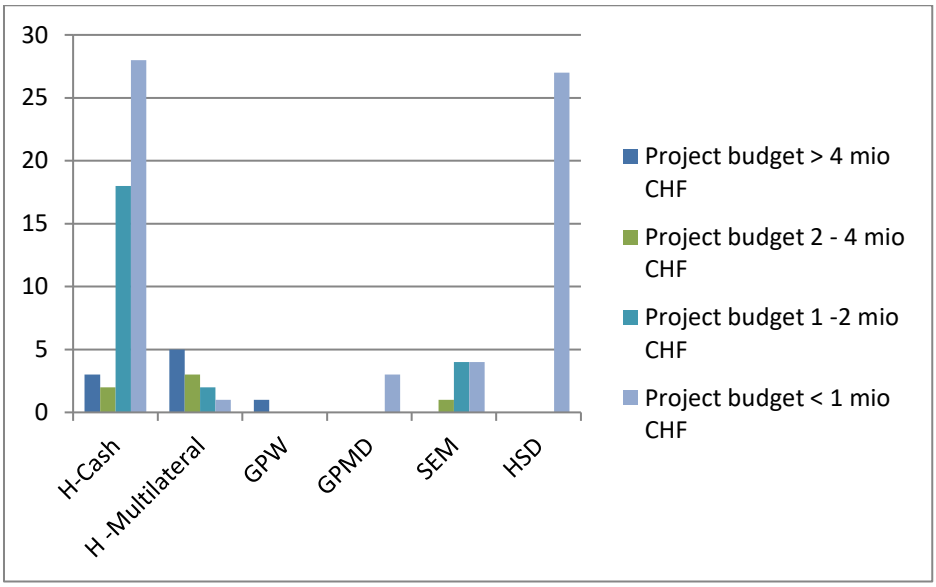
Fund Centre	Total no. of projects	Project budget > 4 mio CHF	Project budget 2 - 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
H-Cash	54	3	2	18	28
H -Multilateral	11	5	3	2	1
GPW	1	1	0	0	0
GPMD	3	0	0	0	3
SEM	9	0	1	4	4
HSD	27	0	0	0	27
Total	**105**	**9**	**6**	**24**	**63**

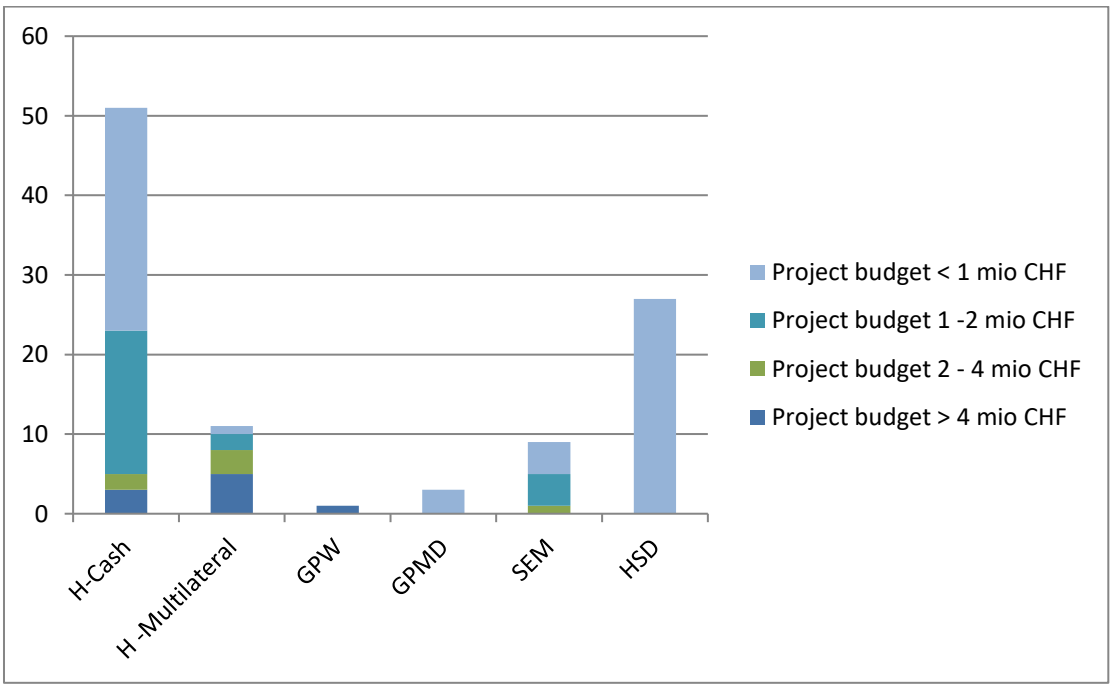
Fund Centre	Total no. of projects	Project budget > 4 mio CHF	Project budget 2 - 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
H-Cash	54	3	2	18	28
H -Multilateral	11	5	3	2	1
GPW	1	1	0	0	0
GPMD	3	0	0	0	3
SEM	9	0	1	4	4
HSD	27	0	0	0	27






70
60
50
40
30
20
10
0
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF
HSD
SEM
GPMD
GPW
H -Multilateral
H-Cash

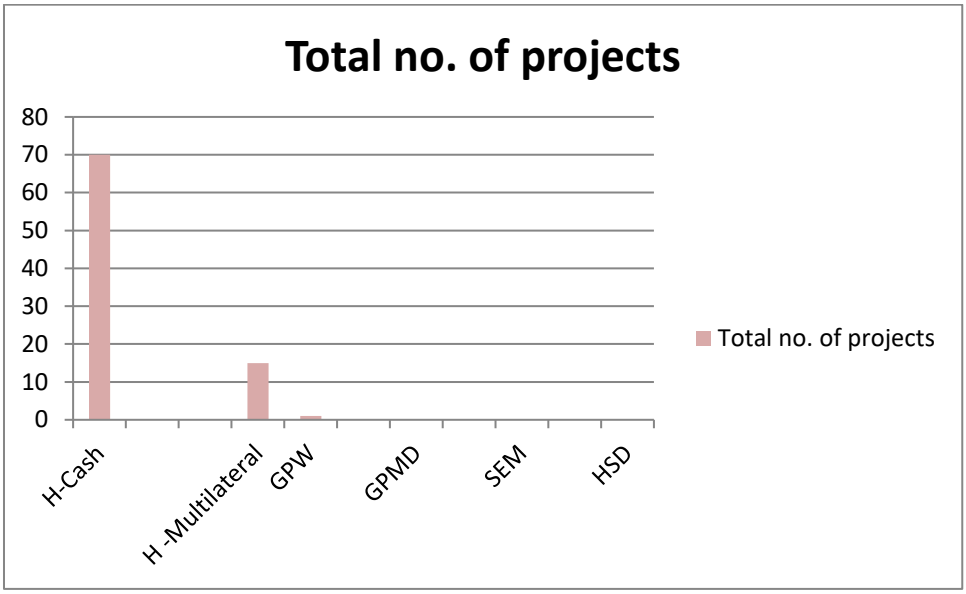

30
25
20
15
10
5
0
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF

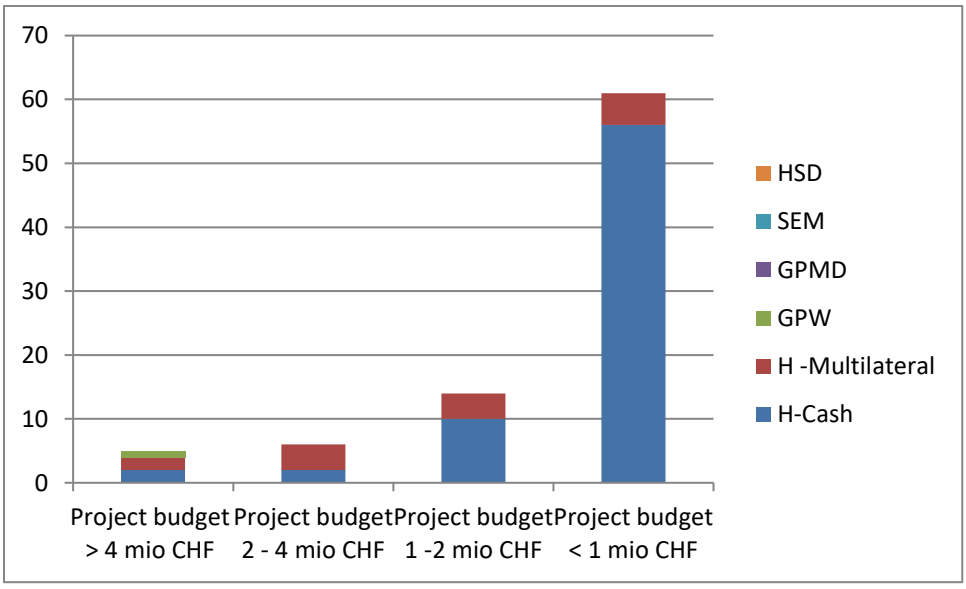

60
50
40
30
20
10
0
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD
Project budget < 1 mio CHF
Project budget 1 -2 mio CHF
Project budget 2 - 4 mio CHF
Project budget > 4 mio CHF

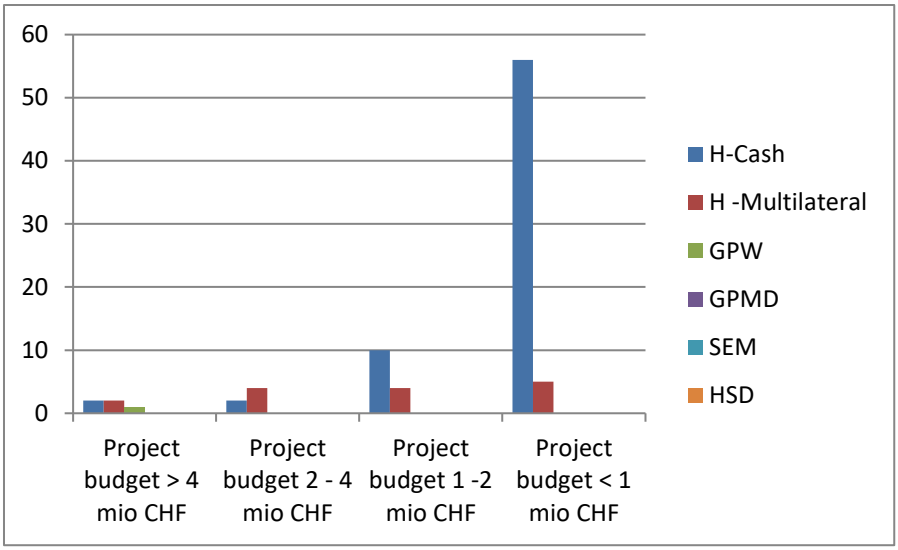
Number of Projects per Fund Center 2014

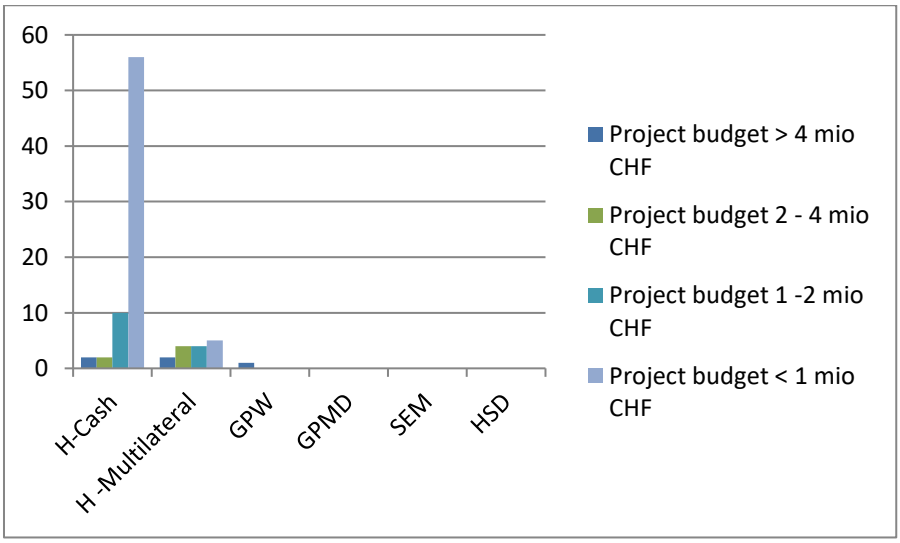
Fund Centre	Total no. of projects	Project budget > 4	Project budget 2 - 4	Project budget 1 -2	Project budget < 1
H-Cash	70	2	2	10	56
H -Multilateral	15	2	4	4	5
GPW	1	1	0	0	0
GPMD	0	0	0	0	0
SEM	0	0	0	0	0
HSD	0	0	0	0	9
TOTAL	**86**	**5**	**6**	**14**	**70**

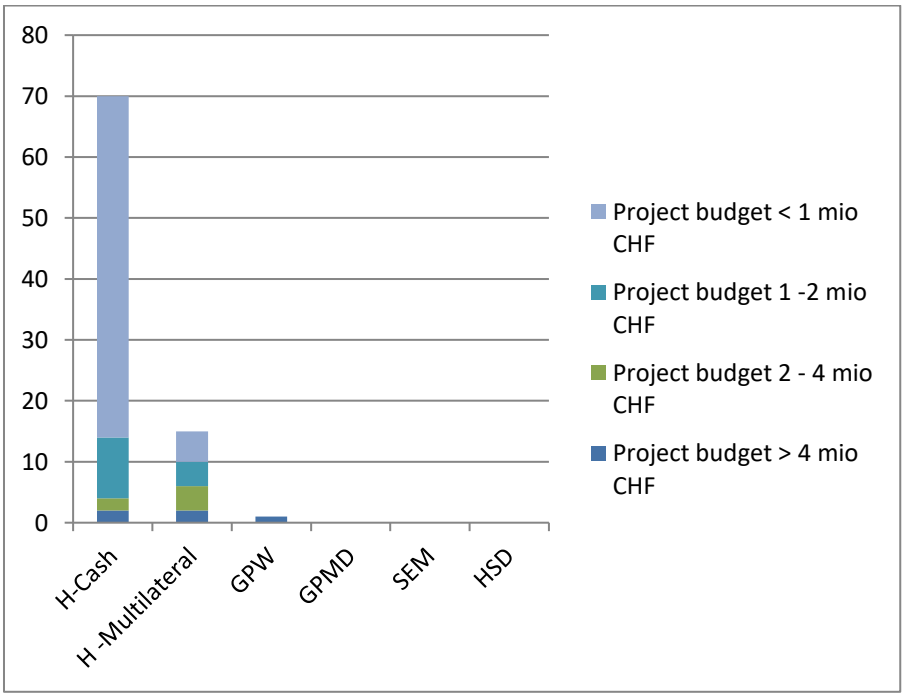
Fund Centre	Total no. of projects	Project budget > 4 mio CHF	Project budget 2 - 4 mio CHF	Project budget 1 -2 mio CHF	Project budget < 1 mio CHF
H-Cash	70	2	2	10	56
H -Multilateral	15	2	4	4	5
GPW	1	1	0	0	0
GPMD	0	0	0	0	0
SEM	0	0	0	0	0
HSD	0	0	0	0	0





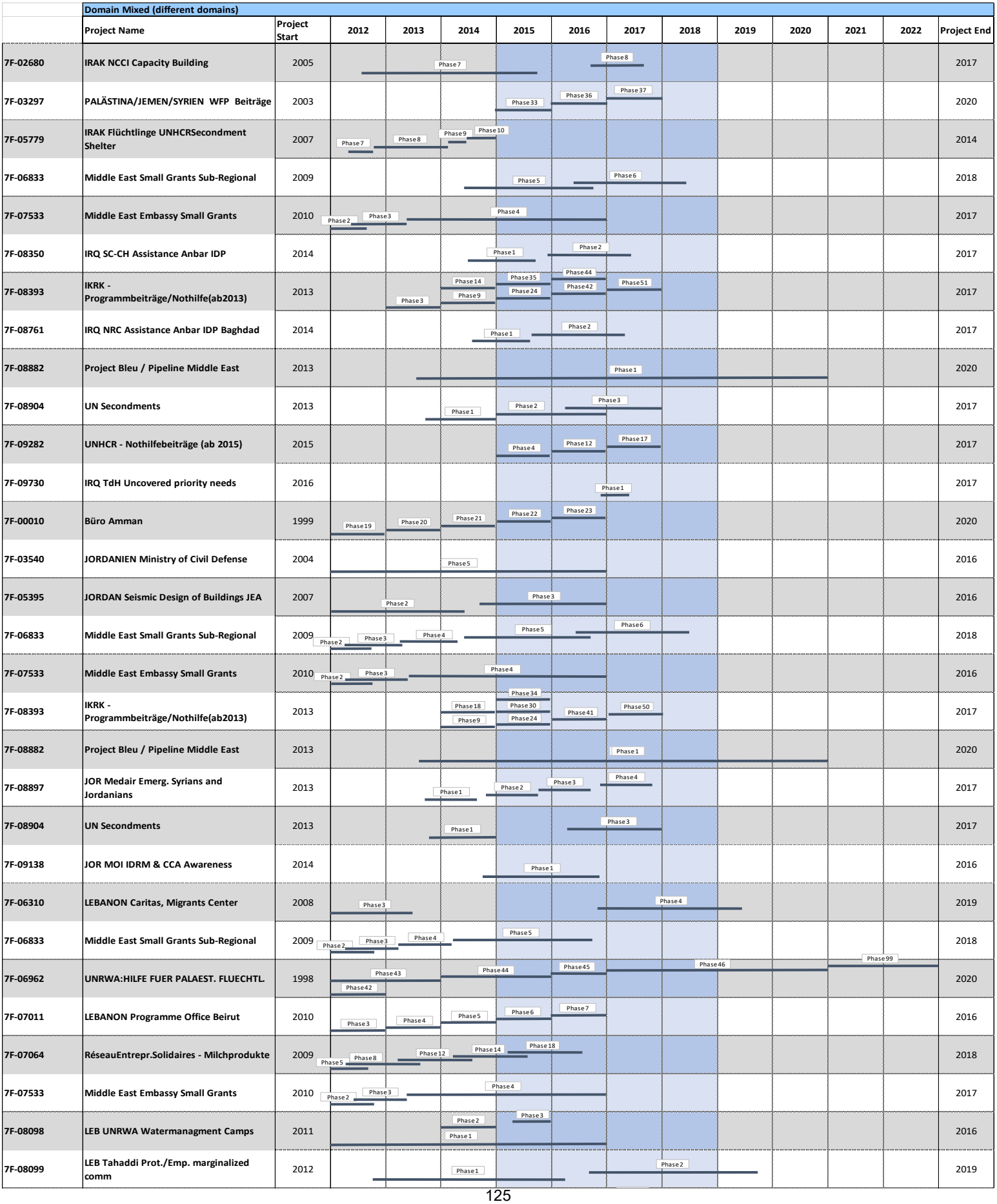

60
50
40
30
20
10
0
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD

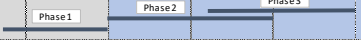
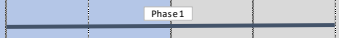
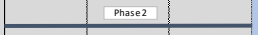
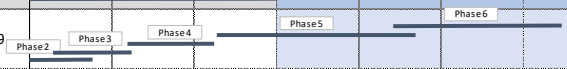
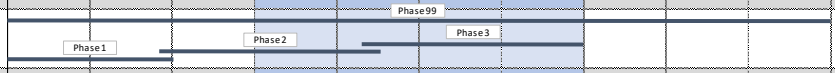
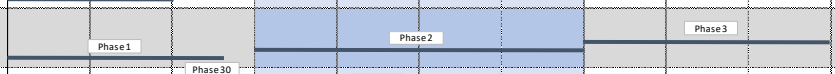
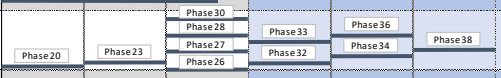
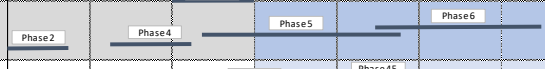
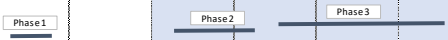
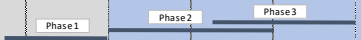
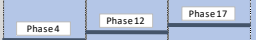
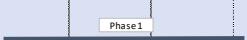

60
50
40
30
20
10
0
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD
Project budget > 4 mio CHF
Project budget 2 - 4 mio CHF
Project budget 1 -2 mio CHF
Project budget < 1 mio CHF


80
70
60
50
40
30
20
10
0
H-Cash
H -Multilateral
GPW
GPMD
SEM
HSD
Project budget < 1 mio CHF
Project budget 1 -2 mio CHF
Project budget 2 - 4 mio CHF
Project budget > 4 mio CHF

Project analysis – data generated by the regional office in Amman:

Duration



7F-08212	Les Sarments de Lavaux - Milchprodukte	2011		2017
7F-08882	Project Bleu / Pipeline Middle East	2013		2020
7F-08904	UN Secondments	2013		2017
7F-09108	LEB Emergency WASH and Rehab Schools BSL	2014		2018
7F-09771	Project Bleu / Pipeline Lebanon	2017		2020
7F-03297	PALÄSTINA/JEMEN/SYRIEN WFP Beiträge	2003		2020
7F-05333	Regional Mashrek FAO Obsolete Pesticides	2007		2016
7F-06833	Middle East Small Grants Sub-Regional	2009		2018
7F-07533	Middle East Embassy Small Grants	2010		2017
7F-07689	Water Security in the Middle East	2010		2018
7F-08346	Decent Work for Migrants Middle East	2012		2018
7F-03297	PALÄSTINA/JEMEN/SYRIEN WFP Beiträge	2003		2020
7F-06833	Middle East Small Grants Sub-Regional	2009		2018
7F-06962	UNRWA:HILFE FUER PALAEST. FLUECHTL.	1998		2030
7F-08300	SYRIA UNICEF Psycho-Social Rehab	2011		2016
7F-08370	UNICEF Programmbeiträge HH	2013		2016
7F-08393	IKRK - Programmbeiträge/Nothilfe(ab2013)	2013		2017
7F-08519	SYR HI Emerg response injured in N.Syria	2013		2018
7F-08555	SYR JRS NFI for IDPs	2012		2013
7F-08689	Crossboarder Assist. SYR Civil Society	2013		2015
7F-08764	OCHA Programmbeiträge HH	2013		2017
7F-08882	Project Bleu / Pipeline Middle East	2013		2020
7F-08904	UN Secondments	2013		2017
7F-09224	SYR UNDP Livelihood Restoration	2014		2017
7F-09282	UNHCR - Nothilfebeiträge (ab 2015)	2015		2017
7F-09289	SYR MdM Medical support Syrian Commun.	2015		2017
7F-09290	SYR PIN Emergency relief civilians	2015		2019
7F-09292	SYR ACF Early Recovery Livelihoods	2015		2019
7F-09295	YR IMPACT Area of Origin	2015		2018
7F-09315	SYR NRC Whole SYR life-saving assistance	2015		2018
7F-09346	SYR SC X-border	2015		2018
7F-09415	SYR MEDAIR Life-saving humanitarian assi	2015		2017

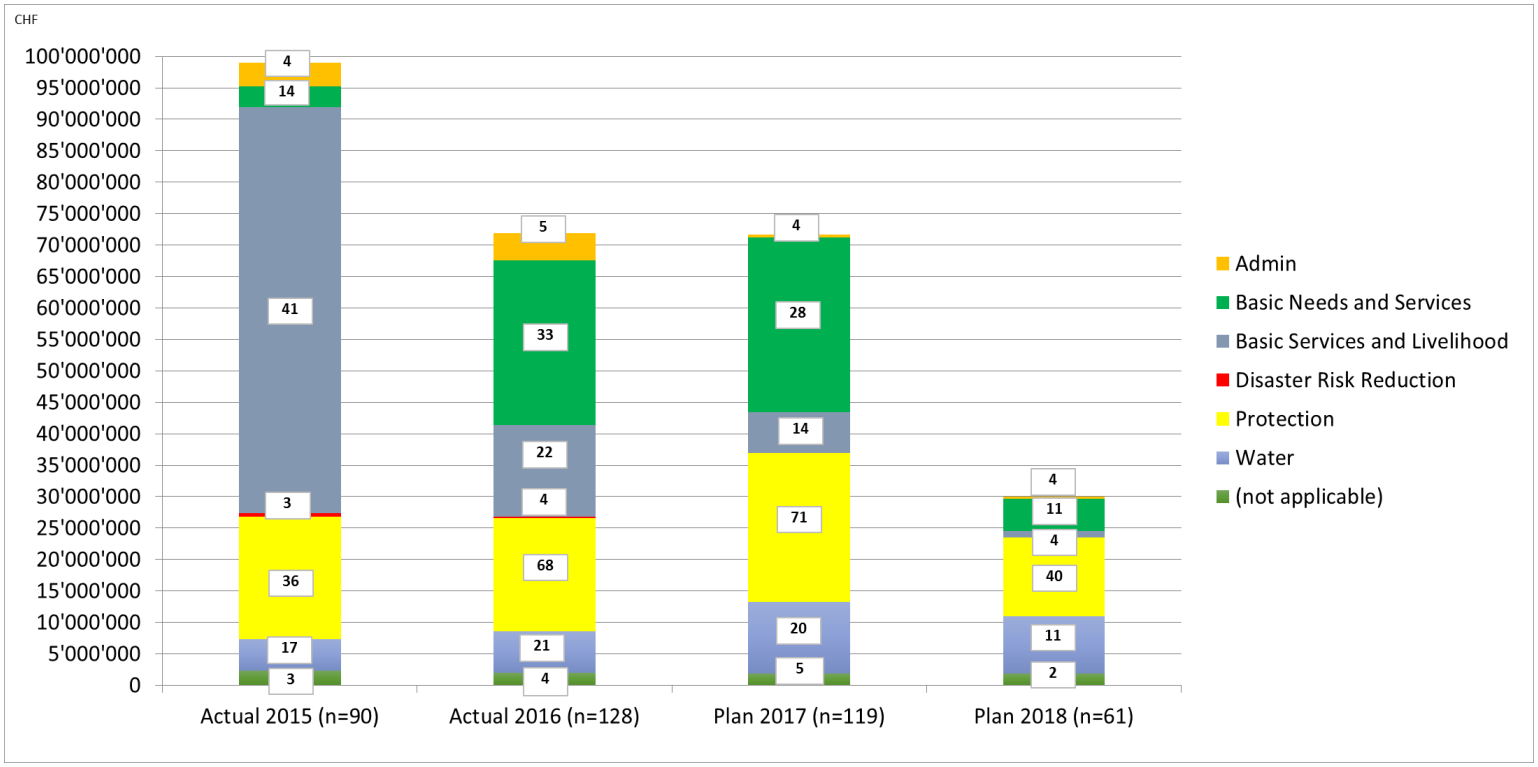
	Domain Protection													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-08764	OCHA Programmbeiträge HH	2013				Phase 7								2017
7F-08888	Irq WC PRO Children in Contact with Law	2013				Phase 1								2017
7F-09470	IRQ DRC Impr.Protection IDP Ninewa&Anbar	2016						Phase 1						2017
7F-09475	Humanitarian Diplomacy Syria and Iraq	2016						Phase 1						2018
7F-08346	Decent Work for Migrants Middle East	2012						Phase 2						2018
7F-09282	UNHCR - Nothilfebeiträge (ab 2015)	2015				Phase 4	Phase 12	Phase 17						2017
7F-09406	JOR UNDP Social Cohesion	2015						Phase 1						2017
7F-09419	JOR UNICEF Makani	2016						Phase 1						2017
7F-01035	Progr. de relève -niveau I - Humanitaire	2000					Phase 8							2018
7F-07669	LEB DRC Empowerment of women at risk	2011	Phase 2		Phase 3									2015
7F-07732	Improving Labour Migration Middle East	2011		Phase 1										2015
7F-07936	LEB DirA Support Fam hosting Syrians	2012		Phase 1	Phase 2	Phase 3								2015
7F-08346	Decent Work for Migrants Middle East	2012						Phase 1						2018
7F-08393	IKRK - Programmbeiträge/Nothilfe(ab2013)	2013			Phase 19	Phase 34								2017
					Phase 18	Phase 30	Phase 41	Phase 50						
					Phase 9	Phase 24								
7F-08547	LEB INSAN Social Pro through Educ Empwt	2012		Phase 1										2014
7F-09383	LEB TdHL PRO Children Syria Crisis	2015					Phase 1							2017
7F-09663	LEB Small Actions Credit Line	2016						Phase 1						2018
7F-07668	Middle East UNICEF Child Protection	2011		Phase 1										2014
7F-08436	SYR UNOCHA	2012		Phase 1										2013
7F-08557	UNICEF - Reg - Protection-Watsan	2012			Phase 1									2016
7F-09178	Chatham House: Syria and its neighbours	2014					Phase 1							2017
7F-07732	Improving Labour Migration Middle East	2011		Phase 1										2015
7F-08247	Syria Crisis, Secondment to UNHCR	2014				Phase 1								2016
7F-09291	SYR WCH Education & psychosocial support	2015					Phase 1		Phase 2					2019
7F-09475	Humanitarian Diplomacy Syria and Iraq	2016						Phase 1						2018
7F-09712	SYR Preventing abuse by Aid Workers CBCM	2016						Phase 1						2017
7F-08882	Project Bleu / Pipeline Middle East	2013						Phase 1						2020
7F-09259	TUR IOM Service Access Syr refug. Mersin	2014			Phase 1									2015
7F-09448	TUR Syria Refugees	2015					Phase 1	Phase 2						2018
7F-09531	TUR IRC Protection Center Osmaniye	2016						Phase 1						2017
7F-09714	TUR Concern Capac.streng.LNGO	2016						Phase 1						2017

	Domain Basic Services and Livelihood													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-09198	IRK Emergency winterization resp. UNHCR	2014			Phase 1	Phase 2	Phase 3							2015
7F-03297	PALÄSTINA/JEMEN/SYRIEN WFP Beiträge	2003					Phase 36							2017
7F-08097	JOR MOE/SDC Sch. rehab. Syrian refuge	2012	Phase 1		Phase 2	Phase 3		Phase 4						2018
7F-08936	JOR SVC Winterization NFI	2013			Phase 1									2014
7F-09467	JOR JNCW Econom.Empow. Women	2015						Phase 1						2018
7F-06842	LEBANON UNDP HABITAT Building Structures	2010		Phase 1										2015
7F-09436	LEB UN-Habitat Profiling Tripoli&Tyr BNS	2015						Phase 1						2017
7F-08904	UN Secondments	2013				Phase 2		Phase 3						2017
7F-09282	UNHCR - Nothilfebeiträge (ab 2015)	2015				Phase 6								2017
7F-07805	SYRIA UNDP NGO Platform	2010		Phase 1										2015
7F-08404	SYR FAO Emergency Response	2012		Phase 1										2014
7F-08556	SYR SIF NFI for IDPs	2012	Phase 1											2013
7F-08707	SYR: Fazaa Enhancing living conditions	2015				Phase 1								2016
7F-08913	syria - UN - habitat Support Shelter BSL	2013			Phase 1		Phase 2							2016
7F-09253	SYR OCHA Humanitarian Pool Fund	2014				Phase 1								2016
7F-09254	SYR FAO Emerg.Food Sec.& Livelihood Ass.	2014				Phase 1								2016
7F-09294	SYR L4S Food shelter destitute families	2015				Phase 1								2016
7F-09486	SYR IOM Comm. based Housing for Syrian	2015					Phase 1							2017
7F-08520	TURKEY Head of Office and Running Costs	2013			Phase 1									2014
7F-08904	UN Secondments	2013			Phase 1									2017

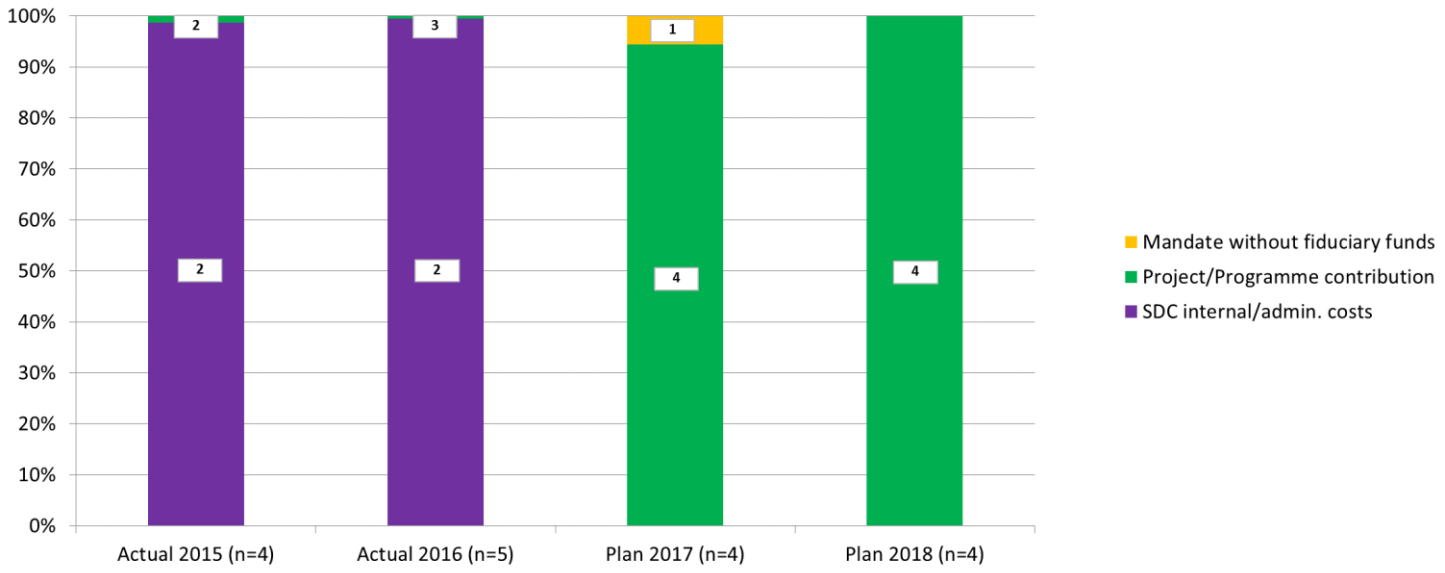
	Domain Water													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-09679	IRQ ACF Emergency preparedness WASH	2016						Phase 1						2018
7F-08096	JOR Water Sanitation Jerash	2011				Phase 2								2018
						Phase 1								
7F-09293	JOR Greening WANA Institute	2015				Phase 1								2016
7F-09468	JOR FAO Water/Food/Energy	2015						Phase 1						2018
7F-09469	JOR RSS Mapping Aquifer Vulnerability	2016						Phase 1						2018
7F-09497	JOR Safe water supply Azraq Camp	2015					Phase 1							2017
7F-09369	LEB FAO Assess Integrated Water CycleMgt	2015				Phase 1								2016
7F-09459	LEB Direct Action WASH Bekaa	2015					Phase 99							2019
							Phase 1							
7F-09791	LEB WASH UNRWA Water Laboratories	2017						Phase 1						2017
7F-09487	SYR ACTED Community resilience WASH	2015					Phase 1							2017
7F-09707	SYR OXFAM Wash for Improved Resilience	2016						Phase 1						2018

	Domain Disaster Risk Reduction													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-05460	JORDAN UNDP Risk Assessment Aqaba	2008		Phase 2										2014
7F-08349	DRR Conference in Aqaba	2013		Phase 1										2014
7F-05693	LEBANON LRCS Emergency Services	2007		Phase 3										2014
7F-06839	LEBANON Disaster Risk Mgmt	2009	Phase 1	Phase 2	Phase 3									2015
7F-06843	LEBANON School Rehabilitation	2010		Phase 1										2014
7F-08572	LRCS: MCI - first responsder capacities	2013				Phase 1								2016
7F-09143	LEB UNDP Impr Gov Resp to Crisis DRR	2014				Phase 1								2016
7F-09282	UNHCR - Nothilfebeiträge (ab 2015)	2015				Phase 4	Phase 12	Phase 17						2017
7F-08984	Arab Cities Disater Resilience Project	2013				Phase 1								2015
7F-07130	SYRIA FAO Early Warning System Drought	2009		Phase 1										2014
	Domain Basic Needs and Services													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-03297	PALÄSTINA/JEMEN/SYRIEN WFP Beiträge	2003						Phase 37						2017
7F-08708	LEB UoTM Emg Resp Intitiat	2014					Phase 1							2016
7F-09416	LEB UNDP Imp Living Cond Pal Gatherings	2015						Phase 1						2018
7F-09496	LEB UNHCR: Supp Basic Asst Winter 16-17	2016						Phase 1						2017
7F-09569	LEB GKCF Support Centers Pal Ref Camps	2016							Phase 1					2019
7F-09600	LEB B&Z Strength resilience vulner. pop.	2016							Phase 1					2019
7F-09147	SYR Donation 12 ambulances for SARC	2016						Phase 1						2017
7F-09420	SYR OCHA Emergency response fund	2015					Phase 1	Phase 2						2017
7F-09661	SYR UNDP RC Office Support	2016						Phase 1						2017
7F-09720	SYR MEDAIR Winterization	2016						Phase 1						2017
7F-09729	SYR NRC Winterization	2016						Phase 1						2017
7F-09731	SYR WFP Nutrition sup. pregnant women	2016						Phase 1						2017
	Domain (not applicable)													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-09570	LEB Cultural Programme	2016							Phase 1					2019
7F-01035	Progr. de relève -niveau I - Humanitaire	2000	Phase 7											2022
7F-08452	SYR Assessment restrictive measures	2015						Phase 1						2017
7F-08982	UNRWA Emergency Winterisation Assistance	2013			Phase 1									2014
7F-05457	TÜRKEI/ MAG Stiftung	2007		Phase 4										2014
	Domain Admin													
	Project Name	Project Start	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Project End
7F-06833	Middle East Small Grants Sub-Regional	2009				Phase 5								2018

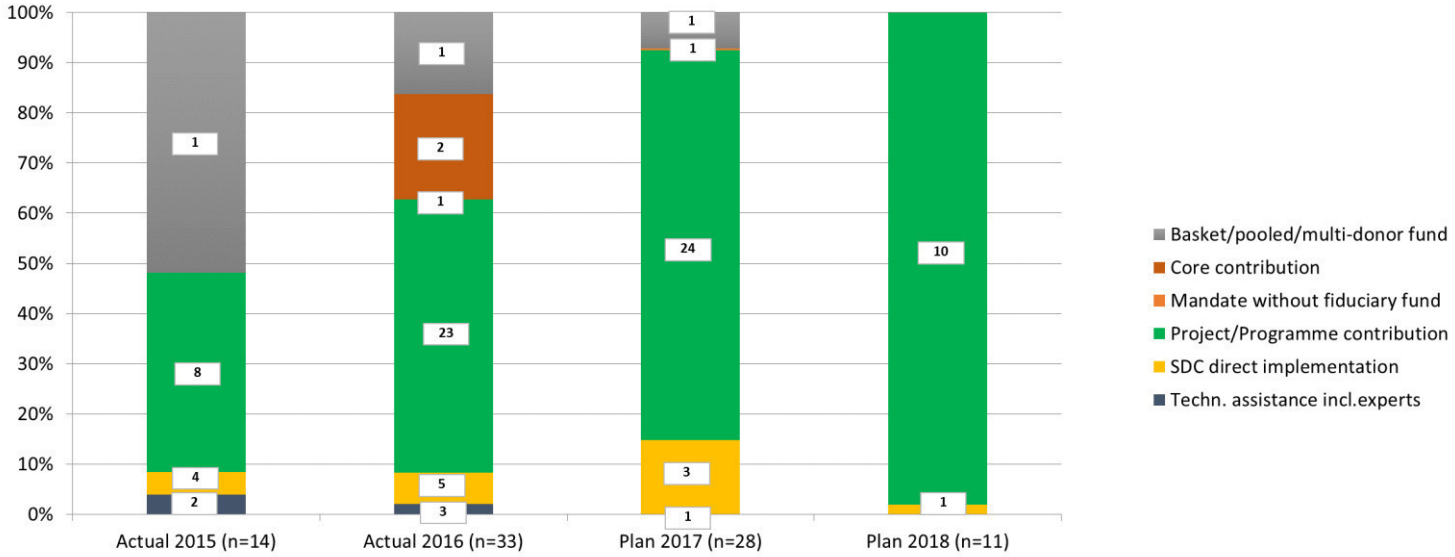
Domains: overview



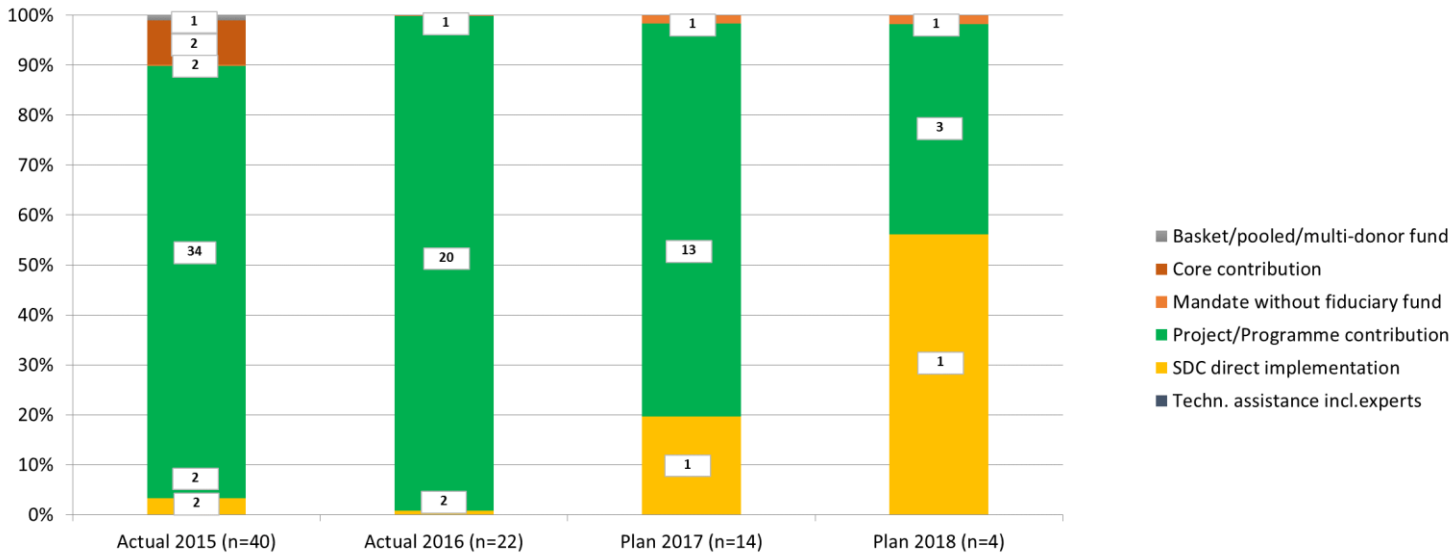
Domains: Admin



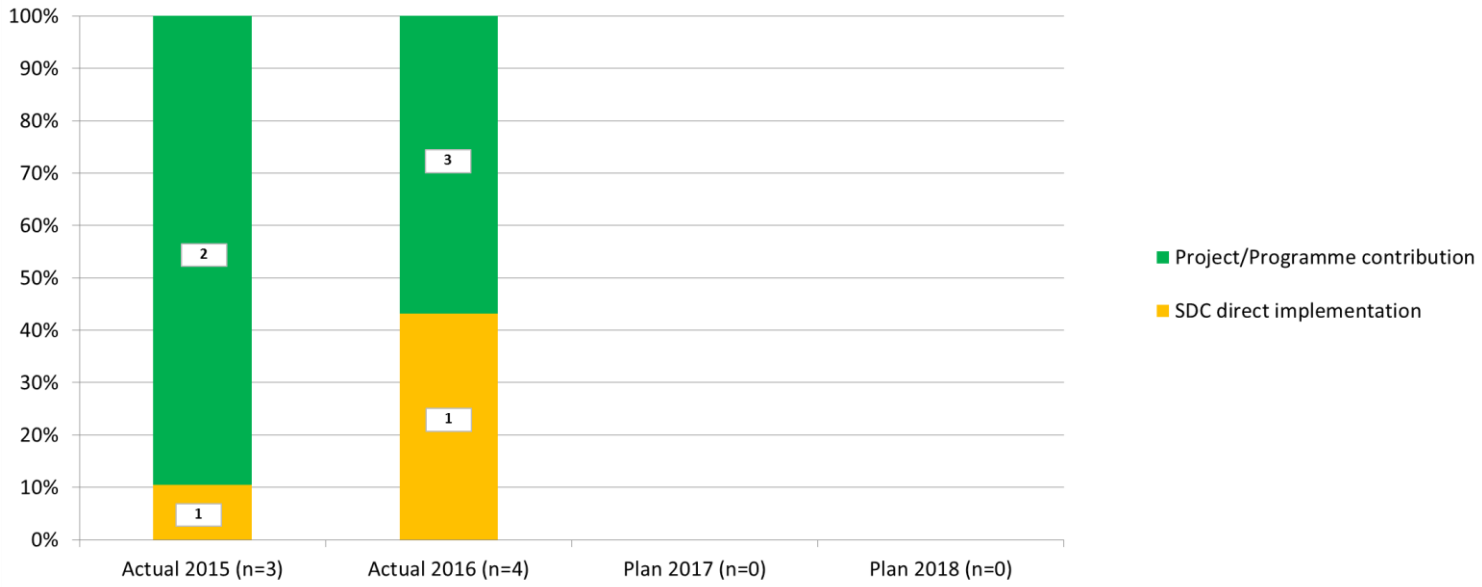
Domains: Basic Needs and Services



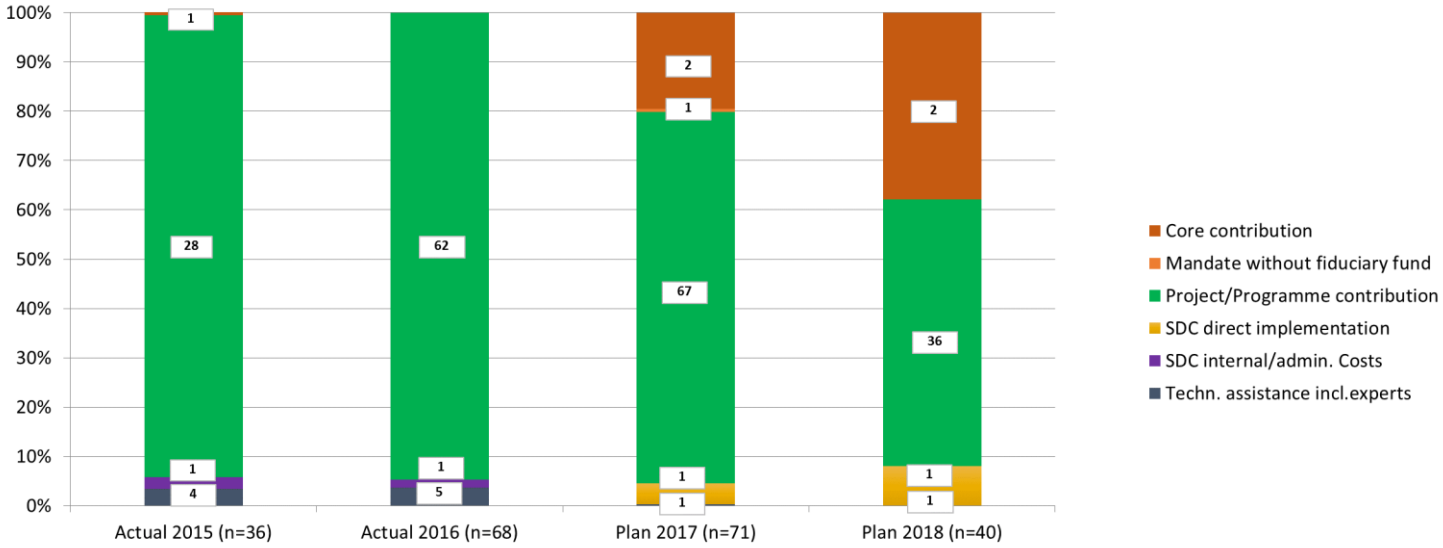
Domains: Basic Services and Livelihood (till 2014)



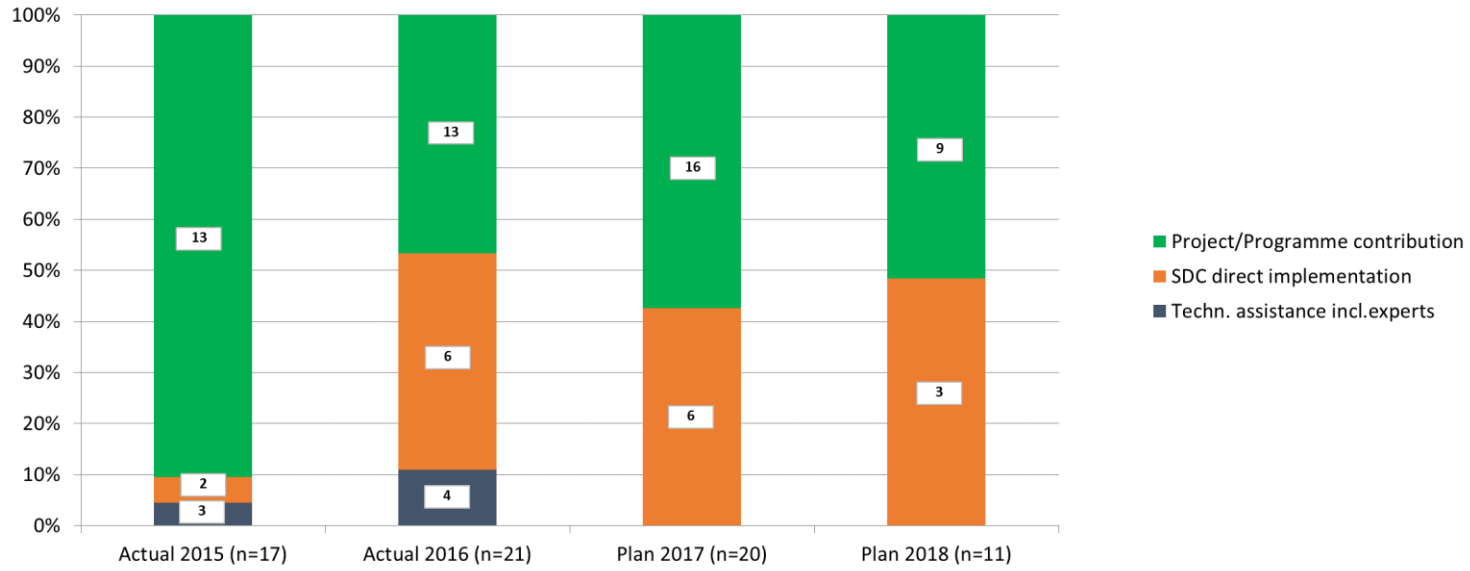
Domains: Disaster Risk Reduction



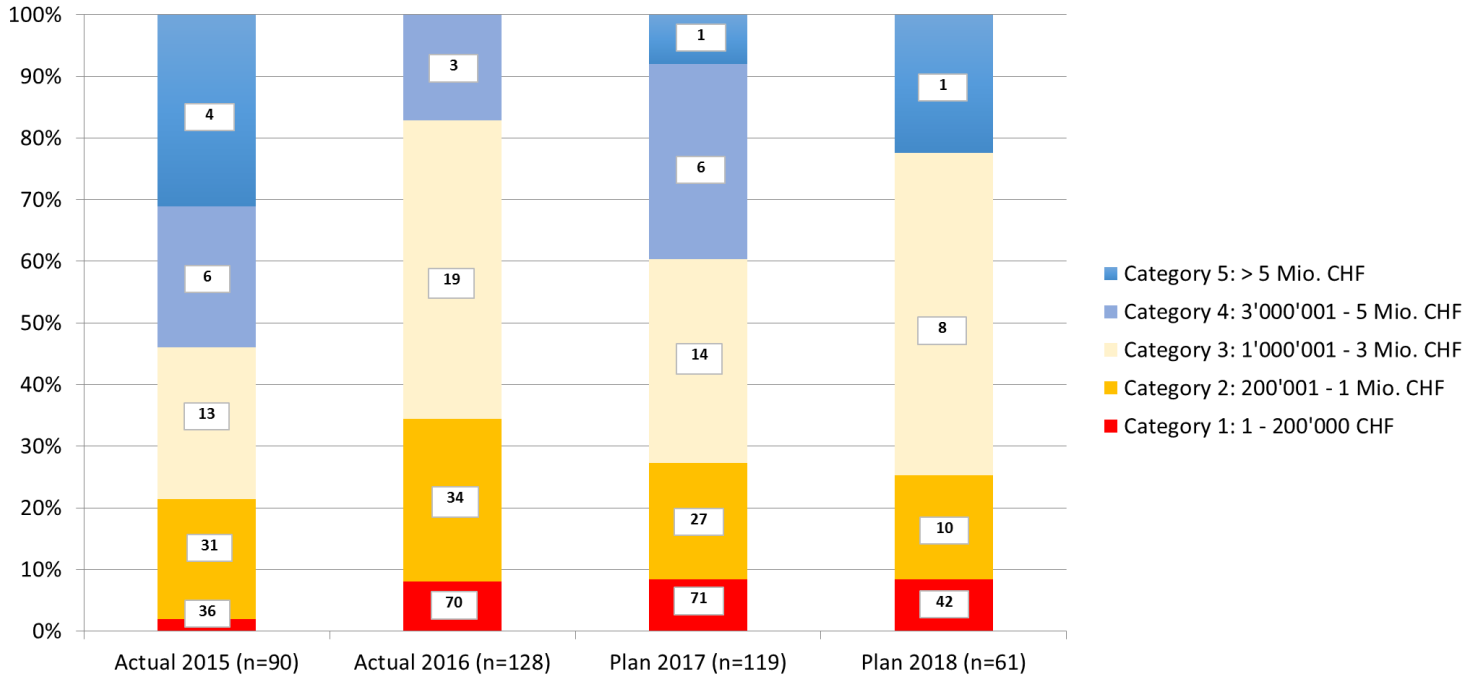
Domains: Protection



Domains: Water



Domains: Project Size



Annex 12 – Financial disbursement per domain (as of 2017 Annual Report)

Corporate Domain Humanitarian Aid (HA) (Amounts in 1'000 CHF)		Previous year realized	Actual year planned	Actual year estimated	Next year planned	Next year + 1 planned	Next year + 2 planned	Next year + 3 planned
Years		2016	2017	2017	2018	2019	2020	2021
Basic Needs and Services	blanc	36,415	23,656	32,691	23,606	901	70	-
	bleu	-	-	*4,240*	*8,110*	*3,800*	*1,200*	-
Protection	blanc	14,817	16,163	14,396	10,393	417	-	-
	bleu	-	*2,085*	*5,070*	*7,955*	*2,005*	*740*	-
Water	blanc	13,499	13,077	15,564	14,586	1,926	160	-
	bleu	-	*4,594*	*2,850*	*6,130*	*2,960*	*150*	-
Other interventions	blanc	261	619	2,398	1,011	-	-	-
	bleu	-	-	-	-	-	-	-
Total ongoing projects (blanc)		64,992	**53,515**	**65,049**	**49,596**	**3,244**	**230**	**-**
Total new projects (bleu)			***6,679***	***12,160***	***22,195***	***8,765***	***2,090***	**-**
TOTAL FINANCIAL PLANNING *HA*		64,992	60,194	77,209	71,791	12,009	2,320	-
Global Budgets Transaction Group 4 (included in budget of Corporate Domain HA)		-	-	4,533	4,533	-	-	

Budget Corporate Domain Humanitarian Aid	***67,469***	***60,477***	***74,938***	***73,528***	***72,118***	**-**	**-**
> ongoing (blanc) in %		*88%*	*87%*	*67%*	*4%*		
> all projects in %	*96%*	*100%*	*103%*	*98%*	*17%*		

Budget Corporate Domain Humanitarian Aid		67,469	60,477	74,938	73,528	72,118	-	-
South Cooperation	*Water*	-	250	1,450	1,900	2,000	1,750	
Global Cooperation (GPFS)	*BNS*	-	-	5,000	-	2,000	-	-
Global Cooperation (GPCC)	*Water*	-	-	90	15	-	-	-
Global Cooperation (GPMD)	*Protection*	1,808	2,387	1,346	-	-	-	-
Global Cooperation (GPMD)	*Management*	278	-	-28	-	-	-	-
Global Cooperation (GPW)	*Water*	1,016	1,622	1,087	-	-	-	-
Global Cooperation (GPW)	*Management*	20	-	-14	-	-	-	-
TOTAL SDC BUDGET		70,591	64,736	83,869	75,443	76,118	1,750	-
HSD	*Protection*	*7,200*	*6,340*	7,690	-	-	-	-
SECO	*BNS*	*2,091*	*6,309*	*6,309*	171	-	-	-
SEM	*Protection*	*2,877*	*2,500*	*2,477*	2,500	2,500	-	-
TOTAL COUNTRY BUDGET		82,759	79,885	100,345	78,114	78,618	1,750	-

IC Management Cost Representation Abroad	**2,679**	**3,347**	**3,347**	**3,485**	**3,480**	**-**	**-**
> IC Management Cost in %	*3%*	*4%*	*3%*	*4%*	*4%*	-	

Monitoring of CS (WOGA funds)	***from/to:***	**2015**	**2018**	**Total CS period**		**Actual year**	
				in CHF	**in %**	**in CHF**	**in %**
Total WOGA budget allocation according to cooperation strategy				250,000	100%		
Total realized previous year(s)				196,609	79%		
Total estimated actual year				100,145	40%	100,145	
Sub-total situation end of actual year				***296,754***	***119%***		
Time elapsed (including actual year) in %					75%		
Total planned next year(s)				78,114	31%		
Total realized and planned complete period				**374,868**	**150%**	100,145	
Difference to planning in cooperation strategy				**124,868**	**50%**	100,145	

Annex 13 – Staff composition in the region

Secondments ME

											Latest Update 24.07.2017				Latest Update 14.09.2017							
Domain	Agency	Type of Second.	Status	Country	Location	Name of the secondee	Title	Position	Start	End	Roving Plan				Contracted					Comment	Resp. In SCO/ICD	SAP-Number/ Internal Order Number
											Total	2016	Planned 2017	Planned 2018	Total	months 2017	months 2018	Start	End			
BNS	UN-Habitat	Shelter	Ended	Lebanon	Beirut	Nico Hartz	Shelter Expert	P3	19.07.2015	18.01.2016	1	1										7F-08904.02.07
	UN-Habitat	Shelter	Ended	Lebanon	Beirut	Nico Hartz	Shelter Expert	P3	19.01.2016	30.06.2016	6	6										7F-08904.02.07
	UN-Habitat	Shelter	Ended	Lebanon	Beirut	Nico Hartz	Shelter Expert	P3	01.07.2016	31.07.2016	1	1										7F-08904.02.07
	UN-Habitat	Shelter	Ended	Lebanon	Beirut	Nico Hartz	Shelter Expert	P3	01.08.2016	31.01.2017	6	5	1			1						7F-08904.03.04
	UN-Habitat	Shelter	ongoing	Lebanon	Beirut	Nico Hartz	Shelter Expert	P3	01.02.2017	31.01.2018	12	0	11	1	12	11	1	01.02.2017	31.01.2018	already agreed w/ UN-Habitat and secondee		Z7H414400017
	WFP	Cash	Ended	Syria	Damascus	Karl-Friedrich Glombitza	Senior Programme Advisor Cash & Voucher	P4	08.12.2015	21.04.2016	4	4										7F-08904.02.09
	WFP	Cash	Ended	Syria	Damascus	Stefan Bumbacher	Programme Officer Cash & Voucher	P3	01.02.2016	31.07.2016	6	6										7F-08904.02.10
	WFP	Cash	Ended	Syria	Damascus	Stefan Bumbacher	Programme Officer Cash & Voucher	P3	01.08.2016	31.01.2017	6	5	1			1						7F-08904.02.10
	WFP	Cash	Ended	Syria	Damascus	Stefan Bumbacher	Programme Officer Cash & Voucher	P3	01.02.2017	31.07.2017	6		6		6	6		18.01.2016	31.07.2017	agreed w/WFP and sec.	ETM	Z7H414400013
	UN-Habitat	Shelter	Ended	Syria	Damascus	Martin Zirn	Senior Shelter and Settlements Advisor	P5	01.07.2016	30.06.2017	12	6	6		12	6		01.07.2016	30.06.2017			Z7H414400016
Protection	UNHCR	Protection	Ended	Iraq	Sulaymaniyah	Manuela Ernst	Protection Officer	P3	01.04.2016	31.03.2017	12	9	3		12	3		01.04.2016	07.04.2017			Z7H414400015
	UNHCR	Protection	ongoing	Iraq	Sulaymaniyah	Magdalena Lesnjak	Protection Officer	P3	01.06.2017	31.05.2018	12		7	5	12	7	5	31.05.2017	31.05.2018	Profile shared with UNHCR.	MIO	Z7H414400029
	WFP	Protection	Ended	Jordan	Amman	Miriam Imesch	Protection Officer	P3	26.09.2016	26.03.2017	6	3	3		6	3		26.09.2016	26.03.2017			7F-08904.03.07 / Z7H414400019
	ILO	Migration	ongoing	Jordan	Amman	Letitia Weibel	Programm Officer		01.08.2017	15.04.2018	9,5		4,5	5	9,5	4,5	5	15.08.2017	31.05.2018		ETM	Z7H414400022
	WFP	Protection	ongoing	Jordan	Amman	Leila Tazi Garcia	Protection Officer	P3	18.03.2017	18.03.2018	12		9,5	2,5	9,5	2,5		18.03.2017	18.03.2018	confirmed	MIO	Z7H414400026
Water	UNHCR	WASH	Ended	Lebanon	Beirut	Patrick D'Aoust	Senior WASH Officer	P4	01.09.2015	31.08.2016	8	8										7F-08904.02.05
	UNHCR	WASH	ongoing	Lebanon	Beirut	Patrick D'Aoust	Senior WASH Officer	P4	01.09.2016	31.03.2018	19	4	12	3	19	12		01.09.2016	31.03.2018			Z7H414400018
	UNRWA	WASH	Ended	Lebanon	Beirut	Christian Guillot	WASH Expert	P3	26.10.2015	25.11.2016	11	11										7F-08904.02.06
	UNRWA	WASH	ongoing	Lebanon	Beirut	Christian Guillot	WASH Expert	P3	25.11.2016	31.12.2017	13	1	12		13	12		25.11.2016	31.12.2017			Z7H414400021
	UNRWA	WASH	ongoing	Lebanon	Beirut	Thierry Bussard	WASH Expert (regular missions)		01.02.2017	30.06.2018	3		3	3	3	3		01.06.2017	31.08.2017			Z7H414400032
	UNRWA	WASH	planned	Lebanon	Beirut	NN	WASH Expert (regular missions)													Total of 70 working days agreed, various missions per year, (change	BTP	
	UNICEF	WASH	Ended	Iraq	Erbil	Walter Baumgartner	Roving Cluster Coord.	P3	07.12.2015	31.05.2016	5	5										7F-08904.02.08
	UNICEF	WASH	Ended	Iraq	Erbil	Walter Baumgartner	Roving Cluster Coord.	P3	01.06.2016	31.07.2016	2	2										7F-08904.02.08
	UNHCR	WASH	Ended	Iraq	Dohuk	Claudia Hungerbühler	WASH Expert	P3	01.01.2016	31.03.2016	3	3										7F-08904.02.01
	UNHCR	WASH	Ended	Iraq	Dohuk	Tarik Hassan	WASH Expert	P3	01.03.2016	31.08.2016	6	6										7F-08904.03.01
	UNHCR	WASH	Ended	Iraq	Dohuk	Tarik Hassan	WASH Expert	P3	01.09.2016	28.02.2017	6	4	2		6	2		01.09.2016	28.02.2017			7F-08904.03.01 / Z7H414400014
	UNICEF	WASH	Ended	Iraq	Erbil (roving)	Stuart Valls	Roving Cluster Coordinator	P3	20.08.2016	31.03.2017	7	4	3		6	3		20.08.2016	31.03.2017			7F-08904.03.05 / Z7H414400010
	Unicef	WASH	planned	Iraq	Erbil	Stuart Valls	Roving WASH Cluster Coordinator	P3	01.10.2017	31.03.2018	6		3	3	6	3	3	01.10.2017	31.03.2018		MIO/MOIPA	Z7H414400039
	Unicef	WASH	Ended	Jordan	Amman	Rainer Puess	WASH Expert	P3	20.11.2016	20.05.2017	6	1	5		6	5		20.11.2016	20.05.2017			Z7H414400020
	Unicef	WASH	Ended	Jordan	Amman	Michaela Erni	Programme vert, WASH Specialist	P3	09.01.2017	08.07.2017	3		3		6	6		09.01.2017	31.08.2017			Z7H414400023
	Unicef	WASH	ongoing	Jordan	Amman	Alexandra Kappeler	WASH Expert	P3	01.05.2017	30.11.2017	6		6		6	6		01.05.2017	30.11.2017			Z7H414400030
	Unicef	WASH	planned	Syria	Damaskus	Marina Münchenbach	WASH Expert	P3-P4	25.09.2017	24.09.2018	12		3,5	8,5	12	3,5	8,5	25.09.2017	24.09.2018	negotiations started in latest missions to Damaskus, high importance	ETM	Z7H414400038
	UNRWA	Protection	ongoing	Jordan	Amman	Gina Bylang			From Sept. onwards		12		4	8						prepared,	MOIPA	Z7H414400037
General / Coordination	OCHA	Coordination	Ended	Iraq	Erbil	Daniel Beyerler		P4			1	1										
										Total per year	**240,5**	**96**	**108,5**	**39**	**162**	**100,5**	**22,5**					

Management Team

Embassy of Switzerland in Amman

Version: 01.10.2017

Personnel category: **Rotation** SHA member *local*

Residence Employees
Bader Dado 11/14
Norberta Miranda 07/12

Regional Security Advisor
Samuel Heer 07/17

Head of Mission / Ambassador
Hans-Peter Lenz 08/15

Deputy HoM: **Térence Billeter 07/14**

Assistant Head of Mission
Christine Bisunia, attachée, 07/17

International Cooperation

Regional Head of Cooperation
Manuel Etter 06/14
Deputy HoC**: Rahel Pema 06/15,**
replaced until 02/18 by **Martina Ramming 09/17**

Staff & QA
Rudolf Gsell 08/16

Ass. PO Staff and QA
Jane Rujoub 01/12

Ass. IC Management
Vacant

PO Regional Protection
Head of Program Irak
Chris Middleton 03/15

NPO Iraq & Gender
Ra'eda Nimrat 01/14

NPO Syria
Issam Zayed 03/16
Eve Amez-Droz 10/16

NPO WASH
Mufleh Al Alaween 10/16

PO WASH Regional
Ralph Bland 08/17

Programme vert
Michaela Erni 09/17

Head of Jordan Program
Rahel Pema 06/15,
replaced until 02/18 by
Martina Ramming 09/17

NPOs Jordan
Nayef Khouri 01/12
Ala'a Ma'aytah 03/17

RPO GPMD
Simone Troller Alderisi 08/17

NPO GPMD
Aya Maraqa 04/14

PM School Rehabilitation
Christian Neuhaus 03/17

Operation Management & Support

Chief Finance, Personnel & Administration
Roger Saxer 05/17

Local Personnel Management
Muna Jaber 9/16

Senior Finance Officer
Hesham Al-Quran 08/08

Finance Officer
Oreada Al Sabbah 11/13

Head of Support
Tariq Jamil Nimat 04/17

Receptionnist
Hana Sweis 01/17

Driver SDC
Ajith Dissanayaka 08/10

Driver / Log. Officer
Aladeen Fandi 06/17

Cleaner SDC
Ramadan Yassein 06/14

Cleaner SDC
Indi Balasuriya 06/12

Courier
Malik Gordlo 09/16

Driver / Logistic Officer
Ahmad Al-Qaissy 08/11

Cleaner Embassy
Imelda Obias (50%) 09/12

Housekeeper
Kosala Del Mel 07/09

Diplomatic Affairs

Deputy HoM, Head of Diplomatic Affairs
Térence Billeter, Counsellor 07/14

Political Analyst
Stephanie Lanter 06/17

Communication Officer
Khuzaima Jaber 10/16

Defence

Defence Attaché
Urs Sulser, Colonel 01/14

Driver
Fadi Al-Fakhouri 10/15

Admin. Assistant
Nadin Suleyman 04/16

Media analyst
Lina Tu'aimeh 11/16
(on maternity leave)

Consular affairs

Head of Chancery
Dario Lanzillo, Consul 8/15

Deputy Head of Chancery
Nicole Clivaz, Vice-Consul 8/16

Visa Service
Zeina Al-Zaghloul (90%) 12/06
Luma Al-Tal (06/2017 – 12/2017)

Chancery Assistant
Lara Dababneh 03/08

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