MAPPING DONOR PRACTICE AND LESSONS LEARNED

DAC Temporary Working Group on Refugees and Migration

Better Programming to Deliver Comprehensive Solutions to Refugee Crises
The Development Assistance Committee’s Temporary Working Group (TWG) on Refugees and Migration has compiled this compendium of past or existing good practices in programming for forcibly displaced populations to facilitate further dialogue and offer insight into programming in different contexts. The below examples are by no means exhaustive but may exemplify one or several of the following criteria:

- Potentially scalable and applicable in other context
- Programming is innovative
- May not be a good practice, but lessons learnt should be considered
- Demonstrates application of recommendations as proposed in the guidance (e.g. assessing and managing risk, value-driven partnerships, predictable and flexible financing.)

This compilation also highlights programming that is not strictly meant for displaced populations but rather may be occurring in situations where forced displacement is a primary or secondary context. As such, it does not seek to establish a narrative that these responses should strictly be seen through lenses of forced displacement or to address mobility.

The examples here were shared by DAC members and partners in an effort to enhance discussions around learning from our successes and failures.
# Humanitarian-Development Nexus

**Name:** The Regional Development and Protection Programme for refugees and host communities in the Middle East  
**Donor(s):** Denmark, EU, Netherlands, UK, Ireland, Czech Republic, Norway, Switzerland  
**Implementer:** Various  
**Location:** Lebanon, Jordan, Iraq  

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| - Support refugee-hosting countries to better understand, plan, and mitigate the impact of forced displacement.  
- Ensure that refugees are fully able to avail themselves of a durable solution.  
- Support socio-economic development that will benefit refugees and host communities. | - Analyses, assessments and studies on impact that refugees have on host communities.  
- Market-based support for creating employment opportunities.  
- Micro-enterprise finance, skills development training, and vocational training.  
- Social infrastructure development, including education, water and sanitation and improved energy supply.  
- Access to basic rights and appropriate legal assistance.  
- Training to local and national authorities and civil society groups who work in the field of asylum and refugees. | - Protection space is becoming more and more limited, in terms of both access and stay.  
- Access to basic social rights is also more limited.  
- Socio-economic vulnerability is rising sharply. | - By joining humanitarian and development funding the programme acknowledges that in protracted displacement humanitarian assistance should be complemented by development-led strategies.  
- Through investing in innovative partnerships the programme aims to support refugees, host communities and governments to maximise the opportunities arising from the Syrian displacement. | - In multi-year programming the flexibility to adopt strategies to evolving context is crucial to remain relevant.  
- Donor commitments to take lead in the policy dialogue arising from joint action to enhance advocacy efforts. |

**Timeline:** July 2014 to June 2018  
**Budget:** 41 million euros  
**Evaluation Links (if available):** N/A

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**Name:** Solutions Alliance  
**Donor(s):** Denmark, Turkey, UNHCR, UNDP, IRC, WB, and others  
**Implementer:** Various  
**Location:** Tanzania, Uganda, Somalia, Zambia  

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| - Aims to improve the lives of displaced persons – and the communities that host them – by responding more collaboratively to displacement and contributing to durable solutions. Promotes and enables the transition for displaced persons away from dependency towards increased resilience, self-reliance and development. It seeks to advance a partnership-oriented approach to addressing protracted displacement situations and preventing new situations from becoming protracted. | - Works through National and Thematic Groups to gather experience from innovative programmes and to pursue research, which can inform effective solutions for refugees and IDPs. | - Donor and partner commitment over time decreases.  
- Harnessing potential of coordination with changing political landscape and agenda. | - Recognises the need for a broad range of actors to work together to tackle protracted displacement in a solutions-oriented perspective. Includes humanitarian organisations, development actors, donors, academia, the private sector and civil society coming together to support affected states. So far, national groups have been set up in Zambia, and Somalia– and currently groups are being developed in Uganda and Tanzania. | - Context is everything – every situation is different and no single model fits all.  
- Getting diverse partners to rally around common objectives and strategies is complex and requires time.  
- Local champions are required to provide initiative and leadership. Local circumstances, relations and personalities are factors determining who is best placed to lead an initiative and build the required dialogue with government - often a donor teaming up with a multilateral finance institution might be better placed than UN/NGOs. |

**Timeline:** 2014- Present  
**Budget:** N/A  
**Evaluation Links (if available):** N/A  
**Contact:** N/A
### Name: EU Regional Trust Fund in response to the Syrian Crisis, the 'Madad Fund'

**Donor(s):** EU and individual EU member states  
**Implementer:** UNDP, UNHCR, and Various  
**Location:** Lebanon, Jordan, Turkey, Egypt, Iraq, and Western Balkans

**Timeline:** 2014- Present  
**Budget:** 1 billion euros  

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| - Promote educational, protection and engagement opportunities for children and young people, both refugee children and vulnerable children in host communities – so they can enjoy quality education with equal access for girls and boys.  
- Prepare young people for work, by increasing access to vocational training.  
- Reduce the pressure on countries hosting refugees by investing in livelihoods and social cohesion and supporting them in providing access to jobs and education that will benefit both refugees and host communities.  
- Flexible crisis procedures: unrestricted by fixed country programmes or allocations, responding to new crises and displacements as they occur.  | - Lack of Government priorities or strategy on the overall response, including lack of sector specific directions or policies.  
- Need for improved coordination amongst 3RP partners to: i) set strategic, higher level objectives for the overall response as a basis for impact level and inter-sectoral monitoring; ii) Government engagement based on agreed key messages and priorities amongst sector and 3RP partners.  
- Regional scale allowing for multi-country actions. Creating synergies through prioritising larger multi-partner actions.  
- Adapting to developments in the region e.g. support extended to people in Iraq fleeing from the interlinked conflict.  
- The board can authorize direct funding at short notice where most needed  
- Integrated forward planning component: once an inclusive political transition is in place, potential post-crisis funding tool available to serve Syria for reconstruction, voluntary return and governance support.  | - Fostering local ownership in order to create cooperation with partner governments and communities.  
- Building upon an evidence-based approach in order to understand drivers, dynamics and causes of migration, and to map out responses.  
- Considering a conflict-sensitive approach to maximise development actor’s contribution to peace and stability.  | - In parallel to assistance, high-level political dialogue both collectively and bilaterally with countries hosting Syrian refugees is needed to ensure that protection and solutions can be offered to refugees (notably on access to education, labour market, etc.). The Trust Fund could provide better control of risks and disbursements of the Union and other donors’ contributions, especially when it comes to contributions from smaller donors who on their own would have much less monitoring capacity compared to the European Commission.  |

### Name: The EU Emergency Trust Fund for Africa

**Donor(s):** EU Commission, EU member States, Switzerland and Norway  
**Implementer:** Various  
**Location:** The Sahel region and Lake Chad area, Horn of Africa and North Africa

**Timeline:** 2015 - Present  
**Budget:** 2.5 billion euros  

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| - Assists countries across Africa that are among the most fragile and affected by migration  
- Delivers a holistic, integrated and coordinated approach in response to the diverse causes of migration.  
- Aims to tackle the root causes of irregular migration and displacement in countries of origin, transit and destination, through a range of priority sectors: Economic Programmes, Resilience, Migration Management, Stability and Governance.  
- The Sahel, Lake Chad region, Horn of Africa and North Africa have region-specific political and socio-economic profiles. Requires a targeted approach that takes into account different degrees of dialogue and cooperation between the EU and its partners.  
- Challenge in meeting commitment numbers to make sure disbursements are predictable and long-term solution oriented.  |  |  |  | - Assessing the overall impact of the trust fund will be a challenge because of its broad set of objectives.  
- Need for a more robust theory of change regarding what drives irregular migration and how these drivers can be shifted through the engagement of external actors.  |
### Study on Water Sector for the Host Communities of Syrian Refugees in Northern Governorates

**Name:** Study on Water Sector for the Host Communities of Syrian Refugees in Northern Governorates

**Donor(s):** JICA  
**Implementer:** JICA  
**Location:** Jordan (Ajloun, Irbid, Jerash and Mafraq)

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| - Assessment of the effects of migration of Syrian refugees on water supply and wastewater management services. | - Prepare a master plan for improving the water supply and wastewater management services in the host communities, and prepare recommendations for sustainable operation and maintenance.  
- The study covers the area hosting 1.8mil population and 321,000 Syrian refugees. | - There is a fluctuating number of refugees arriving these governance areas so impact changes with time. | - Joint Programming: The developed master plan is also utilized by Ministry of Water and Irrigation and the Government of Jordan to access further assistance from several other cooperating partners. | - Cross-analysis: Developing a master plan, as a platform for further development interventions, is useful for both recipient countries and relevant stakeholders. |

### Somalia Resilience Program (SomReP)

**Name:** Somalia Resilience Program (SomReP)  
**Donor(s):** Sweden, Switzerland, Various  
**Implementer:** World Vision, Oxfam, DRC, COOPI, CARE, ADRA, and ACF.  
**Location:** Somalia

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| - The programme aims to build household and community resilience to drought and other related risks in Somalia. The intervention seeks to address chronic vulnerability through recognition of the complex links between the ever-changing environment, livelihoods, conflict, and adaptive capacity and food security. | - Each of the interventions have been headed by individual organizations with added advantage either thematically, regionally, or both. In addition under the program, the seven agencies coordinate their interventions. | - Weak human and institutional capacity.  
- Lack of effective policies and regulations at the government level geared toward supporting Somalia’s vulnerable populations.  
- Fragmentation and instability in the country. | - Increased coordination of humanitarian and development agencies in building resilient systems in complex/fragile contexts.  
- SomReP hosted a Resilience System Analysis in 2015; with assistance from OECD and Government of Somalia mapping what is being done by the various stakeholders and existing gaps. | - The importance of sensitizing the humanitarian and development communities as well as recipient states on the difference between emergency and resilience programs. |

### Resilience System Analysis

**Name:** Resilience System Analysis  
**Donor(s):** Sweden  
**Implementer:** OECD and Sweden  
**Location:** Syria, Jordan, Lebanon, Somalia, Kenya, Ethiopia, South Sudan

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| - Each of the interventions have been headed by individual organizations with added advantage either thematically, regionally, or both. | - Weak human and institutional capacity.  
- Lack of effective policies and regulations at the government level geared toward supporting Somalia’s vulnerable populations.  
- Fragmentation and instability in the country. | - Increased coordination of humanitarian and development agencies in building resilient systems in complex/fragile contexts.  
- SomReP hosted a Resilience System Analysis in 2015; with assistance from OECD and Government of Somalia mapping what is being done by the various stakeholders and existing gaps. | - The importance of sensitizing the humanitarian and development communities as well as recipient states on the difference between emergency and resilience programs. |
### Objectives
- Test integration of resilience systems analysis at various points in Sweden's programme cycle.

**Project description**
- With support from the OECD, Sweden used the Resilience Systems Analysis (RSA) tool in pilot countries. Further collaboration with Sweden will involve developing recommendations for the systematic integration of the RSA into the Swedish International Development Cooperation Agency’s programme planning cycle.

**Challenges/ Risks**
- More training is required – need to agree on meaning of terminologies in the context of root causes of vulnerability and develop more learning modules.
- Risk analysis can be challenging, in part because the breadth and depth of contextual knowledge is limited within the programme teams – engaging with external experts may be useful.
- Clearer management direction and cross-agency ownership is required to integrate the methodology within Sida’s systems and approaches.

**Good Practice**
- RSA helped Sida develop its theory of change for the regional development cooperation strategy for the Syria crisis.
- It further enabled Sida to formulate an approach which complements the humanitarian response, while supporting longer-term resilience in Syria and neighbouring countries at the same time.
- By ensuring a better understanding of how the current crisis is eroding assets and capacities within Syria and neighbouring countries and what opportunities there may be to strengthen these assets, Sida was able to formulate strategic priorities, inter-linkages and complementarity between sectors and areas of interventions, which took Sweden’s added-value into account.

**Lessons Learned**
- Findings from the individual systems analysis often showed significant opportunities to strengthen the overall focus on risk management as well as targeting of vulnerable groups.
- Highlighted significant opportunities to strengthen cross-sectoral programming, as well as programmatic linkages between societal layers (national, sub-national, and community level), as well as overall coherence and complementarity between humanitarian and development programming.

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**Name:** Programme to mainstream migration into development planning  
**Donor(s):** Switzerland  
**Implementer:** IOM and UNDP  
**Location:** Serbia, Kyrgyzstan, Tunisia, Morocco, Ecuador, Bangladesh, Moldova, Jamaica

**Timeline:** 2010 - 2018  
**Budget:** 8.8 Mio CHF  
**Evaluation Links (if available):**  

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| To strengthen the human development impacts of migration by enhancing the policy frameworks and their subsequent implementation for governments and their partners.  
To govern the migration phenomenon so as to increase human development outcomes, mitigate risks for migrants and their families and create new livelihood opportunities for communities at origin and destination. | Implemented in eight countries (Bangladesh, Ecuador, Jamaica, Kyrgyzstan, Moldova, Morocco, Serbia and Tunisia).  
Supports governments to establish coordination mechanisms for migration and development, and to design and implement policies and strategies that integrate migration and poverty reduction. | Diverse locations mean varying levels of government capacities and points to need for accurate context analysis. | Peer-learning opportunities e.g. bilateral learning missions for government focal points to facilitate an exchange of information and experiences. Participating officials have thereby acquired first-hand information about programmes and policies to ensure that migration policies contribute positively to national and local development.  
Establishment of coordination mechanisms between involved ministries. Interagency working groups, designated focal points in each ministry, concrete action plans based on agreed overall strategy. | Policy changes need to be considered as long-term processes.  
Peer exchanges are a powerful instrument to promote coherence and mutual learning. |

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### 3MDG Fund

**Name:** The Three Million Development Healthcare Fund  
**Donor(s):** United Kingdom, Australia, US, EU, Sweden, Switzerland, Denmark  
**Implementer:** UNOPS and others  
**Location:** Myanmar

**Objectives**
- 3MDG Fund strengthens the national health system at all levels, extending access for poor and vulnerable populations to quality health services.

**Project description**
- Significant, timely and nationwide impact improving maternal, new-born and child health, and health system strengthening to deliver sustainable, efficient and responsive healthcare across Myanmar.
- The Fund provides substantial resources aligned with the Ministry of Health’s priorities and initiatives.

**Challenges/ Risks**
- At the commencement of the project, here were fewer opportunities to work with the Government of Myanmar. Following a Strategic Review in 2014, the 3MDG Fund has reconstituted its Fund Board to include the Ministry of Health, donors and independent experts.
- Access to certain locations or populations.

**Good Practice**
- Delivery of healthcare in conflict zones, engagement with all health providers (including ethnic organisations), strong conflict sensitivity framework.
- Adaptive - moved to more sensitive conflict areas after establishing solid programme base. Strong focus on accountability between users and service providers.

**Lessons Learned**
- Using a rights-based approach contributes to equitable access to quality health services by empowering and engaging communities in decision making and implementation, and ensuring the voices of women, minorities and other vulnerable communities are heard.
- Support the Ministry of Health leads to the establishment of transparent mechanisms for greater accountability in the health system.
- Use the skills, strengths and knowledge of community members for better services and consumer satisfaction.

**Timeline:** 2012-17  
**Budget:** GBP 89 million

**Evaluation Links (if available):**

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### ASSP (Access to primary healthcare)

**Name:** ASSP (Access to primary healthcare)  
**Donor(s):** United Kingdom  
**Implementer:** IMA World Health  
**Location:** Democratic Republic of Congo

**Objectives**
- Aims to strengthen priority interventions such as the treatment of malaria, pneumonia and diarrhoea; nutrition; obstetric and neonatal care; family planning; immunization; and water, hygiene and sanitation that are delivered through the health system.

**Project description**
- Supports DRC’s National Health Development Plan by improving primary health care activities in 56 selected health zones in five of the country’s 11 provinces including Kasai Occidental, Maniema, Equateur, Oriental, and South Kivu.
- Total direct and indirect beneficiary population of the projects 8.3 million.

**Challenges/ Risks**
- Delays in construction linked to constraints by the operating environment.
- Data are generally scarce and often of uncertain quality in DRC.
- The programme does not directly deliver services itself, but supports their delivery by government and faith-based institutions. This means that impact is considerably influenced – and in some cases limited - by the performance of the health system itself and by the context, including factors such as geographic distance, official and unofficial user fees and social norms.

**Good Practice**
- Adaptive: seeks and adapts to new opportunities for systems strengthening building from the bottom up.
- Full integration of faith-based service providers in delivery for whole-of-systems strengthening and to capitalise on technical expertise and training capacity and resilience.
- Emphasis on Voice and participation to support M&E and accountability.

**Lessons Learned**
- Trade-off in shifting from humanitarian to development delivery (risk of drop in attendance rate but levelled within 3 years; no shift and sustained humanitarian delivery substituting for normal supply chains means progressive weakening of health system including weakening of accountability chain and supply chain).

**Timeline:** 2012-2018  
**Budget:** GBP 185 million

**Evaluation Links (if available):**
- [https://devtracker.dfid.gov.uk/projects/GB1-202732/documents](https://devtracker.dfid.gov.uk/projects/GB1-202732/documents)
**Name:** Strengthening the resilience of local communities and the capacity of Lebanese municipalities to address the consequences of the Syrian crisis  
**Donor(s):** Italy  
**Implementer:** AICS Beirut and Italian NGOs  
**Location:** Lebanon

**Objectives:**
- To strengthen the resilience of local communities and Syrian refugees as well as the capacities of local municipalities to address the consequences of the Syria crisis.
- To improve the capacities of Lebanese municipalities to deliver basic services and to provide support to local communities and Syrian refugees.

**Project description:** Projects are awarded to Italian NGOs through calls for proposals aimed at implementing works of public interest through labour-intensive activities for the most vulnerable among Syrians and Lebanese, thus revitalizing local economies. Aims to improve basic social infrastructures and services in 56 selected municipalities and benefit directly 5817 vulnerable Lebanese and Syrian refugees through rapid employment schemes.

**Challenges/ Risks:** Local authorities are faced with exponential growth of needs. The current structures are not well equipped to respond to the overload request on services and do not have the full capacity to provide these services. The crisis is challenging the country’s existing social and economic infrastructure, institutional stability and development advances, and resulting in new tensions which threaten to amplify pre-existing inter Lebanese divisions and provoke negative reactions against Syrian refugees.

**Good Practice:** The bridge between humanitarian and development interventions is ensured by using rapid employment schemes, which has an immediate and positive effect on the income of vulnerable Syrians and host communities (short-term impact). Contributes to rehabilitate municipal infrastructures and services, which has long-lasting positive effects on the local communities (medium-long term impact).

**Lessons Learned:** Generating additional income at the household level through rapid employment schemes decreases the tension resulting from labour market competition at the community level and revitalises local economies. Expanding the availability and the access to basic social services in host municipalities where the impact of the influx of refugees is higher helps in mitigating the tensions with the local communities and promoting inclusive development in the region.

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**Name:** Lebanon Host Communities Support Project (LHSP) - now under UNDP Stabilization and Recovery Program 2017  
**Donor(s):** Multi-donor project  
**Implementer:** UNDP, UNHCR, DFI, DFATD, Lebanon’s Ministry of Social Affairs (MoSA)  
**Location:** Lebanon

**Objectives:**
- Increase stability, alleviate tensions and prevent conflict through the creation of job opportunities and improve basic service delivery.

**Project description:** The LHSP aims at enhancing stability and development opportunities across Lebanon. Conducts local interventions in villages, municipalities and neighbourhoods that host high ratios of Syrian displaced to Lebanese populations. These communities are at high risk of tension and conflict due to lack of services and competition over job opportunities. Points of local intervention are selected based on standardized national criteria, which include: the ratio of Syrian displaced to Lebanese population; the total number of Syrian displaced; the poverty rate.

**Challenges/ Risks:** Guaranteeing a balanced expectation of local stakeholders is difficult and failure to do so increases the risk that problems and solutions favour the interests of one group. Local government may also fail to deliver the solutions that are agreed upon (due to lack of funding or other factors) which may undermine the project’s credibility.

**Good Practice:** LHSP works closely with the Ministry of Social Affairs (MoSA) and municipalities through the Mapping of Risks and Resources (MRR) process to develop a map of local risks and resources and related Municipal Action Plan that can be used as a platform for coordinating investments from national and international stakeholders. Each Municipal Action Plan, uploaded on MOSA website, is geo-referenced, providing a visual map of needs and agreed solutions. The process has now been completed in each of Lebanon’s 251 most vulnerable localities and has been fully transferred to MOSA.

**Lessons Learned:** Developing the selection process and criteria in collaboration with civil-society actors, and utilising existing community or social structures may mitigate the risks of elite capture. Manage expectations through clear articulation of roles and responsibilities and expected outcomes. Accompany the MRR process with a minimum level of central government, donor or agency funding commitments to ensure delivery of some, if not all, projects. Engage central government to foster effective dialogue and collaboration between different levels of government, including in relation to allocation of national resources.
### Better Financing

**Name:** Money from Sweden  [www.moneyfromsweden.se](http://www.moneyfromsweden.se)  
**Donor(s):** Sweden  
**Implementer:** Swedish Consumer Agency  
**Location:** Sweden  
**Timeline:** On-going  
**Budget:** N/A  
**Evaluation Links (if available):**

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| - Money from Sweden aims to increase transparency in regards to the remittance market but also lower the cost of transferring money abroad. | - Government-funded, online service that compares fees and exchange rates for remittances.  
- Free of charge, independent of all market operators and operated by the Swedish Consumer Agency.  
- Certified by the World Bank and meets the mandatory requirements of a national price database for remittance services.  
- Consumers can compare how much it costs to send money to 31 countries, mainly developing countries, with different companies. | - Does not include all banks, MTOs or countries. The cost of transferring money abroad has been lowered somewhat among the MTOs, but not among the banks.  
- Still far from the World Bank's goal that it should not cost more than five per cent send money to developing countries. | - Webpage makes use of visual illustrations in a manner that clearly informs the visitor of the related costs of remittances. Allows for easy-to-understand price comparison.  
- The site provides helpful information in sixteen different languages, e.g. regarding how to open account and general know-how when sending money abroad. Such functions have been widely used and well received in the feedback provided by site visitors. | - After two years the service is now generating 4,800 visitors/week also receiving attention within the targeted segment (people in Sweden wanting to send money abroad).  
- Marketing campaigns have proven essential for the service to function as an educational and informative tool.  
- In order to increase the relevance of the service, the inclusion of additional remittance operators is under discussion. |

**Name:** Local Authorities Infrastructure Improvement Project  
**Donor(s):** Japan  
**Implementer:** Iller Bank  
**Location:** Turkey (south-eastern provinces)  
**Timeline:** May 2015 to April 2022  
**Budget:** 45,000 million Yen  
**Evaluation Links (if available):**  
[https://www.jica.go.jp/english/our_work/evaluation/oda_loan/economic_cooperation/c8h0vm000001rdjt-at/turkey_150515_01.pdf](https://www.jica.go.jp/english/our_work/evaluation/oda_loan/economic_cooperation/c8h0vm000001rdjt-at/turkey_150515_01.pdf)

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| - The objective of the Project is to improve infrastructure services of target local authorities affected by Syrians who are under temporary protection in Turkey by providing long-term finance to infrastructure projects through Iller Bank, thereby contributing to improvement of living conditions of the people. | - Ten provinces that are located in the south-eastern part of Turkey and have been affected by the influx of Syrians will receive loans administer by Iller Bank.  
- There will be two areas for the sub-loans 1) construction works and procurement of maintenance equipment for water supply and 2) for consulting service (detailed design and assistance with the preparation of FS for sub-projects). | - Change in government policy for acceptance of Syrians.  
- Sharp worsening of security in the target areas. | - Ex-ante assessment to make sure that funding provided did not overlap funding already available from the World Bank, but rather complement it by providing it to provinces in the area that had not received any support. | - Based on lessons learned from a similar project in the Philippines, Jica established evaluation indicators before the beginning of the project to help monitor sustainability and effect. These are reviewed quarterly. |

**Name:** Swedish Somalia Business Programme  
**Donor(s):** Sweden  
**Implementer:** Forum Syd and business Sweden  
**Location:** Sweden/Somalia  
**Timeline:** 2015 –2019  
**Budget:** 35,000 SEK to 200,000 (Available for business ideas)  
**Evaluation Links (if available):**  
[http://ssbp.nu/](http://ssbp.nu/)
**Objectives**

- The programme is intended to be catalytic and engage the diaspora for the purpose of leveraging private capital and knowledge.

- The objective is to leverage investments that will create employment opportunities across the country.

**Description**

- Business Sweden will market the program and evaluate the applications from a business perspective. Business Sweden will also educate companies that receive financing on issues of entrepreneurship. A company can apply for grants from 35,000 up to 200,000 (SEK) counterclaim that the entrepreneur can stand for the same amount.

- Forum Syd examines in turn the requests from a rights-based perspective and educates companies on gender equality, human rights and environmental sustainability.

**Challenges/ Risks**

- Complex operating environment in Somalia, including ongoing conflict and economic constraints.

**Good Practice**

- The programme is innovative in the sense that it has set up a channel for the diaspora to invest in the country and hence create new opportunities that would not have been possible without the investments and know-how of the diaspora.

- In Sweden it involves the expertise of Forum Syd which has already successfully worked with civil society and SIDA to promote diaspora led development projects; and also partners with Business Sweden which brings the expertise of private sector to support entrepreneurs.

**Lessons Learned**

- Does not only target the diaspora but Somali entrepreneurs in the country are also eligible for the programme allowing for peer exchange and knowledge transfers.

- Data collected from the programme through its scale up analysis module will be expected to contribute to positive changes at the policy level and hopefully have bigger positive impact at the national level.

**Name:** Global (MENA) Concessional Financing Facility  
**Donor(s):** Canada, Japan, the United Kingdom, the United States, Germany, the Netherlands, Norway and the European Union (EU)  
**Implementer:** World Bank Group and partner countries  
**Location:** Jordan and Lebanon  
**Timeline:** 2016-2021  
**Budget:** 6 billion USD in concessional financing, and 1.5 billion in grants  
**Evaluation Links (if available):**

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**Objectives**

- Uses donor grants to provide concessional financing for development projects that support refugees and host countries. The Global Concessional Financing Facility is the expansion of the MENA CFF.

**Description**

- Provide blended finance (concessional loans, and grants) for Middle Income Countries hosting large number of refugees.

- Projects are meant to engage both host and refugee communities

- By using grants to buy down interest, every dollar committed leverages three to four dollars of financing.

**Challenges/ Risks**

- Challenges of forced displacement are complicated, multidimensional, have wide regional implications, present massive humanitarian challenges and require interventions to be carried out in highly risky conditions.

- Collective negotiating power must be deployed to ensure a fair formula for recognizing IDA contributions in IBRD/IFC share capital.

**Good Practice**

- Reflects the need for coordinated international approach to refugee crises in middle-income countries.

- Offers long-term finance, complements and bridges the gap with humanitarian assistance in benefiting countries, which often focuses on short-term needs.

- Allows for quick action and support for refugee-hosting countries, whenever and wherever the next refugee crisis breaks out. Qualifying countries that host refugees will gain access to World Bank financing for sectors such as health, education, and jobs — which benefit both refugee and host populations.

**Lessons Learned**

- The requirements for countries hosting significant numbers of refugees go beyond the provision of basic services, and include sectors requiring significant public infrastructure and investment (energy, water, employment opportunities).

- A global CFF pre-established before conflicts arise would allow countries to not go into considerable debt in meeting the increased demands emanating from refugee flows (e.g., Jordan acquired significant debt early on in the crisis by taking on non-concessional loans to close the fiscal deficit).

- Need to function as a one World Bank group, by closely aligning the strategies of IFC and MIGA in these operations to successfully leverage and mobilize private-sector capital for this effort.
### Name: Facility for Refugees, Migrants, Forced Displacement and Rural Stability (FARMS)

**Donor(s):** The International Fund for Agricultural Development  
**Implementer:** Various  
**Location:** Djibouti, Iraq, Jordan, Lebanon, Morocco, Somalia, Sudan, Tunisia, Turkey and Yemen  
**Timeline:** 2016- On-going  
**Budget:** $100 Million USD

**Evaluation Links (if available):**

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| - The objective of this initiative is to strengthen the livelihoods for both the rural communities of the countries affected by the influx of migrants and refugees, and the displaced themselves. | - The new facility aims to create at least 1 million days of temporary work and at least 20,000 jobs; more than 500 community infrastructure projects include roads, Irrigation systems and markets; improved management of natural resources; a range of agricultural-related trainings and better access to financial services. | - Complex operating environment due to increased pressure on natural resources, food security and agricultural production systems, as well as increased competition for jobs. | - Support people living in rural areas of host countries by helping them to improve sustainable agricultural productivity, which is the basis of their livelihoods.  
- Support refugees to develop marketable skills and increase their incomes. Economic opportunities will also be created in countries of origin so that the people who have left have income-generating opportunities to return to, and those who remain have a chance to rebuild their livelihoods. | - Rural dimension must be recognized in livelihood programming. |

### Name: Contribution to “Agriculture and Livestock Support for Syrian People”

**Donor(s):** Italy  
**Implementer:** Mediterranean Agronomic Institute of Bari (IAMB)  
**Location:** Syria  
**Timeline:** 2014-2017  
**Budget:** 3.55 million EUR  
**Evaluation Links (if available):** N/A  
**Contact:** beirut.cooptr@esteri.it

**Objectives**

- To increase the capacity of the SIG’s Ministry of Infrastructure, Agriculture and Water Resources (MIAWR) and of the Local Council Administrations (LCAs) to provide services to the rural communities held by the moderate opposition.  
- To increase agricultural and livestock production and household income of local communities, in areas held by the moderate opposition.

**Description**

- Implemented by the International Agronomic Institute for the Mediterranean of Bari (IAMB).  
- Supports agricultural production and livestock farming in Syrian rural communities increasing food security in the programme areas. Implemented in collaboration with the Local Administrative Councils (LCAs), Women Associations and Syrian technicians.  
- To date, 11,600 farmers/breeders benefited from inputs and services promoted by the Programme (distribution of fertilizers, fodder, products for crops, barley seeds; vaccinations and animal treatments; crops diseases treatments).

**Challenges/Risks**

- Ongoing insecurity.

**Good Practice**

- The Programme adopts a market-based approach that is unique inside Syria, where humanitarian distribution of hands-outs is the norm.  
- All inputs and services are provided to the direct beneficiaries using a “revolving fund system”. This means that each beneficiary who receives services or inputs from the Programme will repay them at a subsidised price that corresponds to the 75% of its value. The collected payments are then deposited in a dedicated bank account, and used to fund similar inputs and services for new beneficiaries. Up to date, the revolving fund has collected USD 1,050,585,45.  
- The adoption of a revolving fund in a war-torn country proved to be effective and sustainable, challenging the more common approach of distributing free inputs typical of humanitarian relief.  
- Subsidised price of inputs helps lower production costs and increases the overall profitability of farmers and breeders.  

**Lessons Learned**

- Rural dimension must be recognized in livelihood programming.
**Good Governance**

**Name:** Adaptive Social Protection  
**Implementer:** International Bank for Reconstruction and Development, World Bank  
**Location:** Sahel

### Objectives
- Build evidence and justification for adaptive social protection in the Sahel.
- Establish national level systems that will build the resilience of vulnerable populations and can be scaled in a time of crisis.
- Addressing the root causes of vulnerability in the Sahel and building long-term resilience to climate extremes such as drought and floods.

### Description
- Safety net programs that can be easily scaled up to respond to climate-related and other types of shocks.
- Training on basic skills and livelihood diversification, sanitary and health practices, nutrition awareness programs.
- Linkages to early warning and climate information systems to design effective emergency response and adaptation programs.
- Design and development of targeting mechanisms to identify those most vulnerable to natural hazards and climate change related risks, and quickly scale up a program in case of necessity.
- Monitoring systems to improve governance and accountability.

### Challenges/ Risks
- The time taken to get projects approved has been longer than anticipated.
- An effective adaptive social protection programme will need to be accompanied by other complementary initiatives across sectors.
- Beneficiary registry expanded in Diffa (Niger) to include local families hosting large numbers of refugees.
- Adaptive registry developed over time to harmonise between humanitarian and development caseloads.
- Focus on building capacity of national authorities to deliver flexible social protection that flex with shocks.
- As this programme will be a series of pilot projects it will be subject to rigorous monitoring and evaluation.

### Lessons Learned
- Developing social protection services in the Sahel is also a UN priority, and there is a regional work stream led by UNICEF, highlighting the constant need for good coordination.

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**Name of Project:** Fiscal Decentralisation and Resiliency-Building for Iraq  
**Implementer:** Institute on governance  
**Location:** Iraq

### Objectives
- Contribute to building the capacity of local Iraqi authorities to deliver basic services to their populations, including those displaced by conflict, and build more accountable, inclusive and effective governance in Iraq.

### Description
- The project is expected to reach approximately 1,300 senior representatives from the political sphere, academia and officials at the federal, regional and governorate levels through their participation in networking, seminars, workshops and the building of institutional capacity.

### Challenges/ Risks
- Changes in security level might influence participating in workshops and long-term engagement.
- Decentralization can create a more robust and overlapping authority structures, at the local level fiscal decentralization can effectively strengthen taxation systems and increase public accountability.
- Strong partnership with local authorities, particularly municipalities at the front-line in meeting the challenges of the refugee crisis increases opportunity for locally led and owned priorities and plans.

### Good Practice
- Recipient authorities are often willing to listen to, and apply external advice, even in the midst of a crisis if it is provided in a way that is tailored to needs and circumstances on the ground.
- Protracted crises need more than the provision of basic services. Resilience must include political reform and institutional capacity building if it is to prove sustainable.
Name: The Project for Community Development for Improvement of Livelihood in the Conflict-affected Areas
Donor(s): Japan
Implementer: Ministry of Agriculture and Livestock, local governments (Gitega Province and 3 communes) and JICA Project Team.
Location: Gitega Province, Republic of Burundi

**Objectives**
- Develop an Action Plan to facilitate implementation of the Communal Plan for Community Development (PCDC), used by the Ministry of Agriculture and Livestock (MINAGRIE) and commune officials - verified by the implementation of pilot projects.
- Capacity of MINAGRIE staff and commune officials is strengthened and a medium term capacity development program will be formulated to strengthen implementation system of PCDC.

**Description**
- The Project targets Makebuko, Itaba and Bukirasazi commune in the southern part of Gitega Province, where large number of IDPs and returnees resulted in high levels of food and income insecurity and overwhelmed response capacity of provincial government.
- Assessment of 67 collines, including a social survey focusing on return of IDPs, land issues, traditional system, impact of conflict, and group activities.
- Formulation of action plans and pilot projects, which involved building of road, mashes, and income producing activities that matched the goals of PCDC.
- Based on learned lessons from these projects, a manual and action plan was produced for further implementation of PCDC.

**Challenges/Risks**
- Land ownership in post-conflict settings can be contested and needs a sensitive and informed approach
- The decentralization process did not start when PCDC was formulated in 2008, so no budget from the central government was allocated and commune administrations did not have any sources of revenue for implementation of PCDC.
- PCDC did not clearly outline processes, roles of each actor or implementation structures. This made it difficult for Provincial Directorate of Agriculture and Livestock and communes to implement activities in a systematic manner.

**Good Practice**
- Prior to construction of the road or project sites, full attention was given to selecting land that would not exacerbate local tensions.
- Following communications difficulties, weekly meetings were set up to exchange information and opinions between Burundian authorities and JICA.
- The project involved all residents from initial stage, with cascading trainings set up to involve all farmers in development of pilot projects and to evaluate on-going success/failures. Field visits for farmers were cited as good practice for learning.

**Lessons Learned**
- After the cease-fire agreement, considerable amounts of foreign assistance was disbursed but the donor did not map ways to advance from reconstruction period to stable long-term development phase which requires a certain level of autonomy be given to the state. Projects need to focus on developing strong ownership of development projects by local actors.
- Continuous capacity building of national authorities is important so they can assume a role in ensuring the sustainability of development programs.

Name: MIDA Questa (Sweden)
Donor(s): Sweden
Implementer: IOM
Location: Somalia

**Objectives**
- Aims to facilitate the utilization of skilled Somalis in the diaspora to contribute to the capacity building of Somali authorities and institutions. The priority sectors are Public Financial Management, Justice and Health.

**Description**
- Capacity-building programme, which helps to mobilize competencies acquired by African nationals abroad for the benefit of Africa’s development.
- Aims to facilitate the transfer of skills, competencies and knowledge of qualified Somali expatriates to specific institutions within Somalia.

**Challenges/Risks**
- On-going conflict and changes in the political landscape may affect recruitment, post duration, or long-term involvement.
- Discrepancies in salaries paid to diaspora staff versus local staff. Matching of skills acquired in diaspora to skills required in Somalia, need to ensure sustainability.

**Good Practice**
- Somalia is suffering from brain drain, and this programme can contribute to rebuilding the institutional capacity of the country by encouraging “brain circulation” instead.

**Lessons Learned**
- Prioritise demand-driven approach, beneficiaries’ ownership, and flexibility, to facilitate the best possible match between the needs on the ground and available Somali diaspora resources.
- Aligning with national development plans and government priorities to provide capacity injection in priority sectors.

Timeline: 2012-2015

Timeline: 2013–2016

**Timeline:**
- **2013-2016**

**Budget:**
- **Evaluation Links (if available):** [http://www quests-mida.org/](http://www quests-mida.org/)
**Name:** The Joint Migration and Development Initiative (JMDI)  
**Donor(s):** Switzerland and European Commission  
**Implementer:** UNDP  
**Location:** Senegal, Morocco, Tunisia, El Salvador, Costa Rica, Philippines, Nepal, Ecuador  
**Timeline:** 2012 to Present  
**Budget:** $3,448,000 USD (funding given to the projects, not overall funding)  
**Evaluation Links (if available):**

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| • Aims to support Migration and Development (M&D) actors to effectively harness the potential of migration for development.  
• From 2008 to 2012, the JMDI sought to provide policy-makers and practitioners with evidence-based recommendations in the field of M&D. | • The initial 2008-2012 recommendations were based on the practical experiences drawn from small-scale actors. Total of 51 projects implemented in 16 countries.  
• A mapping exercise was carried out to identify locally led M&D initiatives and to recommend those that had the potential to be up-scaled to enhance their impact and development potential.  
• Upon completion of this mapping exercise, the JMDI, together with its donors the EC and SDC came to a consensus on which countries to target: Ecuador, El Salvador, Costa Rica, Morocco, Tunisia, Senegal, Nepal and the Philippines. | • Local authorities in different contexts tend to have different levels of commitment and capacity.  
• Migration dynamics are not static; local policy initiatives must fit demographic, social, and economic developments and be flexible.  
• Public opinion may not always be favourable towards migrants and the need to harness their potential for development. | • Strengthen local authorities and other actors.  
• Pilot projects that show the linkages between local authorities and local civil society organisations and how these can be scaled up or used in similar contexts, particularly focus on activities that can be institutionalized at the local, sub-national, and or national level.  
• Partnerships with private sector actors.  
• Elaboration of a tool-kit for practitioners. | • The importance of cities/municipalities as main actors in internal and international migration. |

**Name:** Budget Strengthening Initiative  
**Donor(s):** United Kingdom  
**Implementer:** Overseas Development Institute  
**Location:** South Sudan  
**Timeline:** 2013-2017  
**Budget:** GBP 6,087,905  

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| • Public financial management (PFM) in South Sudan is currently improving, but remains poor. This poor performance contributes to ineffective use of resources, corruption, and a poor climate for doing business and limited accountability of Government to its people for the way in which the country’s resources are used. The UK will assist the Government of the Republic of South Sudan to acquire the technical capacity necessary to improve the way public resources are used.  
• Support provided almost entirely as technical assistance, with a small component of financing (4%) for peer learning visits.  
• All financial support to the programme is backed up with wider political engagement and support for improvements in public financial management, to bolster political will for change. | • Implementation was disrupted by the internal conflict that started in December 2013 and by the economic crisis linked to the conflict, pre-existing weaknesses in governance and the collapse in oil prices that started in 2014. The project was extended and adjusted to reflect the changed conditions.  
• Design of aid management and coordination system within budget planning.  
• Facilitates integration of aid financing in sector planning cycle.  
• Assisted with management of fiscal crisis.  
• Supported the establishment of a regular budgeting cycle, developed key instruments such as a National Budget Plan, and helped to introduce systems for expenditure limits and a regular cycle of budget reporting. | | • Adaptation of programs and funding cycles are key to effective and efficient programming in countries experiencing crisis. |
**Name:** Fiscal and Public Service Reform Development Policy Loan  
**Donor(s):** Japan  
**Implementer:** Ministry of Planning and International Cooperation  
**Location:** Jordan

**Timeline:** 2015-2016 Loan Reimbursement, Repayment Period 25 years, grace period 7 years.  
**Budget:** 24 billion yen  
**Evaluation Links (if available):** -

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| *Aims to promote economic stabilization and development efforts in Jordan hosting a large number of Syrian refugees through support for reform in the areas of debt management and public services.* | Supports debt management capacity reform and the diversification of government funding sources with an increase in borrowing.  
Supports reform in electricity tariffs, diversification of energy resources for electricity, renewable energy and energy efficiency in the water sector, and water infrastructure improvements in the north where Syrian refugees are continue to be hosted. | The economy remains vulnerable to exogenous shocks and although the current account has benefited from falling oil prices the economy has been particularly affected by instability in neighbouring countries. | The interest rate was low and loan was coupled with technical assistance to support efforts in debt management and provision of public services. | Focus on supporting/building on resilience of host communities receiving large influx of refugees.  
Focus also on increasing the diversification of energy resources in Jordan to reduce vulnerability to shocks in the oil market. |

**Name:** Population Register Pilot in Puntland, Somalia  
**Donor(s):** Italy  
**Implementer:** Information Systems, Population, Health and Environment Unit Interuniversity Research Center for Sustainable Development, CIRPS, Rome and Italian Geographical Society, Rome Italy  
**Location:** Puntland, Somalia

**Timeline:** July 2017 to May 2018  
**Budget:** Euro 640,000  
**Evaluation Links (if available):**  
**Contact:** Kadigia Ali Mohamud, kadigia.mohamud@gmail.com

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| *Work with Puntland Government and relevant local authorities to create an model for a civil register of Puntland’s population and a reference frame for developing a similar register for other Somali regional states.*  
*The register would also serve as a tool to building citizenship in a country where identity is almost always mediated through a clan.* | Generate a computerized civil register for individuals from a 1,200-household population sample (one or more neighbourhoods) selected in Garowe town, capital of Puntland, and to build the capacity of the local authority to manage the population database.  
Record personal data and issue registration card to all adults. An Automated Biometric Identification System (ABIS) will ensure a unique identity of a registered person. | Difficulty in assigning a legal identity and legal rights to each individual resident in a region.  
Clans try to influence process and outcomes of the registration.  
Insecurity.  
Lack of capacity and human resources.  
Puntland government crisis delays or stops the project development. | Designed as a realistic and sustainable multi-stage process allowing for progressive acquisition of skills and competencies.  
The process situated inside existing institutional networks to ensure capacity-building and sustainability.  
The actual availability of an operative civil register will demonstrate all its potential as an inclusive information system in real terms. It will consolidate confidence of Puntland institutions and authorities in their ability to develop a state population register as an entry point for dramatically strengthening good governance. | In progress. |
### Programme for the reconstruction and rehabilitation of basic services in Syria

**Name:** Programme for the reconstruction and rehabilitation of basic services in Syria  
**Donor(s):** Italy  
**Implementer:** AICS Beirut  
**Location:** Syria  
**Timeline:** 2014-2017  
**Budget:** 1,75 million EUR  
**Evaluation Links (if available):**  
**Contact:** beirut.cooptr@esteri.it

#### Objectives
- Improve the living conditions of the most vulnerable groups living in the northern regions of Syria and in the rural areas of Damascus, through the reconstruction of basic infrastructure and the rehabilitation of services identified by Local Administrative Councils (LACs).
- Aims to strengthen capacities of the Local Administrative Councils (LACs) to deliver basic community services.
- The Programme foresees cross border operations from Gaziantep to Northern Syria and is implemented in collaboration with the Syrian Interim Government (SIG) and the Assistance Coordination Unit (ACU).
- A Steering Committee, composed by representatives from the Italian Cooperation, the SIG and the ACU, is in charge of the selection of projects submitted by LACs.
- Once selected, the Italian Cooperation procures goods and services and provides transportation to the border with Syria; the ACU facilitates transportation, technical specifications and monitoring inside Syria.

#### Challenges/Risks
- Lack of access makes it difficult to directly monitor outcomes of the programme.

#### Good Practice
- LACs take charge of the delivery of goods/services benefiting the local population and submit a final report to the Steering Committee.

#### Lessons Learned
- The Programme adopts a methodology that builds local governance capacity of delivering community services in geographical areas affected by conflict, supporting local development and community resilience.

### Promoting national & local urban systems approaches

**Name:** Promoting national & local urban systems approaches  
**Donor(s):** Italy  
**Implementer:** UN Habitat  
**Location:** Lebanon  
**Timeline:** 2016-2017  
**Budget:** 1,5 million EUR  
**Evaluation Links (if available):**  
**Contact:** utt.beirut@esteri.it

#### Objectives
- To address urban planning issues at the national level and urban disparities within poor neighbourhoods in Lebanese Cities through promoting national urban policies and innovative local urban approaches and systems.
- The Programme foresees the capacity building of planning institutions and policy makers in Lebanon for more informed, sustainable and inclusive National Urban Policies and at the local level promote and develop urban systems (Neighbourhood Profile and Strategy) at the level of poor neighbourhoods in 4 cities, in order to improve the basic needs delivered by the hosting communities to local and refugee population.

#### Challenges/Risks
- Lack of baseline data.
- Building consensus among all key stakeholders and beneficiary communities.

#### Good Practice
- City-led holistic approach using a cross-sectoral and spatial mapping and analysis of cities to provide stakeholders with information about the current situation, emerging needs and required actions.
- Alignment & harmonization with existing national and local level policies to avoid duplication.
- Use of horizontal and vertical approaches to ensure the participation and commitment of various local (Syrian, Palestinian and Lebanese refugees and host communities) and

#### Lessons Learned
- Pilot cross-sectoral approach that targets poor neighbourhoods of large cities that witnessed a dramatic increase in Syrian residents can be replicated in other cities. Neighbourhood strategies provide framework for localised interventions.
- The participatory approach involving all stakeholders is key to ensuring proper identification of initiatives based on local needs, and contributes to the improvement of governance systems at local level.
- The concept of ownership guarantees the commitment of local authorities.
| National stakeholders to win their ownership of the project. |
| Multi-level implementation targeting three layers of intervention (neighbourhood, city and national). |
| Addressing immediate needs while laying the foundation for long-term interventions by identifying and supporting actions with the potential to improve the overall living conditions of poor urban dwellers in a sustainable manner. |
| While enhancing their planning and management capacities, which contributes to the sustainability of the project. |
## Sustainable Returns

**Name:** The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (SACRED)  
**Donor(s):** Japan  
**Implementer:** Srebrenica Municipality and Ministry of Human Rights and Refugees, Location: Bosnia and Herzegovina  

**Timeline:** 2008-2013  
**Budget:** 390 million yen  
**Evaluation Links (if available):**  
https://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/project/term/europe/c8h0vm000001rxdt-att/bosnia_2013_01.pdf

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| • Improve economic situation of the targeted population.  
• Promote reconciliation of people in the target area.  
• Build confidence through strengthening the capacity to manage agricultural and rural development joint activities.  

Activities include pasture restoration, beekeeping, orchard development, berry cultivation, greenhouse construction, sheep raising, and creating small-scale irrigation and water supply facilities.  

Carried out cooperatively by Bosnians and Serbs, forming an interlinked network to create more opportunities for the two groups to physically interact.  

Implemented with city hall involvement, aiming for city hall public servants to maintain the activities themselves.  

Includes provisions to build cooperative relationships for the three cities (Srebrenica, Bratunac & Rogatica) to share their experiences and knowledge.  

• It takes a longer time to realize reconciliation if mutual distrust generated by the conflict is left unaddressed.  

Information on the procedures including those criteria, selection process and so forth, should be widely disseminated to avoid creating tensions and ensure buy-in from the local population.  

• Income generation work requiring cooperation among various ethnic groups in post-conflict communities contributes to trust-building.  

• Combination of ‘quick impact’ and ‘dividend of peace’. It is important to show results of the projects as soon as possible to acquire trust among inhabitants.  

• Combination of several sub-projects targeting different agricultural sectors would have a significantly larger impact. |  |  |  |  |

## Name: Economic reintegration of returning migrants  
**Donor(s):** France  
**Implementer:** Various (Local contractors/governments)  
**Location:** Various  

**Timeline:** 2014- present  
**Budget:**  
**Evaluation Links (if available):**

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| • Programmes in 28 countries to assist the economic reintegration of returning migrants to countries of origin through bilateral agreements and agreements with institutional and private partners.  

Benefits both irregular migrants who have received voluntary return assistance and migrants who are at the end of their regular stay and wish to return to their country.  

Benefits are paid via local contractors, selected by the French Embassy and economic partners, who are in charge of the projects and responsible for overseeing correct use of the funds.  

The number of projects selected stood at 719 in 2014, after peaking in 1383 projects in 2010 for Iraqis and Afghans. The ceiling for individual aid per project is EUR 7000.  

Lack of evaluations available on the long-term prospects of migrants returning to countries that are prone to conflict.  

Emphasis and support is given to long-term projects to ensure sustainability.  

Holistic approach - reintegration assistance includes support for the beneficiary (feasibility study, project-related training and follow-up of the economic project for one year) and financial assistance for the start-up of the reintegration project in the country of origin. |  |  |  |  |
### Grant Aid (Various)

**Name:** Grant Aid (Various)  
**Donor(s):** Japan  
**Implementer:** WFP, UNDP, UNHCR, UNICEF, UN-Habitat  
**Location:** Myanmar  
**Timeline:** 2012-ongoing  
**Budget:** 83 million USD  

**Objectives**
- Improvement of livelihood opportunities.  
- Securing safe access to schools/hospitals.  
- Build the capacity of the government to implement national development plans.

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<td>11 grant aid projects focusing food security, community development, and health and poverty reduction with a view to improving livelihood of displaced persons.</td>
<td>Risk that the institutional capacity and staff's capability could not keep up with the current speed of reform, thereby impeding the achievement of the reform impact. Necessary for each ministry/agency to strengthen its institutional capacity with technical support from donors in both the aspects of policy formulation and implementation.</td>
<td>Programs built capacity of local municipalities to re-integrate IDPs and returnees.</td>
<td>Verification of sustainability after the completion of many sub-projects can be difficult if project outcomes and goals are not clearly specified at the onset of planning.</td>
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### UN-Habitat Innovative Solutions for IDPs & Returnees

**Name:** UN-Habitat Innovative Solutions for IDPs & Returnees  
**Donor(s):** EU, UN-Habitat  
**Implementer:** UNDP, UNHCR, CESVI, SWDC, and SIDO  
**Location:** Somalia  
**Timeline:** 2017-2020  
**Budget:** 13,333,000 Euros  

**Objectives**
- Increase access to basic services and creation of realistic livelihood opportunities in the main accessible areas of return and departure in Somalia.

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<td>Strengthen local governance structures through capacity-building and enhanced accountability mechanisms in order to make relevant offices and institutions accessible to IDPs and returnees and enable authorities to assume their primary responsibility to gradually enable durable solutions processes in Mogadishu.</td>
<td>Unanticipated number of returns who did not return to place of origin. 55% of the almost 3,000 refugee returnee families from Yemen settled in IDP settlements in Mogadishu. Living conditions in the settlements in Mogadishu, on account of their informal, unplanned and ungoverned nature, are dire and constantly deteriorating notably due to adverse weather conditions and forced evictions.</td>
<td>Project is new but this program aims to work towards strengthening the humanitarian and development nexus in response to urbanization and return.</td>
<td>Humanitarian and development efforts in Mogadishu implemented separately from one another have resulted in unsustainable outcomes.</td>
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### Agriculture, Livelihood Improvement, Community development, Sub-projects

**Name:** Various

**Donor(s):** Nangarhar Provincial Government/ IDLG

**Implementer:** Various

**Location:** North Uganda

#### Objectives
- Grant aid, yen-loan, technical assistance projects on infrastructure in Northern Uganda in order to support livelihood of returnees and improve access to the region after the conflict.

#### Description
- Mix of infrastructure projects, alongside local governance support (technical and financial), as well as technical studies.
- Implemented to promote return of IDPs to places of origin. Provides basic infrastructure in repatriating villages, support for livelihoods development for new residents in repatriating areas and support for settlement in the area around old IDP camps through promotion of commercial activities.

#### Challenges/Risks
- Implementing programs may not reflect actual returns of IDPs
- On-going influx of refugees from neighbouring countries also putting pressure on local systems to cope with IDPs and refugees.

#### Good Practice
- Initial project evaluations found that situation of return IDPs differs from one location to another, so community profiles were developed for each location. Development plans were adapted to various situations e.g. village with sub county office, villages nearby sub-county office, and villages far from sub-county office.
- Interventions consider the backgrounds of residents. Specifically, assistance to community-led rural infrastructure is customized to three target farmers, i.e. commercial scale, conflict-affected and vulnerable farmers.

#### Lessons Learned
- In Northern Uganda’s case, it is important to plan activities that encourage vulnerable groups to join community work which are ultimately beneficial to all participants so that the community as a whole can accept the group.

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### The Community Development Project for Returnees and Receiving Communities

**Name:** The Community Development Project for Returnees and Receiving Communities

**Donor(s):** Japan

**Implementer:** Nangarhar Provincial Government/ IDLG

**Location:** Afghanistan

#### Objectives
- Livelihood of returnees and other members of the target villages are improved through construction and rehabilitation of community infrastructure (schools, irrigation systems, roads, etc.).
- Capacities of communities, local consultants, and local contractors are enhanced so they can effectively contribute to future development activities.

#### Description
- 170,000 residents were targeted (both returnees and non-returnees) in 11 villages of 2 districts.
- Project comprised situational study, selection of pilot projects, development of systems for implementation, development of systems for maintenance of infrastructure projects.

#### Challenges/Risks
- On-going security concerns.
- Lack of budget at the local village level to maintain infrastructure projects.

#### Good Practice
- Local authorities are involved in each step of project such as project selection, approval, observation of bidding, monitoring of construction work, final inspection, handover ceremony etc, although it should be noted that their participation is not always proactive.
- Problems and conflicts in target villages were considered for the duration of project phase from project selection to implementation.

#### Lessons Learned
- Local NGOs should also be utilized for future’s projects. Due to on-going security concerns there are limitations in access that can delay project implementation when working only with international NGOs.
### Afghanistan Multi-Year Humanitarian Programme

**Name:** Multi-Year Afghanistan Humanitarian programme  
**Donor(s):** United Kingdom  
**Implementer:** Donor country-based NGO, ICRC, other  
**Location:** Afghanistan  
**Timeline:** 2014-2019  
**Budget:** GBP 110 million  
**Evaluation Links (if available):** [https://devtracker.dfid.gov.uk/projects/GB-1-203904/documents](https://devtracker.dfid.gov.uk/projects/GB-1-203904/documents)

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<tr>
<td>To provide support to the most vulnerable groups in Afghanistan to have access to timely, appropriate and cost-effective humanitarian aid, and have fewer life critical needs.</td>
<td>The multiyear Humanitarian programme has four components: the CHF; ICRC; the Afghan Aid led Resilience Consortium; and the ACBAR Capacity Building project. It provides immediate response to urgent life-saving needs (85%), resilience (12.1%), and humanitarian capacity building (2.5%) with a reserve for evaluation (0.4%). The theory of change at outcome level notes that 'the most vulnerable groups in Afghanistan have access to timely, appropriate and cost-effective humanitarian aid and have fewer life critical needs.'</td>
<td>As of end-September 2016, there had been a 65% increase since January in new Internally Displaced People (IDPs) to just over 195,000 people. Most of this displacement was conflict induced, with additional humanitarian needs caused by floods in Badakshan and Jawzjan (1,448 homes) and an earthquake in Badakshan (129,000 persons).</td>
<td>Programme’s preparedness pillars were used to help with tracking and support of Afghan returnees from Pakistan.</td>
<td>Liaise with the Multi Partner Trust Fund, who should develop clearer guidance for direct and indirect expenditure in project proposals and link this to the tracking within the Global Management System (Based on 2016 Annual Review Report).</td>
</tr>
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### Somalia Multi-Year Humanitarian Programme

**Name:** Somalia Multi-Year Humanitarian Programme  
**Donor(s):** United Kingdom  
**Implementer:** Various  
**Location:**  
**Timeline:** 2013-2017  
**Budget:** GBP 150 million  
**Evaluation Links (if available):** [https://devtracker.dfid.gov.uk/projects/GB-1-203462/documents](https://devtracker.dfid.gov.uk/projects/GB-1-203462/documents)

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<tr>
<td>To meet the most urgent humanitarian needs of conflict and disaster affected populations through provision of life-saving assistance, which will benefit up to 200,000 people per year and provision of livelihood assistance, which will benefit up to 300,000 vulnerable people per year and help them increase their level of resilience.</td>
<td>Provide flexible multi-annual funding for humanitarian programmes specifically targeting the most vulnerable, including children and Internally Displaced Persons (IDPs). Identify and target the chronically vulnerable with resilience enhancing activities designed to strengthen livelihoods and restore coping strategies and where possible to assist in the graduation Away from humanitarian aid.</td>
<td>Increase of returns from Kenya (voluntary or not). Security challenges for implementing risk management and mitigation systems.</td>
<td>Support of refugee and IDP return in Somalia through NRC/UNHCR at beginning and end of the return journey for improved information about conditions in areas of return. Combination of instruments (internal risk facility, resilience programming) to decrease vulnerability to shock, strengthen preparedness and early response in environment subject to conflict and natural disasters (including nutritional crises).</td>
<td>To increase its overall relevance, a different approach to the theory of change is required. This should address the uncertainty and volatility that has characterised humanitarian action in Somalia for 20 years and that will likely characterise it going forward. It should increase the focus on programmatic links to this context rather than on process improvements amongst partners.</td>
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### Emergency Initiative in support of the vulnerable people, refugees, IDPs and migrants addressing the root causes of irregular

**Name:** Emergency Initiative in support of the vulnerable people, refugees, IDPs and migrants addressing the root causes of irregular;  
**Donor(s):** Italy  
**Timeline:** 2016-2017  
**Budget:** 3 million EUR  
**Evaluation Links (if available):**
**Implementer:** AICS Dakar and Italian NGOs  
**Location:** Senegal/Mali/Guinea Con /Bissau/Gambia

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| • Working on mitigation of the root causes of irregular migration through specific actions of local development, job opportunities creation, resilience and basic services.  
• To promote protection for the most vulnerable categories and disseminate awareness campaigns targeted at irregular migration and returned migrants.  
• Offer to returning migrants (MdRs) concrete opportunities for social and professional reintegration into their country. | • Focused on promoting preventive actions to irregular migration in identified areas with a high incidence of illegal migration.  
• Facilitating access to alternative forms of subsistence at points of departure and an increased number of job opportunities specifically targeted to returned migrants (in particular youth) and their socio-economic reinsertion in collaboration with diaspora associations in Italy.  
• Also aims at strengthening resilience and improving living conditions of vulnerable migrants by providing basic services and, ensuring assistance and protection to returned migrants, potentials migrants and refugees.  
• In addition, the initiative plans to put in place an accurate awareness raising campaign and a reliable collecting data on migration. | • Limited access in some areas in Mali due to safety reasons.  
• The services only dedicated to returned migrants could create tensions with the resident population who feel excluded from a "privilege". This is can be highly counterproductive so it is essential to open the possibility to access services to the wider population. | • All-inclusive and comprehensive methodology on integrating migrants into society and employment.  
• Strengthens the effectiveness of governance at the local level and integrates humanitarian and development interventions on a small scale.  
• Direct involvement of Senegalese, Malian, etc. associations in Italy, local authorities, local development agencies, CBOs, the BASE (Bureau d’Appui aux Senegalais de l’Exterieur) and the BAOS (Bureaux d’Appui et d’Orientation des Senegalais de l’Exterieur).  
• Short projects but with continuous follow up.  
• Innovative communications campaign focused on local potential and successful stories. | • Localised approaches based on a deep knowledge of the territory (based on both long history of permanence of implementing actors and specific diagnostics and surveys) are essential to ensure a proper identification of beneficiaries and to build tailor-made solutions. |

**Name:** UN Interagency Refugee Affected and Hosting Areas (RAHA)  
**Donor(s):** EU and the Governments of Japan, Germany, United States, Denmark, and Australia  
**Implementer:** UNDP, GIZ, UNHCR, Government of Pakistan, and 8 other UN agencies  
**Location:** Pakistan

**Timeline:** 2009-15  
**Budget:** $86 million  
**Evaluation Links (if available):**  
**Contact:** Aadil Mansoor, aadil.mansoor@undp.org

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<th>Good Practice</th>
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</table>
| • Support the peaceful coexistence of Afghan refugees with host communities, and strengthen governance and public service delivery. | • The programme has improved the living standards of more than one million Pakistanis who are hosting Afghan refugees, and the return of Temporarily Dislocated Persons (TDPs) through small-scale community-based reintegration initiatives that strengthen community absorption capacity. This includes the rehabilitation of damaged | • Challenging and volatile security situation in the target districts.  
• Lack of community awareness on financial management and implementing small scale projects.  
• Risk of financial mismanagement when funds are transferred directly to community accounts. | • Working using Government channels ensures close coordination with local authorities addressing security and other issues.  
• Engaging communities and training them to implement small scale infrastructure projects ensures appropriate prioritization, cost effectiveness and effective implementation. | • It is important to get both in-kind and cash contributions from the communities in order to ensure ownership and sustainability of interventions.  
• IT systems can be used to effectively oversee activities implemented over geographically disbursed locations.  
• NGOs that are local and/or physically present in the targeted areas should }
infrastructure such as bridges, access roads, and water supply projects. From a longer-term perspective, the programme also addresses factors that contribute to the rise of militancy in the region.

- Vast distances, combined with poor road networks between provincial offices and field locations.
- Setting up regional offices in order to ensure regular and effective oversight.
- An MIS system was developed as a central repository of information and for monitoring field activities.

be given preference for the implementation of projects. These NGOs have a better chance of being accepted by the local communities, and they will be better positioned to implement projects. Where possible, NGOs can follow the integrated approach.
### Business and Productive Opportunities

<table>
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<tr>
<th>Name: Partnership For Prospects: Cash For Work</th>
<th>Timeline: On-going</th>
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<tbody>
<tr>
<td><strong>Donor(s):</strong> Germany</td>
<td><strong>Budget:</strong> 200 million Euros</td>
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<tr>
<td><strong>Implementer:</strong> UN agencies and other</td>
<td><strong>Evaluation Links (if available):</strong></td>
</tr>
<tr>
<td><strong>Location:</strong> Iraq, Turkey, Lebanon, Jordan</td>
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<tr>
<td>• Reduce acute consequences of displacement, strengthening resilience.</td>
<td>Cash-for-work measures include: very labour-intensive projects (simple tasks like collecting waste, patching up roads); labour-intensive infrastructure projects (refurbishing or building homes and schools); financing wages (additional teachers and classroom assistants); for the future, also rebuilding liberated areas by repairing municipal infrastructure (buildings and roads).</td>
<td>Management and co-ordination with other cash-based assistance actors.</td>
<td>Open to both refugees and the inhabitants of the host communities. This helps to defuse social tensions.</td>
<td>Project is ongoing and has not yet been evaluated.</td>
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<tr>
<th>Name: Light Years Ahead</th>
<th>Timeline: 2013 - Present</th>
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<tbody>
<tr>
<td><strong>Donor(s):</strong> Canada, various</td>
<td><strong>Budget:</strong> $5 million</td>
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<tr>
<td><strong>Implementer:</strong> UNHCR</td>
<td><strong>Evaluation Links (if available):</strong></td>
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<tr>
<td><strong>Location:</strong> Kenya, Chad, Ethiopia and Uganda</td>
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<tr>
<td>• Designed to address key energy issues such as access to energy, renewable energy, energy efficiency, as well as mitigate negative environmental and climate change impacts.</td>
<td>Part of this initiative is intended to create employment, both through procurement of locally produced stoves, and installation and repair of stoves, street lighting and lanterns.</td>
<td>Local context or end user preferences may influence usage and impact. Challenges in scaling up demand and to develop appropriate household payment models.</td>
<td>Evaluation findings demonstrated that streetlamps increased social and economic activities at night.</td>
<td>Use of locally produced cook stoves and repair of stoves, lanterns and lighting, by refugees was not as successful as anticipated.</td>
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<tr>
<th>Name: Youth, Employment and Migration (JEM)</th>
<th>Timeline: Italian Budget (2.7 million euros)</th>
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<tbody>
<tr>
<td><strong>Donor(s):</strong> Italy and Belgium</td>
<td><strong>Budget:</strong></td>
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<tr>
<td><strong>Implementer:</strong> IOM, UNCCD</td>
<td><strong>Evaluation Links (if available):</strong></td>
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<td><strong>Location:</strong> Burkina Faso</td>
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<tr>
<td>• Strengthening youth employability and entrepreneurship to reduce the irregular migration in the Central African region.</td>
<td>Project contributes to the socio-economic development of Burkina and to contain irregular emigration to developed countries by setting up a credit system, to provide micro-finance institution pre-selected, whose objective is to increase employment opportunities and entrepreneurial skills for young people. Follows previous multi-donor project.</td>
<td>More evaluation is needed to better understand the link between increased access to employment opportunities and migration choices.</td>
<td>Improving of living conditions of rural people is met through the involvement of Burkinañè diaspora and CSO in Belgium and Italy to identify the actual needs and the proper technologies to a sustainable management of local environment.</td>
<td>Notwithstanding some important difficulties between agencies and government ministries, evaluation by IOM of their similar JEM-Tunisia project, showed better results in its final phases with loosening of the execution constraints and full inclusiveness in the decision process of priority activities by beneficiaries.</td>
</tr>
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</table>
### Improvement for Livelihood of Syrian Refugee Women
- **Donor(s):** Japan
- **Implementer:** JICA
- **Location:** Jordan
- **Timeline:** 2017-2019
- **Budget:** 300,000 USD

#### Evaluation Links (if available):

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<tbody>
<tr>
<td>• Increase daily income and livelihood of Syrian refugee women.</td>
<td>• Training to start small businesses at home, job matching services, ethics training.</td>
<td>• Getting consent from the government for the project was a challenge since they are mandated to serve their own nationals. • Getting work permits, certification for establishing companies/organizations, approvals on products and services developed by refugees for merchandizing outside the refugee camps.</td>
<td>• Adaptation of a formally successful program for Palestinian refugees. • Training resumed on a pilot basis, after positive evaluation of project and a request from the Government of Jordan.</td>
<td>• Ensure consent from recipient government institutions to facilitate sustainable interventions.</td>
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### Palestinian Market Development Programme (PMDP)
- **Donor(s):** United Kingdom and EU
- **Implementer:** DAI Europe
- **Location:** Palestine
- **Timeline:** 2013-2019
- **Budget:** GBP 15 million

#### Evaluation Links (if available):

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<tr>
<td>• Improve market systems and improve the competitiveness of the Palestinian private sector.</td>
<td>• Improve private sector competitiveness through technical assistance and matching grants. • Additionally, PMDP works on strengthening trade and investment linkages as well as linkages with the Palestinian diaspora to play an active role in economic development.</td>
<td>• Unstable political situation along with unpredictability of access and population movements has the potential to affect the programme’s progress implementation and progress.</td>
<td>• Work across the value chain to stimulate markets. • Address policies and legal frameworks. • Support private sector with new client identification.</td>
<td>• In several sectors (including IT and agricultural subsectors), there has historically been heavy subsidization by donors, which can impact private sector behaviour and altered incentives.</td>
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### Economic Rehabilitation & Economic Infrastructure in Mogadishu
- **Donor(s):** Sweden
- **Implementer:** UN-Habitat
- **Location:** Somalia
- **Timeline:** 2013-2017
- **Budget:** 728,874 USD

#### Evaluation Links (if available):

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<tr>
<td>• The project intends, by upgrading public market spaces in Mogadishu, to create economic hubs that generate employment opportunities</td>
<td>• The project promotes increased employment opportunities for urban poor, women, youth and persons with disabilities. It aims to develop an improved market business management model through physical improvement of public market spaces and building the capacity of municipal authorities and market vendors as service providers.</td>
<td>• Insecurity • Lack of administrative capacity of local authorities.</td>
<td>• Clear and transparent processes (in particular tender evaluation) and support to local authorities to deliver such activities is key for effective programme implementation.</td>
<td>• Community participation in, and awareness of, all stages of project planning and design is crucial for successful implementation of program activities.</td>
</tr>
</tbody>
</table>
**Name:** Support to economic development in Georgia proper and Abkhazia (successive EU-funded projects)

**Donor(s):** European Union (ENPI facility)

**Implementer:** DRC

**Location:** Samegrelo, Imereti and Adjara regions in Georgia proper & Abkhazia

**Timeline:** 2013-2016

**Budget:** 2.753,000 Euros

**Evaluation Links (if available):**

**Contact:** vincent.dontot@drc.dk – DRC Country Director Georgia

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<tr>
<td>- Increase management capacity of SMEs in support of IDP integration in Georgia proper and Abkhazia.</td>
<td>Delivery of tailored training in business administration and management to over 300 entrepreneurs.</td>
<td>SME understanding of market dynamics to ensure support is demand-driven and not supply-driven.</td>
<td>Effective outreach to SMEs in target communities.</td>
<td>Combination of training and direct support in the form of grants to SMEs effectively contributes to business development.</td>
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<tr>
<td>- Increase productivity, sales volume and general access to markets for SMEs.</td>
<td>Delivery of grants in the form of production equipment and tools to over 300 individual entrepreneurs. Creation of 70 job places for IDPs in target areas.</td>
<td>Entrepreneurs’ limited understanding of supply chain in sectors of interventions. Sustainability of created job places in case of external market shocks out of SME control.</td>
<td>DRC understanding of local markets based on previous experience. Existence of ready training modules to support strengthening of business capacity.</td>
<td>Contributing part of the grants to SMEs either in cash or in kind to support socially responsibility increases ownership and sustainability.</td>
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<td>- Create job opportunities for IDPs.</td>
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<td>Effective linkages with MFIs and additional training would further contribute to business expansion.</td>
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**Name:** Plasepri project (Platform to support private sector with the help of the Diaspora in Italy)

**Donor(s):** Italy/EU

**Implementer:** Senegal and others

**Location:** Senegal

**Timeline:** 2009-2015

**Budget:** 24 million Euros

**Evaluation Links (if available):**

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<tr>
<td>- This program aims to create and strengthen local SMEs, especially investment projects of Senegalese nationals residing in Italy.</td>
<td>First phase, with a budget of 24 million euros (2009-2015), has financed 500 enterprises (micro, small and medium) and helped create 2,300 new jobs thanks to technical and financial support of the recipient undertakings. New phase is called PACERSEN and will target mainly employment opportunities for young people in areas of Senegal more prone to migration. Current budget is 13.7M€ Italy; 13 M€ EU TF La Valletta; 7M€ GOS (returns from First Phase).</td>
<td>Credit lines management difficulties may be encountered by identified IFLs (financial intermediaries). There could be (potentially) political influence in the choice of beneficiaries. Both risks can be avoided by vigilant monitoring.</td>
<td>Showed the feasibility of bringing into Africa relevant experience from Italy, which was based on the creation of SMES and social enterprises, providing access to credit and blending mechanisms.</td>
<td>Need to consider the rural dimension and support local governments in creating employment opportunities outside urban contexts.</td>
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**Name:** Syria Response and Resilience Programme (Livelihoods)

**Donor(s):** EU (MADAD and Instrument for Stability), USPBMR, Kuwait, Japan, KfW

**Implementer:** UNDP

**Location:** Turkey

**Timeline:** 2014-2019

**Budget:** 28.4 million USD (received thus far). Around 85 million USD in hard pipeline

**Evaluation Links (if available):** (leontine.specker@undp.org) and Ozan Cakmak (ozan.cakmak@undp.org)
**Objectives**

1. Provide jobs and livelihood opportunities to Syrian refugees and strengthen the resilience of refugees, host communities, and municipalities.
2. Implementer:
3. Donor(s):
4. **Description**
   - Support to the supply side of the labour market, including adult language training, vocational training and job placement and matchmaking support through ISKUR (Turkish Employment Agency) to increase formal employment opportunities; and support to demand side through the stimulation of job creation. Benefits both Syrian refugees and host community members.
   - Support to municipalities for increased capacities and efficiency for basic service delivery.
   - Support to enhance social cohesion amongst refugees and members of host communities; social and economic empowerment of women and other vulnerable groups; access to legal aid and justice, including refugees affected by sexual and gender based violence (SGBV).
5. **Challenges/ Risks**
   - Heavy bureaucracy and unclear regulations for refugees on how to access the work permits; fees for companies when hiring refugees; companies can only hire up to 10% refugees as part of their workforce.
   - Lack of Government priorities or strategy on the overall response, including lack of sector specific directions or policies.
   - Need to improve coordination amongst relief partners to set strategic, higher level objectives for the overall response as a basis for impact level and inter-sectoral monitoring.
   - Need for stronger focus on addressing gender specific needs in the response, for UNDP and other sectoral actors.
6. **Good Practice**
   - Involvement of key Government and the private sector.
   - Increased, collective recognition on the importance of resilience in the overall response; with a programme approach that combines livelihoods, municipal support, protection / Rule of Law (such as access to justice, legal aid and SGBV) and solar energy.
   - Investment in both the supply and demand side of jobs and livelihoods i.e. vocational and language skills training, with job matching and support on the creation of actual jobs.
   - Investment in comprehensive assessments (livelihoods and municipal services) that have served as a basis to guide and coordinate amongst sector partners.
7. **Lessons Learned**
   - Importance of close government engagement in all parts of the response.
   - Importance of investment in UNDP strategy development in certain sectors to be able to communicate how several projects or components link to each other and lead to higher level objectives, particularly in protracted displacement contexts like Turkey.
   - Need for investment in dedicated M&E capacities at programme level as well as capacity for the inter-sectoral level to look into impact level measurement of results.

**Name:** "Livelihood Development in and around Juba for Sustainable Peace and Development"

**Donor(s):** Japan

**Implementer:** JICA

**Location:** South Sudan

**Timeline:** March 2009 to February 2012

**Budget:** 390 million Yen (Grant)


### Objectives

1. Support income generation of diverse communities hosting IDPs and returnees and enhanced stabilization of the communities.
2. Establish basic conditions for extension of livelihood improvement models suitable for various communities in and around Juba.

### Description

- Develop basic tools for Community Development Services e.g. manuals, agricultural technology packages.
- Capacity of relevant government staff and community leaders in extension of Livelihood Improvement Models is strengthened.
- Institutional Capacity of MCRD (Ministry of Cooperatives and Rural Development), and MAF (Ministry of Agriculture and Forestry) in effective operation of Livelihood Improvement Models is strengthened.

### Challenges/ Risks

- Insecurity and economic instability.
- The fiscal revenues for conducting extension services are not secured at the central and state governments.
- The basic infrastructures necessary for providing services are limited.
- The usage of land is often restricted for IDPs and women.

### Good Practice

- Social relations among communities have been strengthened through participation in village assemblies for planning, construction and management of schools and other social infrastructures.
- Introduction of a collective farm and with community development officers acting as coordinators enabled IDPs to cultivate; friction was mitigated by all parties.
- For South Sudan to re-establish a new administrative systems and build necessary human resources, collaboration with development partners is absolutely necessary.
- Development Committees seem to be more functional when an area is geographically manageable, and good communication systems are in place. Such factors should be considered as part of selection criteria for target villages.
## Education

**Name:** Borderless Higher Education (BHER)  
**Donor(s):** Canada  
**Implementer:** UNHCR, Switzerland, York University, and others  
**Location:** Kenya

**Timeline:** 2013-2018  
**Budget:** CDN $4,531,976  
**Evaluation Links (if available):** N/A

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| • Improve quality of education at the primary and secondary levels in refugee camps and local host communities in Dadaab, Kenya by drawing on Canadian and Kenyan expertise to develop and enhance professional capacities.  
• Provide a model for possible replication in other developing countries offering asylum to refugees.  
• Partnership between two Canadian universities and three Kenyan partners, Kenyatta University (KU), Moi University (MU) and Windle Trust Kenya (WTK).  
• Provide better quality education to 18,000 elementary and secondary students.  
• Training 400 uncertified refugee and local Kenyan teachers in the Dadaab refugee camps. | • Retention or students due to movement of refugees through resettlement to a third country or through repatriation to their own country. | • A focus on education at primary, secondary and tertiary levels.  
• The BHER partnership provides cost-effective options for increasing educational opportunity and upgrading the quality of teaching in refugee camps as well as investing in the long term stability of conflict-affected areas.  
• BHER has been developing a relationship with the Somali National University should voluntary repatriation increase. | • Inclusion of both host communities and refugees; partnership between local and international academic institutions. |

**Name:** Federal Government of Somalia and United Nations Joint Programme on Youth Employment  
**Donor(s):** Sweden, Denmark, Italy  
**Implementer:** UNDP, Government of Somalia  
**Location:** Somalia

**Timeline:** Mid-2015 – Mid-2018  
**Budget:** 8,900,500 USD  
**Evaluation Links (if available):** Contact:

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| • Expand opportunities for youth employment through skills development, short-term, labour-intensive employment and demand-driven job generation among young men and women.  
• Create labour intensive urban and rural public work programs (30,000- short term).  
• Match with vocational skills for 13,500 youth and life skills training for 4,500 youth.  
• Address constrains in value chains to make sure there are 5,000 long-term jobs.  
• In post-conflict Somalia, youth —which represent the vast majority of the population—are the most vulnerable to easy manipulation and/or recruitment by violent groups. | • Access to safe and generative spaces for young people, is critical to their healthy development. Various trainings in such centres have enabled both young men and women to access funding from financial institutions, gain knowledge and information on employment opportunities, and participate in decision-making processes at various levels.  
• The close collaboration and coordination with other donors to the MPTF allows for a continued monitoring of the actual implementation, as well as flexibility to adjust funding priorities to the evolving situation on the ground. | • Effective coordination and management of the joint program is essential for the successful implementation of the program.  
• Incorporate flexibility in work plans to be able to respond to changing priorities. This has enabled the some of the more political programmes on elections, state formation and constitution to deliver and progress despite substantial challenges and amid a high degree of uncertainty. |

Contact:
### Name: Girls’ Education in South Sudan
**Donor(s):** United Kingdom  
**Implementer:** Government of South Sudan and others  
**Location:** South Sudan

**Objectives**  
- Aims to transform a generation of South Sudanese girls by increasing access to quality education.
- GESS activities will primarily benefit 200,000 girls in upper-primary and secondary schools across all the ten states. An estimated 300,000 boys will also benefit from the improved learning environment.
- Education management will benefit from the introduction of an electronic attendance monitoring system - South Sudan School Attendance Monitoring Systems (SSSAMS) or Ana Fii Inni (I am here).
- Teachers and education managers will receive training and their strengthened skills will improve the quality of education. Parents and communities will also be targeted by awareness raising activities aimed at improving their understanding of the value of education and changing attitudes towards girls’ education.
- Protracted degradation of the operational context (insecurity, economic constraints) means that it is becoming progressively more difficult to operate.

**Challenges/ Risks**  
- Strong coordination with education authorities so programme is part of wider planning – support through capitation grants at school level.
- Real-time M&E enables to track attendance. ‘Social protraction’ grants to girls to support attendance.
- Emphasis on Voice and Participation to support accountability with participation of ethnic, religious and community organisations.
- Operations designed to have a light, mobile and flexible footprint
- Partners’ selected based on track record of and capabilities for resilience.
- Shadow alignment with country sector plans. Designed with high likelihood of local conflict expected.

**Good Practice**  
- Use of technology/MIS for monitoring enables remote support to be maintained when access is not physically possible.
- Much of the success of GESS may be attributed to the close relationship with and ownership of Government at both central and state levels.

**Budget:** GBP 60 Million  
**Timeline:** April 2013 to September 2018  
**Evaluation Links (if available):** [http://girlseducationsouthsudan.org/research-reports-2/](http://girlseducationsouthsudan.org/research-reports-2/)

### Name: Improved access to education for the Georgian-speaking population in Abkhazia, Georgia
**Donor(s):** Norwegian Ministry of Foreign Affairs (NMFA)  
**Implementer:** DRC  
**Location:** Abkhazia, Georgia

**Objectives**  
- Improve learning conditions in schools for Georgian-speaking returnees in a "minority-like" situation in Abkhazia.
- Improve learning environment at home for school-aged children as well as create a child development friendly space.
- Reduce language barriers and improve school performance for Georgian-speaking returnee children.
- Rehabilitation of two schools and construction of a large kindergarten in Abkhazia.
- Delivery of bedroom sets to 122 families for 236 school-aged children incl. beds, shelves and desks.
- Facilitation of tutorial classes for children at risk.
- Lack of support from de facto authorities in Abkhazia as a self-declared entity in Georgia.
- Extent of child protection needs in comparison to the possibilities offered through the project.
- Difficulty to provide tutorials in mother tongue for Georgian-speaking children in Abkhazia.

**Challenges/ Risks**  
- Full engagement of local communities in design and implementation which secured ownership and sustainability.
- Construction of new facilities is only appropriate when the budget allows it.
- Partial rehabilitation works in school leaves a gap which requires actions through other donors.
- Support to improve teaching standards in schools and kindergarten will add value to intervention.

**Good Practice**  
- Use of technology/MIS for monitoring enables remote support to be maintained when access is not physically possible.
- Much of the success of GESS may be attributed to the close relationship with and ownership of Government at both central and state levels.

**Budget:** 10.5 Mio NOK  
**Timeline:** 2015-2016  
**Evaluation Links (if available):** N/A  
**Contact:** vincent.dontot@drc.dk  
**DRC Country Director Georgia**
**Name:** School for all: enhancing the equitable access to quality education opportunities for school-aged children victims of the Syrian Crisis in Lebanon and Jordan  
**Donor(s):** Italy  
**Implementer:** AICS Beirut and Italian NGOs  
**Location:** Lebanon and Jordan  
**Timeline:** 2015-2017  
**Budget:** 6.12 million EUR  
**Evaluation Links (if available):**  
**Contact:** beirutcrisisiria@esteri.it

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<tr>
<th>Objectives</th>
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<td>• To improve the access to education in a safe and fit-for-children learning environment for the most vulnerable local communities and Syrian refugees in Lebanon and Jordan.</td>
<td>Projects are awarded to Italian NGOs through call for proposals aimed at rehabilitating 50 public schools and at facilitating the access to education for 20,000 Syrian, Jordan and Lebanese students.</td>
<td>How to ensure most vulnerable from refugee and host communities benefit.</td>
<td>Rehabilitation of public schools, both in Lebanon and Jordan, represents one of the major needs to be addressed in order to ensure the access to education in safe and child-friendly learning spaces. The execution of the rehabilitation works through rapid employment schemes engaging parents of the children enrolled in the classes has enhanced local ownership and contributes to sustainability.</td>
<td>Generate additional income in the households of vulnerable children enrolled in formal and non-formal education, by employing family members (through rapid employment schemes) to provide a further incentive for school enrolments and reduce drop-out rates.</td>
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