

# actalliance

## APPEAL

### Humanitarian Response for People Affected by the Syrian Conflict

**REVISED- July 2020**

**SYR201**



Appeal Target: US\$ 4,182,603

Balance requested: US\$ 4,182,603

**Revised Budget: US\$ 4,272,735**

*“The protracted nature of the crisis implies a need for increased resilience and livelihood opportunities for both refugees and host communities.”*



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**List of Acronyms**

3RP	Regional Refugee and Resilience Plan
ACT	Action of Churches Together
CBO	Community Based Organization
CHS	Core Humanitarian Standards
DERD	Department of Ecumenical Relations and Development
DRR	Disaster Risk Reduction
DSPR	The Department of Service to Palestinian Refugees
EA	Environmental Assessment
EPDC	The St. Ephrem Patriarchal Development Committee
ERL	Early Recovery and Livelihoods
EU	European Union
FCA	Finn Church Aid
GOPA	Greek Orthodox Patriarchate of Antioch
HH	Household
ICF	International Coordination Fee
ICT	Information and Communication Technology
IDPs	Internally Displaced People
INGO	International Non-Governmental Organization
JHCO	Jordan Hashemite Charity Organization
JSL	Jordan, Syria and Lebanon
L2E	Learning to Earning
LWF	Lutheran World Federation
M&E	Monitoring & Evaluation
MECC	The Middle East Council of Churches
MENA	Middle East and North Africa
MoE	Ministry of Education
MoU	Memorandum of Understanding
NESSL	National Evangelical Synod of Syria and Lebanon
NFI	Non-Food Items
NGO	Non-Governmental Organization
OYM	Orthodox Youth Movement
PDM	Post Distribution Monitoring
PSS	Psychosocial Support
PWDs	Persons With Disabilities
RM	Requesting Member
(S)GBV	(Sexual and) Gender-Based Violence
SHG	Self Help Groups
SME	Small and Medium-sized Enterprises
SYB	Start Your Business
ToR	Terms of Reference
UN	United Nations
UNDSS	United Nations Department of Safety and Security
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
USD	United States Dollar
USG	Unified Strategies Group
VAF	Vulnerability Assessment Framework
VT	Vocational Trainings
WASH	Water, Sanitation and Hygiene

Project Summary Sheet															
Project Title	Humanitarian Response for People Affected by the Syrian Conflict														
Project ID	SYR201														
Location	<p>Syria / Lebanon / Jordan</p> <p><b>Jordan/</b> Balqa, Amman (Middle), Souf, Jerash, Irbid, Husn (North), Kerak, Aqaba, Madaba (South), Zarqa(East), Zaatari Camp, Mafraq.</p> <p><b>Syria/</b>Damascus, City and Rural Damascus, Aleppo, Daraa, Qamishli, Hassakeh, Homs, and Tartous Coastal Area and other governorates ,</p> <p><b>Lebanon/</b> Mount Lebanon, Bekka, South-Tyre, Sidon, Ein-el-Hilweh camp, Na'meh village, North- Dbayeh camp East-Ba'lbeck</p>														
Project Period	<p>From 1 January 2020 to 31 December 2020 (LWF and DSPR)</p> <p>From 1 April to 31 December 2020 (MECC and FCA)</p> <p><b>Revised:</b></p> <p><b>From 1 January 2020 to 31 December 2020 (MECC)</b></p> <p>Total Appeal duration: 12 months</p>														
Modality of project delivery	<p><input checked="" type="checkbox"/> self-implemented      <input checked="" type="checkbox"/> CBOs      <input type="checkbox"/> Public sector</p> <p><input checked="" type="checkbox"/> local partners      <input type="checkbox"/> Private sector      <input type="checkbox"/> Other</p>														
Forum	ACT Jordan, Syria, Lebanon (JSL) Forum														
Requesting members	<p>Middle East Council of Churches (<b>MECC</b>): Lebanon and Syria</p> <p>FinnChurch Aid (<b>FCA</b>): Syria</p> <p>Lutheran World Federation (<b>LWF</b>): Jordan and Syria</p> <p>Department of Support to Palestinian Refugees (<b>DSPR</b>): Jordan and Lebanon</p>														
Local partners	<p><b>Jordan</b></p> <p>1- Jordan Hashemite Charity Organization (JHCO)</p> <p>2- CBOs in Jordan</p> <p><b>Lebanon</b></p> <p>1- NESSL (National Evangelical Synod of Syria and Lebanon)</p> <p>2 -Private related schools to Syrian Orthodox Church in Mount Lebanon, Beirut and in Zahle</p> <p>3- Balamand University</p> <p>4 -Haigazian university</p> <p>5 -Private schools related to Armenian Orthodox church</p> <p><b>Syria</b></p> <p>1- MECC Member Churches in Syria</p> <p>2- NESSL (National Evangelical Synod of Syria and Lebanon)</p> <p>3- Department of Ecumenical Relations and Development (DERD) at the Greek Orthodox Patriarchate of Antioch (GOPA)</p> <p>4- Syria Relief</p> <p>5- The St. Ephrem Patriarchal Development Committee (EPDC)</p>														
Thematic Area(s)	<table border="1"> <tbody> <tr> <td><input checked="" type="checkbox"/></td> <td>Shelter / NFIs</td> <td><input checked="" type="checkbox"/></td> <td>Protection / Psychosocial</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Food Security</td> <td><input checked="" type="checkbox"/></td> <td>Early recovery / livelihoods</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>WASH</td> <td><input checked="" type="checkbox"/></td> <td>Education</td> </tr> </tbody> </table>			<input checked="" type="checkbox"/>	Shelter / NFIs	<input checked="" type="checkbox"/>	Protection / Psychosocial	<input checked="" type="checkbox"/>	Food Security	<input checked="" type="checkbox"/>	Early recovery / livelihoods	<input checked="" type="checkbox"/>	WASH	<input checked="" type="checkbox"/>	Education
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	<input checked="" type="checkbox"/> Resilience																																																							
Project Impact	Reduce the vulnerability and develop the resilience of affected people toward safe and dignified life																																																							
Project Outcome(s)	<p>1. <b>Shelter/NFI:</b> Increased support to vulnerable families in meeting their basic needs through the provision of vouchers, basic non-food items and shelter assistance</p> <p>2. <b>Food Security:</b> Improved accessibility to quality and timely food through cash, vouchers, parcels, and enhanced food safety and nutrition practices for affected persons</p> <p>3. <b>WASH:</b> Better access to safe water &amp; sanitation facilities, and improved hygiene practices through the provision of WASH infrastructure, hygiene kits and trainings and sessions.</p> <p>4. <b>Health and Nutrition:</b> Improved access to health services (primary health care, emergency care, referrals, and support for chronic illness) and reduction of crisis induced health risks (such as malnutrition) for conflict affected persons.</p> <p>5. <b>Protection/Psychosocial:</b> Psychosocial wellbeing, resilience, and inclusion of children and adults is enhanced and access of persons with specific needs to humanitarian programs is increased</p> <p>6. <b>Early Recovery/Livelihoods:</b> Increased access to employment, technical and vocational trainings, business start-up support and livelihood opportunities for vulnerable individuals in affected communities</p> <p>7. <b>Education:</b> Improved access to safe learning spaces and access to quality education through provision of tuition support and remedial classes for targeted students.</p> <p>8. <b>Strengthening Capacities and resilience:</b> Strengthen skills of staff, CBOs, L/NGOs and CROs</p>																																																							
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	<p>vulnerable beneficiaries, including both refugees (Syrian and non-Syrian, such as Iraqi, Sudanese, and Somali) and members of host communities. Members determine vulnerability criteria based on the needs specific activities address and that are in-line with each organization's internal vulnerability in criteria. In Jordan, some members use components of UNHCR's Vulnerability Assessment Framework (VAF) to determine vulnerability.</p> <p>Special attention will be given to the needs of the most vulnerable groups: women and children, elderly people and persons living with disability.</p>
Project Cost (USD)	4,182,603 USD- Revised Budget: 4,274,734USD

### Appeal Revision

Jordan, Amman Date: 13/7/2020

Appeal requesting member: MECC (Syria and Lebanon) and LWF Syria.

### Justification for their request

LWF: The request for a revision of LWF section of ACT Appeal SYR201, is due to the fact that funds received in 2019 were not spent due to delay in fund transfer due to challenges with the banking system. The SYR201 were developed with the assumption that the context will remain the same, however due to the fast-changing needs on the ground, and some extra funds received for LWF activities and some more additional funds is expected, LWF will reprioritized activities and had to change some according to the needs.

Please note that only ICA, ELKB and ELCA, are the only funding members of the LWF Syria part and this revision only concerns them.

MECC: The request for a revision of MECC section of ACT Appeal SYR201 is only for the Duration of the Appeal to start as of January 2020. The originally planned was April 2020, however due to the fact some unspent funds were carried over for SYR191, and so as not to have a gap in implementation as per the request of some funding members, MECC requested this revision with no changes in the budget request.

Please note that only ELCA and KIA are the only funding members of the LWF Syria part and this revision only concerns them.

### Reporting Schedule

Type of Report	Due date
Situation report	31 March 2020 quarterly
Interim narrative and financial report	30 July 2020

Final narrative and financial report (60 days after the ending date)	28 February 2021
Audit report (90 days after the ending date)	31 March 2021

**\*Note:**

Interim and Financial reports and audit will be sent to ACT Alliance Secretariat 1 week before the due date, and SitReps will be sent 2 days before the due date.

**Please kindly send your contributions to either of the following ACT bank accounts:**

**US dollar**

Account Number - 240-432629.60A

IBAN No: CH46 0024 0240 4326 2960A

**Euro**

Euro Bank Account Number - 240-432629.50Z

IBAN No: CH84 0024 0240 4326 2950Z

**Account Name: ACT Alliance**

UBS AG

8, rue du Rhône

P.O. Box 2600

1211 Geneva 4, SWITZERLAND

Swift address: UBSWCHZH80A

Please note that as part of the revised ACT Humanitarian Mechanism, pledges/contributions are **encouraged** to be made through the consolidated budget of the country forum, and allocations will be made based on agreed criteria of the forum. For any possible earmarking, budget targets per member can be found in the “Summary Table” Annex, and detailed budgets per member are available upon request from the ACT Secretariat. For pledges/contributions, please refer to the spreadsheet accessible through this link <http://reports.actalliance.org/>. The ACT spreadsheet provides an overview of existing pledges/contributions and associated earmarking for the appeal.

**Please inform the Director of Operations, Line Hempel ([Line.Hempel@actalliance.org](mailto:Line.Hempel@actalliance.org)) and Finance Officer, Marjorie Schmidt ([Marjorie.Schmidt@actalliance.org](mailto:Marjorie.Schmidt@actalliance.org)) with a copy to the Regional Representative, Rachel Luce ([Rachel.Luce@actalliance.org](mailto:Rachel.Luce@actalliance.org)) of all pledges/contributions and transfers, including funds sent direct to the requesting members.**

We would appreciate being informed of any intent to submit applications for EU, USAID and/or other back donor funding and the subsequent results. We thank you in advance for your kind cooperation.

**For further information please contact:**

ACT MENA Regional Representative, Rachel Luce ([Rachel.Luce@actalliance.org](mailto:Rachel.Luce@actalliance.org))

ACT Humanitarian Advisor, George Majaj ([George.Majaj@actalliance.org](mailto:George.Majaj@actalliance.org))

ACT Website: <http://www.actalliance.org>

**Alwynn Javier**

Head of Humanitarian Affairs

ACT Alliance Secretariat, Geneva



## 1. BACKGROUND

### 1.1. Context

On the tenth year of this protracted conflict, the situation in Syria continues to drive the largest refugee crisis in the world. The past and present hostilities compounded with the continued massive displacement of populations, remain the main drivers of humanitarian needs<sup>1</sup>, causing a UN declared level three humanitarian emergency.<sup>2</sup> According to recent figures from the Humanitarian Response Plan Monitoring Report<sup>3</sup>, the scale, severity, and complexity of needs across Syria remain overwhelming. Of the estimated 11.7 million people in need of multi-sectorial humanitarian assistance across Syria, 5 million people are experiencing acute needs, 6.2 million people are internally displaced, and many have been displaced multiple times. Children and youth comprise more than half of the displaced, as well as half of those in need of critical humanitarian assistance.

The critical response for the refugee situation continues to fall primarily on the neighboring countries in the region (mainly Lebanon, Jordan and Turkey) who continue to host a large number of registered refugees per capita, thereby exacerbating the already vulnerable and fragile context of the host community population. Refugees' limited resources are continuing to decrease, leaving their situation increasingly insecure. Additionally, the conflict in Syria has significantly impacted the region's social and economic growth. In Lebanon, for instance, it caused deepening poverty and humanitarian needs, amplified pre-existing development constraints in the country and continuously leads to social tension between refugees and the host communities, reducing the level of resilience among rights-holders in the face of potential crises.

### 1.2. Needs

The 2019 Regional Refugee and Resilience Plan (3RP) highlights the persistent needs of more than five million refugees from Syria as well as vulnerable host community members in neighboring countries. Most refugee families struggle to meet their basic needs, such as shelter and food. As the Syria crisis has become more protracted, the focus is shifting to interventions that not only meet immediate humanitarian needs but also boost livelihoods, expand access to critical health-, education- and protection services and foster community development in the long term.

**Syria:** The Humanitarian Needs Overview 2019 for Syria identified 3 key humanitarian needs/survival needs amongst the most vulnerable: protection, livelihoods and basic needs/services. Households are increasingly resorting to negative coping mechanisms that disproportionately affect the most vulnerable segments of the population, specifically children, youth and adolescents. These strategies include cutting back food consumption, spending savings and accumulating debt.

**Jordan:** Syria crisis continues to have a profound impact on Jordan's education sector, in particular on public schooling and education in camp settings (education in Za'atari camp only provided up to the age of 16). The Jordan Response Plan (JRP) identified that the key protection challenges include child labor, protection, documentation and registration issues, and sexual and gender-based violence (SGBV), particularly for women and girls, including conflict-related violence. Violence

1 DG ECHO HUMANITARIAN IMPLEMENTATION PLAN (HIP) Syria Regional Crisis Year 2020

2 Syrian Arab Republic: 2019 Humanitarian Response Plan Monitoring Report (January - May 2019)?

3 <https://www.humanitarianresponse.info/en/operations/whole-of-syria/document/syrian-arab-republic-humanitarian-response-plan-monitoring-1>

against children, access to services for persons with disabilities (PWDs), access to sustainable livelihoods, particularly for women and youth, remain critical gaps in the humanitarian response.

**Lebanon:** The Lebanese Crisis Response Plan (2017-2020) emphasizes that the impact of protracted displacement has left Syrians refugees sinking deeper into debt and resorting to negative coping mechanisms as they struggle to meet their families' basic needs. This protracted poverty has led to rising food insecurity. Three quarters of Syrian households are adopting negative coping strategies such as reducing their food spending, reducing essential expenses such as education and health, selling productive assets and taking children out of school to work.

With only 30% of 2019 Regional Refugee & Resilience Plan (3RP) funded by end of June 2019, and a \$5.4 billion plan for 2020, humanitarian needs will persist among the refugee and vulnerable host community population.

### 1.3. Capacity to respond

The ACT JSL Forum was established in November 2012 in response to the Syria crisis and has been actively responding and closely coordinating amongst members since. The Forum builds on decades of ACT Alliance members' experience in Jordan, Syria and Lebanon in providing humanitarian response to all people in need, without discrimination. In 2020 the ACT JSL forum will reconfigure to form part of a MENA regional forum, as well as establish national forums in the three different countries. For the ACT Syria appeal, a working group will stay in place to manage the quality of the implementation across Jordan, Syria and Lebanon. ACT members involved participate in the UN-led working groups and/or cluster meetings, such as WASH, Food Security, Health, Protection, Shelter, and Logistics and have developed Memorandums of Understanding (MoUs) with various local and international actors. Members are also active in global cluster groups as appropriate, considering their areas of specialization. ACT Members also bring technical expertise in programmatic areas, such as education in emergencies, psychosocial programming, vocational training using the "linking Learning to Earning" (L2E) approach through the provision of educational, technical and recreational skill trainings, and supporting PWDs. The ACT members not only implements quality programs with consistency and determination, but also provides capacity building support to local implementing partners to enhance the learning of international standards and implementation in programming. Through working closely with targeted communities, ACT members have access to and can respond in a timely manner with responsibility and accountability. ACT Members through local partnerships inside Syria, have been able to access most of the Syrian governorates, providing the necessary needs to the most vulnerable and hard to reach areas.

### 1.4. Core Faith values

ACT Alliance is faith-motivated, rights-based, impact-focused partnership committed to working ecumenically and inter-religiously, with the communities we seek to serve and accompany at the centre of our work. Through its global strategy ACT provides a framework for how we can respond to these issues in a way that fosters a just, peaceful and inclusive world and is true to our faith values.

## 2. PROJECT RATIONALE (*Logical Framework Annex 3*)

### 2.1. Intervention strategy and theory of change

The ACT SYR201 appeal is a continuation of previous Syria Humanitarian response appeals and is a joint, multi-faceted appeal that is primarily self-implemented by ACT members and in some cases

through local partners in Jordan, Syria and Lebanon. The appeal maintains a strong focus on supporting the most vulnerable communities and protect the rights of all and addresses the protection and assistance needs of refugees living in camps, in non-formal settlements and within and among local host communities. Through a comprehensive and holistic implementation strategy, the appeal continues to address the most pressing basic needs while adding a more sustainable approach to resilience and capacity development.

## 2.2. Impact

Reduce the vulnerability and develop the resilience of affected people toward a safe and dignified life.

## 2.3. Outcomes

Building upon the Regional Refugee and Resilience Plan (3RP), the focus of this response will be to reduce the vulnerability of people affected by the Syrian conflict through activities and services that enhance the ability of affected populations to cope and lead a life with dignity. ACT members will work across key sectors to support the most vulnerable populations impacted by the ongoing crisis in Syria. All interventions are participatory and inclusive. With a focus on strengthening local community-based organizations (CBOs), ACT members will support local partners and member churches to better respond to the needs of vulnerable individuals affected by the crisis. This will be achieved through trainings and workshops focusing on the Core Humanitarian Standards (CHS) and how to apply them. Key sectors (outcomes) that the ACT JSL members will focus on are: Shelter and NFI, Food Security, WASH, Health, Protection and Psycho-social activities, Early recovery and livelihoods (ERL), education, and capacity development.

1. **Shelter/NFI:** Increased support to vulnerable families in meeting their basic needs through the provision of vouchers, basic non-food items and shelter assistance
2. **Food Security:** Improved accessibility to quality and timely food through cash, vouchers, parcels, and enhanced food safety and nutrition practices for affected persons
3. **WASH:** Better access to safe water & sanitation facilities, and improved hygiene practices through the provision of WASH infrastructure, hygiene kits and trainings and sessions.
4. **Health and Nutrition:** Improved access to health services (primary health care, emergency care, referrals, and support for chronic illness) and reduction of crisis induced health risks (such as malnutrition) for conflict affected persons.
5. **Protection/Psychosocial Support:** Psychosocial wellbeing, resilience, and inclusion of children and adults is enhanced and access of persons with specific needs to humanitarian programs is increased
6. **Early Recovery/Livelihoods:** Increased access to employment, technical and vocational trainings, business start-up support and livelihood opportunities for vulnerable individuals in affected communities
7. **Education:** Improved access to safe learning spaces and access to quality education through provision of tuition support and remedial classes for targeted students.
8. **Strengthening Capacities and Resilience:** Strengthen skills of staff, CBOs, L/NGOs and CROs

## 2.4. Outputs

**1. Shelter and NFI:**

1.1 Diaconal services and church places have been renovated and targeted population have access to high quality non-food items

Indicator:

- 1,000 newly displaced HH will receive non-food items and 7 places/shelters will be renovated.
- **1,000 families receive vouchers for NFI kits**

**Budget :** 860,000USD- Revised Budget :

**2. Food Security**

2.1 Targeted population have improved access to high quality food items

Indicator:

- 3500 HHs/ IDP receive high quality food parcels
- **1,000 families receive food vouchers**

**Budget:** 63,470USD

**3. WASH**

3.1 IDPs and host community members have access to part time job and income by collecting garbage through Cash for Work activities and families in targeted areas have access to live in clean areas with better environment conditions

3.2 Garbage disposal has increased through installation of 50 garbage bins with a capacity of 1500 litre in appropriate places

3.3 Targeted community members have been trained on WASH promotion and will transfer the knowledge to their families and neighbours

Indicators:

- 5000 families have improved living conditions
- 50 garbage bins distributed
- 5000 community members receive awareness materials on WASH related topics
- **340 children receive hygiene kits**
- **1,000 women receive dignity kits**
- **1,000 families receive hygiene kits**

**Budget:** 62,370 USD

**4. Health and Nutrition**

4.1 Women among refugees and host community will have access to health and nutrition awareness courses and receive hygiene and dignity kits

4.2 Refugees and vulnerable host community have access to partial cancer treatment

4.3 Identified beneficiaries have access to medical referral services

Indicators:

- 400 refugee and host community members have increased knowledge about nutrition
- 400 refugee and host community members have increased access to hygiene and dignity kits
- 1980 participants (men and women) have increased knowledge on nutrition and health during 12 sessions
- 220 men and women received cancer treatment
- 1500 identified cases referred for further treatment

**Budget:** 215,619USD

**5. Protection and Psychosocial Support (PSS)**

5.1 Adults and children benefit from psychosocial support programming and are better able to cope with their traumas

5.2 Cash for workers have an increased monthly income

Indicators:

- # of girl/boy and women/men receive PSS support through workshops, trainings, counselling and recreational activities
- 805 refugees and vulnerable Jordanians receive structured and unstructured PSS services
- # of women and children referred to services (medical, legal, psychosocial, education, social services, etc)
- 45 cash for workers receiving a monthly income

Budget: 185,225USD

**6. Early Recovery and Livelihood (ERL)**

6.1 Women and men have access to vocational and/or business skill training and have an increased knowledge and improved skills on the trained vocations and will receive start up kits to be able to start generating income

6.2 Households have increased income through cash for work program and women self-help groups supported and mobilized

Indicators:

- 350 women completed vocational training and or special home care and have increased knowledge on trained topics with start-up kits being distributed
- 20 SME loans issued to eligible beneficiaries
- 35 grants offered to skilled people who lost their income to recover their businesses
- Small business revolving funds established and mobilized

Budget: 1,158,008USD

**7. Education**

7.1 Syrian and Lebanese students in member churches schools will have access to financial support to cover their tuition fees thus remain in school

7.2 Students (boys/girls) in grade 9&12 facing learning problems will have access to be registered in special afternoon remedial classes in private schools or educational institutions and boys and girls (children) and youth receive special courses for better achievement.  
“Access of quality education to the targeted students through supporting school kits”

7.3 Quality education access to be supported by rehabilitating schools and partially damaged schools have been rehabilitated. Basic classroom furniture and teaching and learning materials provided

Indicators:

- 500 students are financially supported to pay their tuition fees
- 35 students registered in the support programs succeed in the classes they are registered in or join universities
- 200 students (grades 9 and 12) enrolled in remedial classes in private institutes
- 550 students received school kits
- schools rehabilitated
- 24 classrooms furnished
- **300 conflict-affected children (6-8 yo) access educational activities**

Budget: 447,102USD

**8. Capacity Building**

8.1 Increased knowledge and capacity for volunteers and staff of local stakeholders dealing with the issuance of SME loans

Indicators:

- capacity building workshops for volunteers conducted
- capacity building workshops for board and staff conducted

Budget: USD 11,283

**2.5. Preconditions / Assumptions**

No restrictions and timely project approvals from the governments in the targeted countries to reach the target groups. Furthermore, we assume the security and the political context remains stable.

**2.6. Risk Analysis**

The number of refugees in Jordan and Lebanon is unlikely to increase due to restrictive entrance policies and/or closed borders. The situation inside Syria with the establishment of de-escalation zones, and multiple cease-fire agreements has led to a significant reduction of civilian casualties and destruction. However, capital control in Lebanon due to the current demonstration and economic situation has a huge impact due to restrictions on internal and external transfers of funds especially for programs in Syria.

In Jordan the political situation is well-controlled with limited chances of any major changes that will affect the project implementation or policies towards refugees. In Lebanon, the security and economic situation is unstable, which is affecting the work of NGOs in relation to work permits and registration.

ACT members will continue to participate in local and international NGO forums. Through participating in coordination mechanisms and cluster working groups, ACT JSL members will coordinate its activities with UN agencies and international and national non-governmental organization where appropriate, in line with the host governments' policies and the 3RPs. Through these mechanisms, ACT JSL members regularly updates the government authorities and relevant ministries of planned projects.

Delays in the commitment of funding to the project may hinder implementation, as such, ACT members will endeavour to complete essential paperwork ahead of time to ensure that as soon as funds are received implementation may begin.

ACT member's protection strategy includes technical solutions preventing untargeted, non-deliberate hazards (i.e. accidents), as well as decreasing the likelihood of targeted risks by reducing opportunity. Staff are trained on identification and avoidance of risks through security trainings, and additional security measures undertaken include guards at offices and centres, first aid kits, and adherence to local standard operating procedures. ACT members will do all in its power to stay abreast of the local situation and change security requirements (bars on windows, drivers trained, added guards etc.), as needed.

ACT JSL members adhere to a diplomatic deterrence policy. All crimes committed against ACT members or beneficiaries during the project will be reported to the police or the correlating



government branch, or if more appropriate, ACT JSL members will work with local community structures to solve issues.

In Syria, to mitigate risks in a country at war, ACT members evaluate travel plans and cross reference media reports with community networks to determine safe timing to travel. Risks are assessed taking into account a range of possible scenarios before plans are executed. ACT JSL members do not work in rebel-held areas or other Unified Strategies Group (USG)-sanctioned groups. ACT members in Syria stay in touch with sources on the ground that alert them to security risks posed by clashes or threats of impending opposition control over the area and are regularly reviewing daily safety and security updates from United Nations Department of Safety and Security (UNDSS) as well as local and regional media sources. There is an assigned Security Officer in Syria who sends safety and security updates on a bi-weekly basis. These reports help to inform the movement of in-country staff based on the security developments in project catchment areas. Should there be any information or alert concerning the risk of an area becoming controlled by a USG-sanctioned group, all operations will be suspended, and staff will be removed from those locations immediately.

## **2.7. Sustainability / Exit strategy**

The main focus of this Appeal is on building resilience of affected communities, investing in local capacities increases the sustainability and expedites the departure of INGOs. ACT members commit to this strategy and provide guidance to partner organizations through managerial and administrative support. By working alongside and building the capacity of local communities and CBOs, ACT members ensure greater sustainability of projects. Once the projects end (or should international funding decline), these organizations are well positioned to continue supporting vulnerable peoples. Additionally, by utilizing their network of volunteers and local knowledge, ACT members are able to maximize the intended outcomes of the proposed project.

Throughout the Appeal, ACT members will continue to identify ways to ensure program sustainability. The transition of specific project activities will be carried out gradually as local capacities are strengthened. Some activities may also have direct continuity through new projects developed by ACT JSL members/or other institutions and NGOs. Furthermore, the coordination and capacity building of all project stakeholders will sustain the interventions, as ACT JSL members will work with local community representatives to form local committees to maintain the projects and to coordinate on new initiatives.

ACT JSL members specifically select project local staff from the targeted areas and build their capacities through trainings so that targeted communities have local skills and knowledge beyond the life of the project. Moreover, coordination with municipalities, line ministries, primary health centres, water establishment, and other local stakeholders is done throughout the project and when needed a MoU is signed with a specific stakeholder to clarify responsibility and develop an agreed common exit strategy or handover.

## **2.8. Building capacity of national members**

ACT member activities are often implemented through local CBOs to ensure that they are building local capacity and promoting sustainability of activities and the resilience of affected populations. The activities are designed and implemented in a manner that discourages use of negative coping strategies and work closely with affected populations to ensure that they are involved and can provide feedback throughout the project planning and implementation cycle. ACT members are committed to mutual learning through joint analysis, action and reflection.

### 3. PROJECT IMPLEMENTATION

Does the proposed response honour ACT's commitment to Child Safeguarding?

☒ Yes

☐ No

ACT JSL members adhere to ACT Alliance Child Safeguarding Policy. In 2017, many ACT JSL members participated in an online Child Safeguarding webinar, and one ACT member (MECC) attended a specialised Training of Trainers on Child Safeguarding. ACT Member staff and volunteers who work closely with beneficiaries in the field are trained on child protection. Everyone who represents any ACT organization in the presence of children is trained to behave appropriately toward children and respond swiftly and productively to issues of child abuse or sexual exploitation. All activities are assessed for potential risk and mitigation strategies are developed, ensuring that not only are individual children protected, but that the organizations are inherently child-safe. Specific measures, such as ensuring that staff are not alone with children whenever possible, obtaining permission from a parent or guardian prior to utilizing a child's photograph or interview for communications purposes, and seeking feedback from youth beneficiaries regarding programming, are employed to the fullest possible extent. Many ACT member staff also complete an online training on prevention of SGBV. Members' work in the field is closely monitored by management to ensure that staff, volunteers, and others who visit ACT member projects behave appropriately toward children and never abuse the position of trust that comes with affiliation with ACT Alliance. The ACT JSL Forum aims to create a child-safe environment in all of its work by assessing and reducing potential risks to children. In case that any incident were to occur, some ACT members have a complaint response mechanism in place to address beneficiary feedback, including addressing reports of child safeguarding incidents and other forms of exploitation and violence. The feedback is addressed as soon as it is received and are knowledgeable of referral pathways to help populations in need receive the support and assistance required.

#### 3.1. ACT Code of Conduct

ACT members are committed to guard against the abuse of power by those responsible for protection and assistance to vulnerable communities. Especially in humanitarian crises, the dependency of affected populations on humanitarian agencies for their basic needs creates a particular ethical responsibility and duty of care on the part of ACT members and their staff and volunteers. Therefore, ACT members have a responsibility to ensure that all staff and volunteers are aware of this code of conduct, sign it, and understand what it means in concrete behavioral terms. ACT members ensure that there are proper mechanisms in place to prevent and respond to sexual exploitation and abuse. ACT member staff, volunteers, and visitors are expected to sign and adhere to the ACT Code of Conduct. In case any incident occurs, a complaints response mechanism is in place to address beneficiary feedback, including addressing violations of the ACT Code of Conduct. Disciplinary measures are in place to address a staff member or volunteer who violates the Code of Conduct. In addition, ACT members in Jordan are part of the Prevention of Sexual Exploitation and Assault (PSEA) Network. ACT members will continue to ensure that the principles of the Code of Conduct are incorporated into planning and implementation of activities under the ACT SYR201 Appeal. Moreover, the ACT Code of Conduct will be communicated to the beneficiaries and they will be made aware of the complaint mechanisms available for their use.

#### 3.2. Implementation Approach

ACT members adopt a participatory approach, including the beneficiaries in all aspects of program planning and management cycle. Participation of beneficiaries is a key component of this appeal and several Requesting Members (RMs) have established voluntary teams who have a direct access

to local communities and prove to be effective and in needs assessment and translation of programs and activities. For distributions, ACT JSL members plan to directly implement activities in coordination with a team of volunteers, as well as a network of trusted CBOs in targeted areas. CBOs will be utilized as distribution locations, sites for community awareness sessions, support in identification of vulnerable households, and serve as central location in project communities.

ACT JSL members coordinate activities with the relevant UNHCR-led sector working groups, including Protection Working Group, Disability Task Force, Health Working Group, Cash Assistance Working Group, Nutrition Sub-Working Group, Shelter Working Group, Food Security Working Group, and Water, Sanitation, and Hygiene (WASH) Working Group. ACT JSL members will also coordinate with regional coordination and referral groups and actively participate in refugee camp meetings, specifically in Jordan. ACT JSL Members actively coordinate with key government ministries, where necessary for approval and implementation of activities. ACT JSL member's proposed activities with multiple modalities of implementation, including direct provision of items (such as food parcels, assistive devices for PWDs, medications for the chronically ill, poultry production units, hygiene kits, educational supplies, and winter clothing), early recovery/livelihood (vocational training, business loans, cash for work) and community outreach and awareness raising through community awareness sessions and capacity building for local partners. Community structures will be enhanced to enable ACT JSL members, local CBOs, NGOs and churches to better respond to the needs of vulnerable individuals affected by the crisis. This will be achieved through trainings and workshops focusing on humanitarian principles and how to apply them.

### 3.3. *Project Stakeholders*

ACT appeal JSL working group members employ an acceptance strategy, based on the premise of constant interaction with representatives of the population. Members meet with local leaders, local government officials, and country government officials. Regular coordination meetings are held with representatives, and these meetings help to inform and receive vital information in terms of open and ongoing communications with beneficiaries. ACT appeal JSL members also believe in beneficiary led programming, which ensures buy-in from the communities in which members work. Stakeholders include both duty bearers (Ministries, local government, businesses, INGOs) and rights holders (beneficiaries, project communities) in both public and private sectors, each meriting a different engagement approach.

### 3.4. *Field Coordination*

The proposed response is one of joint programming, each requesting member's sectoral expertise and geographic coverage will be complementary with other requesting members ensuring that the affected population's needs are covered.

Through strong coordination with INGO/LNGO forums and sector cluster workings groups in Jordan, Syria and Lebanon, ACT appeal JSL working group members are well-informed and prepared to continue their humanitarian response in key priority areas (cash assistance, health and nutrition, food security, livelihoods, WASH, protection/psychosocial and education). ACT appeal JSL members, together with other humanitarian actors, participate regularly in vulnerability assessments, data gathering, and focus group discussions for various sector related programming to adapt to best practices, changing regulations and security situations to ensure a timely and coordinated response. Through regular contact with the relevant working groups in order to avoid duplication of activities,

coordinate with other actors, and keep up to date on the most current, relevant issues and developments within the different sectors.

National and regional coordination meetings amongst Forum members will not only ensure that there are no gaps and duplications in service provision for the affected population, but will also create a space where members will share experiences and draw lessons learned to improve programming in real time. Each requesting member is responsible for coordinating with the relevant national line ministries associated with the area in which the member is working.

### **3.5. Project Management**

Each member of the ACT appeal JSL working group is responsible for the implementation of the activities as laid out in their individual log frames and proposals; abiding by their internal rules and regulations concerning the Project Management Cycle.

The Appeal JSL Working Group is responsible to ensure that communication regarding programmatic challenges and changes and any necessary information that may impact the program is shared in a timely manner. The ACT appeal JSL working group chair is responsible to ensure that regular narrative and financial reports are submitted in good quality and with accurate, relevant information.

### **3.6. Implementing Partners**

ACT appeal JSL working group members in the three countries use partner assessments in line with the ACT JSL member guidelines to ensure compliance with internal regulations and procurement policies.

In Syria, ACT JSL members work in direct collaboration with partners such as the Department of Ecumenical Relations and Development (DERD) of the Greek Orthodox Patriarchate for Antioch and All the East (GOPA) and The St. Ephrem Patriarchal Development Committee (EPDC) during project design, implementation and monitoring.

In Jordan, activities are implemented in coordination with a network of CBOs throughout Jordan. When project activities are implemented with a CBO, a MoU will be signed by the two parties to outline responsibilities of each and organization's expectations. CBOs will be utilized as distribution locations, sites for community awareness sessions, and to provide support in identification of vulnerable households in their areas.

In Lebanon, ACT JSL members work with the National Evangelical Church for the out of school education program and with the Syrian Orthodox Church in Mount Lebanon through Our Lady Dispensary in Sad El Boushrieh. Also ACT JSL representative will partner with the Armenian Orthodox Church and Orthodox Youth Movement (OYM) and Bourje Hammoud. ACT JSL members also have a partnership agreement with the NGO Heart for Lebanon to provide NFIs assistance to Iraqis and some Syrians.

### **3.7. Project Advocacy**

Due to the sensitive nature of the crisis, advocacy efforts will prioritize the safety of beneficiaries and staff at all times. As humanitarian organizations, members promote and adhere to international humanitarian law. Forum members have established an Advocacy Working Group following the advocacy workshop that took place in September 2016 in Jordan. Members are involved in advocacy on multiple levels, both locally in countries of operation, and from their organizational headquarters on a more global scale.

ACT JSL Forum members host ACT Alliance members visiting the countries of this response, as well as international government and church representatives, to raise awareness of the nature and scale of the humanitarian crisis in Syria and the neighbouring host countries. ACT members work in close coordination with a broad range of different actors for advocacy purposes such as clusters, the government, local CBOs and international NGO forums that specialize on advocacy.

### 3.8. Private/Public sector co-operation

ACT members engage mainly with stakeholders in the public sector, such as ministries, local authorities, schools and health clinics. Nevertheless, public-private partnerships and cooperation are increasingly common and can include training facilitation, job placement and internships, as well as goods delivery and donations in-kind.

### 3.9. Engaging faith leaders

When entering any community—new or old—coordination and cooperation is set with key stakeholders, which often include church leaders or church related organizations or groups. ACT JSL members have extensive experience in working with church leaders, showing great impact in facilitating the work, conducting planned activities and coordination. In line with local customs and traditions, the involvement of Sheiks and Mokhtars is often invaluable for local buy-in and facilitate the selection of the most vulnerable beneficiaries.

#### Simplified Work Plan

Program Activity / Month	1	2	3	4	5	6	7	8	9	10	11	12
Shelter and settlement / NFI's items				MECC Syria								
Food security		DSPR Jordan										
Water, sanitation & hygiene (WASH)				MECC Syria								
Health / Nutrition	DSPR Jordan											
					MECC Lebanon							
				MECC Syria								
Protection / Psychosocial support	DSPR Jordan & Lebanon											
	LWF Jordan & Syria											
Early recovery & livelihood restoration	DSPR Jordan											
				MECC Syria								
					MECC Lebanon							
	LWF Syria											
Education				FCA Syria								
	DSPR Lebanon											
					MECC Lebanon and Syria							
	LWF Syria											
Emergency Preparedness / Resilience			DSPR Jordan									

## 4. PROJECT MONITORING

### 4.1. Project Monitoring

ACT members adhere to strict monitoring and evaluation (M&E) methods. Members are committed to ensuring that all activities are being implemented in a timely fashion as per the action plan and that beneficiaries receive quality assistance in a dignified and respectful manner. Projects are designed to have in place monitoring systems where all components are specific, measurable, attainable, realistic and time-bound, including the development and use of relevant data collection



tools to track and sort data, disaggregated by gender, nationality, and age group. With an M&E plan in place, members will track project performance, identify results and learnings associated with the projects and address potential delays at an early stage. Coordinated monitoring sessions will be designed to minimize potential disruption to project activities and allow for maximum coordination of forum members, to the benefit of the beneficiaries.

When appropriate, members will conduct random follow up with beneficiaries through home visits, phone calls, or interviews, to conduct qualitative beneficiary satisfaction surveys to solicit feedback. Moreover, project teams will participate in monthly performance meetings. During these discussions, project staff will identify the incremental and cumulative project results, discuss current challenges, adjust the project implementation timeline or activities when necessary, and identify effective strategies for achieving the project objectives.

Program monitoring includes site visits to observe program implementation, meet with beneficiaries, collect feedback on initiatives and liaise with partners, allowing for the replication of good practices or corrective measures if necessary. In order to gauge the quality of project activities within the project communities, feedback from the beneficiaries will be solicited through beneficiary satisfaction surveys, post-distribution/activity monitoring, and focus group discussions.

ACT members will provide regular narrative and financial reports to ACT Alliance Secretariat and back donors on project progress, challenges, and plans. Detailed reports will be produced describing the proceedings as well as resulting initiatives and lessons learned.

An internal joint review or peer review, where members and interested donors participate, will take place towards the 3<sup>rd</sup> quarter of the appeal time frame. The learnings and outputs from will serve as a learning and guide the development of a new appeal.

#### **4.2. Safety and Security plans**

As ACT member activities take place in settings that are politically sensitive, security assessments take place on a regular basis. Each member has their own security plan, and daily monitoring of the current environment is used to inform and update the security situation and any impacts it may have on programming. ACT members are in regular coordination and communication with one another and with relevant actors to provide better and timely safety and security for staff and beneficiaries. As such, ACT members receive daily security update from the United Nations Department of Safety and Security (UNDSS) in Syria, daily security information reports from Overseas Security Advisory Council in Lebanon and are active in security networks in Jordan.

All ACT member staff are required to be familiar with and sign their respective country office security plan, as well as receive training on organization-wide safety and security principles. Project planning and implementation take into consideration the safety of beneficiaries, particularly ensuring that activities do not exacerbate tensions between Syrian refugees and host community members. Cash-related activities have unique security-related concerns, members understand these risks and has taken them into account when designing distributions.

In case of increased security risk or security incidents, ACT members will act according to the guidelines indicated in security manuals to protect both staff and beneficiaries. While closely monitoring the situation on the ground and coordinating with other humanitarian actors, communication with staff in all project locations is carried out regularly, and security information is shared with staff accordingly. For the main part Jordan and Lebanon can be a safe and secure place



to live and work if staff follow security protocol and ensure that they keep up to date with all security advisories and developments countrywide and in the region.

#### **4.3. Knowledge Management**

ACT members are committed to ensuring high standards of project implementation. This involves proactively sharing learnings with member organizations and putting these lessons into practice. As such, past project evaluations have been used to inform the design of the SYR201 appeal.

Through the ACT Forums, ACT members have established an Appeal Working Group in order to encourage greater cooperation and cohesion between members and discuss various issues arising from programmatic implementation. It is anticipated that this will involve shared research, best practices, sharing of tools and resources, common pool of expertise, evaluations and workshops to enable quality programming.

In addition to submitting regular narrative and financial reporting requirements to ACT Alliance and back donors on project progress, challenges, and plans, ACT members will also coordinate with various UNHCR-led working groups and task forces to share project progress and learnings. Members will also share key information with other ACT Alliance members at the monthly ACT JSL Forum meetings as well as a mid-term review of the appeal to track progress and respond to potential challenges to ensure smooth programming.

## **5. PROJECT ACCOUNTABILITY**

### **5.1. Mainstreaming Cross-Cutting Issues**

In previous responses to the Syria Humanitarian crisis, ACT members have ensured that gender-related issues are addressed in program design, implementation, reporting, and recruitment of staff at both management and field levels. Prioritizing gender analysis as a core element of program design, monitoring, evaluation, and reporting helps ensure that girls and boys, women and men, have equal opportunity to participate in, influence and benefit from the project. Similarly, specific vulnerabilities of women- and elderly-headed households and households with persons with disabilities will be taken into account, as well as the number of individuals who can work per household and their legal status.

In spite of challenges related to different groups' perceptions of gender roles, ACT Members have sought to ensure women's participation by inviting both husbands and wives to consultations and assessments, and by organizing separate discussion groups for women, that are facilitated by women. ACT JSL Member's selection of staff is based on qualifications and aims to keep a balance between women and men both at the national office, as well as at the field level.

During the selection of project beneficiaries, ACT members target the most vulnerable among affected and displaced families, including orphans, widows and divorced women, elderly persons, PWDs, people who have been exposed to traumatic events (e.g. loss of a family member); and unaccompanied children who live with a relative or caregiver. Child protection and wellbeing, inclusion of people with disabilities and gender sensitivity are cross-cutting components that guide the work of ACT and its partner through the programs.

Protection concerns are taken into account by ensuring respect for the rights of vulnerable groups. This includes children, people with special needs, the elderly, and girls and women, in particular those most at risk of abuse and exploitation. All members are committed to strict adherence to the

Core Humanitarian Standards, the ACT Alliance Code of Conduct and the Sexual Exploitation and Abuse policy. With respect to any activities or affected persons, ACT members do not discriminate based on ethnic, religious or political backgrounds of the populations served. In order to reduce the potential for harm, members emphasize cooperation and consultation with local organizations and volunteers.

#### **5.1.1. Gender Marker / GBV**

Several ACT members have adopted the IASC Gender and Age marker in project design and implementation, for instance in the consideration of rehabilitation of gender segregated WASH facilities in schools, reducing the risk of GBV. Program implementation furthermore sees the inclusion of GBV awareness sessions, training, case management and referral of GBV cases, in addition to specific outreach activities meant to increase the participation of women. Dedicated Gender focal points are in place to support and train field staff and volunteers, check if project implementation is in line with the gender ambitions and adapt plans if necessary.

#### **5.1.2. Resilience Marker**

ACT JSL members consider their beneficiaries as active participants in project implementation whether serving as volunteers or participating in focus group discussions on project development and implementation. The active participation of affected populations in all stages of activity planning and implementation is prioritized in the knowledge that ownership of their own development goals increases resilience and enhances the sustainability.

#### **5.1.3. Environmental Marker**

ACT members are committed to implement standards of development assistance in a responsive, effective and professional manner that not only comply with environmentally legislated requirements, but also respond to the social, economic and environmental expectations of our partner communities and shareholders.

Environmental Assessment (EA) will be the standard procedure used at program and project level aimed at identifying, and mitigating the environmental effects of our development activities, thereby directly contributing to environmentally sustainable development. Under the proposed activities, there are no significant negative environmental impacts. Most of the project supplies are bought locally to reduce the ecological footprint. Other efforts include the provision of solar panels and LED lighting for schools, as well as planting trees to reduce erosion and pollution in waterways.

ACT staff are trained and aware of programmatic approaches that mitigate harmful effects on the environment. Coordination through the regional ACT Climate Working Group -that was established this year- promotes sharing of lessons learned and reflection on possible ways to further support the green climate ambitions.

#### **5.1.4. Participation**

ACT members engage with communities in ways that empower and involve people so that they take ownership of their own development. ACT members see the people we serve both as individuals in their own right and as participating members of families, groups, and communities and encourage community participation and supports the development of local networks and structures as a pathway to strengthening local civil society. ACT members strongly believe that beneficiaries are not objects of charity but, in fact, are rights holders and this is reflected in the participatory and rights based approach in programming.

Feedback is gathered throughout implementation from beneficiaries to ensure that activities meet needs and adjustments are made, as needed. Most ACT members have included a Cash for Work component in their intervention logic, to guarantee the dignified participation of the vulnerable project communities, focusing on their capacities while addressing their needs.

#### **5.1.5. Social inclusion / Target groups**

Both the Government of Jordan and Government of Lebanon require Syrian response programming to target both refugees and host communities. In Jordan, the current requirement is to include at least 30% of vulnerable Jordanians and this is expected to go up to 50% in the new JRP; in Lebanon government prescribed quota mention 80% refugees and 20% Lebanese. Members in Jordan and Lebanon ensure that programming is implemented in the same areas for Syrian refugees and vulnerable host communities so that the communities are aware of this inclusive programming. In Syria, all the people are affected, and there is no policy from the state concerning the percentage of IDPs and host communities. As such, ACT members do not exclude and deliberately plan their programming to provide services in a manner that is appropriate, mindful and reflective of the needs.

By responding to the Syrian Humanitarian crisis since 2012, ACT members have found that refugees with hearing and visual impairments and disabilities are often overlooked and face particular challenges that humanitarian actors have not fully addressed. An ACT member with the technical expertise in addressing the needs of PWD, has developed a unique and successful three-pronged approach that 1) trains community-based rehabilitation workers to screen, assess, and refer cases of disability; 2) works closely with medical experts, conducting assessments and providing high quality diagnostic and rehabilitation services; 3) community awareness sessions for refugees to increase knowledge about impairments and disabilities, identify referral pathways, and promote integration of PWDs into society.

ACT members in Lebanon aim to include all vulnerable population affected by the crisis, the response under the appeal covers not only Syrian refugees, but as well Palestinian refugees from Syria, Iraqi refugees and vulnerable host community.

#### **5.1.6. Anti-terrorism / Corruption**

To decrease risks of corruption, ACT members follow their organizational Procurement Guidelines and Standards. ACT member's procurement is an open tendering competition, which ensures transparency, allows for fair competition, and reduces the possibility for corruption. Furthermore, ACT member's staff conducts monitoring visits to project sites and share findings with management. ACT members apply a thorough due diligence process when hiring people, all project staff are vetted before the start of the project to ensure that all staff are in compliance with donor regulations and to prevent any possibility of hiring persons affiliated with sanctioned groups.

Employees are expected at all times to conduct themselves in a positive manner so as to promote the best interest of ACT members. Procedures dictate that employees conduct ACT member activities morally, ethically, and in the spirit of accountability and in conformity with applicable laws and practices common to other respected corporations and NGOs.

ACT member staff have the obligation at all times to report immediately any knowledge, concerns or substantial suspicions of breaches to her/his line manager and/or senior management, who is expected to take prompt investigative action. ACT members in return has a commitment to

provide a safe environment through which to voice a concern, without fear of reprisal or unfair treatment as articulated in the ACT Complaints Policy and Disciplinary Procedures 2010.

### **5.2. Conflict sensitivity / Do no harm**

ACT members provide independent, neutral humanitarian assistance and social cohesion events, which attempts to reduce tensions among the beneficiaries' community. By focusing on the provision of humanitarian assistance without bias towards adherents to any particular faith group, ethnicity, gender or political affiliation, ACT members have solidified their image as independent and neutral faith-based humanitarian aid providers. ACT members will maintain and uphold their reputation through ongoing and continuous relationship building with community leaders, local municipalities, and religious and secular organizations.

Special attention is dedicated to targeting both host and refugee communities, applying the One Refugee Approach, thus reducing and counteracting any possible negative impact of service delivery and tensions among Syrians, Jordanians, Lebanese and other refugees.

ACT members are committed to, and employs, a "Do No Harm" approach and mainstreams protection throughout all of its work. Members ensure that local authorities, affected populations, and other humanitarian actors are engaged through the full project planning and implementation cycle. In order to follow the "Do-no-harm" principle, the designing and implementing of the activities, provision of education, and psychosocial services to the community will support beneficiaries to deal with the impact of conflict trauma and stress. It will focus on building resilience within the communities. This ensures that community relations are not harmed but the most vulnerable and needy are covered. Protection principles such as child protection and child safeguarding are upheld in the projects. With respect to psychosocial programming, ACT members ensure that any material developed and used include the beneficiaries' opinions and feedback to reflect and build on their personal experiences and develop appropriate and culturally sensitive material for different age groups.

### **5.3. Complaints mechanism and feedback**

The ACT Member's complaints mechanisms and procedures allows all stakeholders to provide feedback and complaints on ACT Members work, have them heard, taken seriously and addressed appropriately. Most ACT members have long since established a complaints and feedback mechanism and will share their knowledge and experience with the ACT members that are working towards establishing the appropriate(local/global) complaints mechanisms to encourage feedback about its work from all its stakeholders. As a joint program, members are able to cooperate and share resources on a platform that benefits not only the ACT members but also ensures that the projects and the beneficiaries are aware of the tools in place, have access to and feel safe to voice their concerns. Using multiple modalities (phone hotline, email address, physical feedback boxes at centres, complaints focal persons assigned) members aims to ensure that affected populations have access to the mechanisms. The complaints response mechanisms are in place to address beneficiary feedback on project initiatives, refer cases in need to other projects or service providers, and address protection concerns and other forms of exploitation and violence.

ACT members take complaints seriously. ACT members commit to addressing all issues of sexual exploitation, abuse of power, corruption and breach of the ACT member policies and standards. Appropriate cultural and local practices are respected and taken into consideration in handling and responding to complaints and feedback. The procedure for complaints will be reviewed regularly to

ensure and incorporate learning and improvement towards ACT member accountability. ACT members are additionally committed to international humanitarian standards and accountability mechanisms, such as Core Humanitarian Standards (CHS) and the Sphere Handbook.

#### 5.4. Communication and visibility

ACT members will continue to work on ways of promoting the ACT Alliance identity during all stages of the Project Management Cycle. ACT members acknowledge the source of funding whenever possible for any and all projects funded by the ACT Alliance. As such, all project documentation – such as attendance sheets, training materials, forms, and other related documents used as part of project activities – contain the relevant logos to acknowledge ACT Alliance and/or back donor support. At project sites in the host community and camp, staff and volunteers wear vests and IDs identify ACT Alliance as a supporter of the activities. Banners with the ACT Alliance and relevant project information are used at the project sites and at all events to acknowledge ACT Alliance support and increase transparency about the activities. ACT Alliance's support will be acknowledged verbally during community events and/or during media campaigns. However, a low visibility strategy will be respected when required by the sensitivity of the issue.

ACT forum members will also collect and share stories of project impact to build a strong evidence base of the ACT projects responding to the Syria Humanitarian Crisis.

## 6. PROJECT FINANCE

### 6.1. Consolidated Budget

#### EXPENDITURE

	Appeal Budget USD
<b>DIRECT COSTS</b>	
<b>1 PROGRAM STAFF</b>	
Appeal Lead	-
Total international program staff	9,360
Total national program staff	450,931
<b>TOTAL PROGRAM STAFF</b>	<b>460,291</b>
<b>2 PROGRAM ACTIVITIES</b>	
2.1. Shelter and settlement / Non-food items	895,714
2.2. Food security	149,184
2.3. Water, sanitation & hygiene (WASH)	98,361
2.4. Health / Nutrition	158,419
2.5. Protection / Psychosocial support	175,030
2.6. Early recovery & livelihood restoration	1,115,795
2.7. Education	420,268
2.8. Emergency Preparedness / Resilience	11,283
2.9. Unconditional CASH grants	-
2.10. Camp Management	-
<b>TOTAL PROGRAM ACTIVITIES</b>	<b>3,024,055</b>
<b>3 PROGRAM IMPLEMENTATION</b>	
3.1. Local Partners	40,220

3.2.	Needs Assessment	3,205
3.3.	Rapid Support Team (ACT FAST)	-
3.4.	Baseline / endline Assessment	5,506
3.5.	Complaint mechanisms / information sharing	13,721
3.6.	Advocacy	353
3.7.	DRR / Climate Change	4,006
3.8.	Resilience	-
3.9.	Monitoring & evaluation	24,392
3.10.	Audit	42,498
<b>TOTAL PROGRAM IMPLEMENTATION</b>		<b>133,899</b>
<b>4</b>	<b>PROGRAM LOGISTICS</b>	
	Transport (of relief materials)	35,937
	Warehousing	2,859
	Handling	62,234
<b>TOTAL PROGRAM LOGISTICS</b>		<b>101,031</b>
<b>5</b>	<b>PROGRAM ASSETS &amp; EQUIPMENT</b>	
<b>TOTAL PROGRAM ASSETS &amp; EQUIPMENT</b>		<b>44,187</b>
<b>6</b>	<b>OTHER PROGRAM COSTS</b>	
<b>6.1.</b>	<b>SECURITY</b>	
	<b>TOTAL SECURITY</b>	<b>11,544</b>
<b>6.2.</b>	<b>FORUM COORDINATION</b>	
	<b>TOTAL FORUM COORDINATION</b>	<b>14,655</b>
<b>6.3.</b>	<b>STRENGTHENING CAPACITIES</b>	
	<b>TOTAL STRENGTHENING CAPACITIES</b>	<b>2,569</b>
<b>TOTAL DIRECT COST</b>		<b>3,792,230</b>
<b>INDIRECT COSTS: PERSONNEL, ADMINISTRATION &amp; SUPPORT</b>		
7.1.1.	<u>Staff salaries</u>	271,471
7.1.2.	<u>Office Operations</u>	68,896
7.1.3.	<u>Communications</u>	13,396
7.1.4.	<u>Other</u>	4,235
<b>TOTAL INDIRECT COST: PERSONNEL, ADMIN. &amp; SUPPORT</b>		<b>357,998</b>
		<b>9%</b>
<b>TOTAL EXPENDITURE exclusive International Coordination Fee</b>		<b>4,150,228</b>
<b>INTERNATIONAL COORDINATION FEE (ICF) - 3%</b>		<b>124,507</b>
<b>TOTAL EXPENDITURE inclusive International Coordination Fee</b>		<b>4,274,735</b>
<b>BALANCE REQUESTED (minus available income)</b>		<b>4,274,735</b>

**Note:** Individual member budgets are available upon request from the ACT Secretariat





## 7. Annexes

### Annex 3 – Logical Framework

Logical Framework			
<b>IMPACT</b> The aim is to reduce the vulnerability and develop the resilience of affected people toward safe and dignified life			
Outcomes	Objectively verifiable indicator	Source of verification	Assumptions
<b>Outcome 1: Shelter and NFI</b> Increased support to vulnerable families in meeting their basic needs through the provision of vouchers, basic non-food items and shelter assistance	# of beneficiaries of renovated diaconal services and church places that will be used as shelter satisfied and encourage people to get back to their home places # of IDPs of households from NE Syria satisfied with non-food items they received	- Documentation of renovated places (historical and social) - Post evaluation & PDM.	- Targeted population feel secure to return back to their home places once there are shelters available. - No sudden change in the demand for NFIs by the targeted population which may affect the satisfaction of the received items
<b>Outcome 2: Food Security</b> Improved accessibility to quality and timely food through cash, vouchers, parcels, and enhanced food safety and nutrition practices for affected persons.	% of targeted households satisfied with the food items assistance they received	- Satisfaction rate survey of quality and quantity - Post evaluation & PDM	- Close collaboration with related stakeholders and security officials is going smoothly, preventing distribution to unregistered groups
<b>Outcome 3: WASH</b> Better access to safe water & sanitation facilities, and improved hygiene practices through the provision of WASH infrastructure, hygiene kits and trainings and sessions	# of targeted beneficiaries and communities will improve their hygiene and sanitation practices	- Post evaluation on the gained knowledge on best hygiene practice	- Beneficiaries are willing to adapt the new practices in their households

<p><b>Outcome 4: Health</b></p> <p>Improved access to health services (primary health care, emergency care, referrals, and support for chronic illness) and reduction of crisis induced health risks (such as malnutrition) for conflict affected persons</p>	<p># of targeted women will change health behaviour practices</p> <p># of targeted women will get contribution towards their costly treatment.</p> <p>% of HHs and beneficiaries report having improved access to health services</p>	<ul style="list-style-type: none"> <li>- Medical Track Records</li> <li>- Referrals Record</li> <li>- List of participants</li> <li>- Evaluation and feedback reports</li> </ul>	<ul style="list-style-type: none"> <li>- Data, curriculum, staff and locations are available</li> <li>- Access to refugees and host community remains possible</li> <li>- Security and political situation remain stable</li> <li>- Effective planning for health and nutrition training program will decrease the gap between theory and bringing it into practice</li> <li>- Climate change is not negatively affecting the health of refugees</li> </ul>
<p><b>Outcome 5: Protection and Psycho-social Support</b></p> <p>Psychosocial wellbeing, resilience, and inclusion of children and adults is enhanced and access of persons with specific needs to humanitarian programs is increased</p>	<p>90% of girls and boys, women and men (youth) show improvement in their psychosocial wellbeing</p>	<ul style="list-style-type: none"> <li>- Pre/post tests for psychosocial situation of beneficiaries</li> <li>- Comparison study about the knowledge, skills, and approaches levels of children before programs and after</li> <li>- Evaluation of the condition of local community with regard to cases and kinds of Sexual Gender Based Violence and compare the level and number cases</li> <li>- End term evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- No new occurrence of large influx of refugees crossing borders and Syrian refugees are not moving back to Syria in large numbers from hosting countries</li> <li>- Local stakeholders are supportive, responding and participating in the projects</li> <li>- Government relations with ministries and authorities are regularly maintained to obtain necessary project permissions and approvals in a timely matter</li> <li>- Political situation remains stable</li> <li>- Beneficiaries are willing to participate in and support the project activities</li> <li>- Access to refugees and host community</li> </ul>

<b>Outcome 6: ERL</b> Increased access to employment, technical and vocational trainings, business start-up support and livelihood opportunities for vulnerable individuals in affected communities	# of beneficiaries will gain practical skills to initiate their own business or find jobs in the market % of beneficiaries report increased knowledge and skills that improve chances of employability % of (monetary equivalent) benefits from job creation / productive livelihoods options	<ul style="list-style-type: none"> <li>- Event completion report</li> <li>- HH visit documents</li> <li>- Photos</li> <li>- Meeting Minutes</li> <li>- Incentive Workers contract</li> <li>- Timesheets</li> <li>- Baseline data</li> <li>- Local market assessment</li> <li>- List of beneficiaries</li> <li>- Feedback from beneficiaries</li> <li>- Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>- Objectives would not be achieved unless loans are available to achieve the targeted results</li> <li>- Local administrative units and other stakeholders are supporting, responding and participating in activities</li> </ul>
<b>Outcome 7: Education</b> Improved access to safe learning spaces and access to quality education through provision of tuition support and remedial classes for targeted students.	# of beneficiaries will have the opportunity to stay in school by assisting them with tuition fees # of targeted students will be able to pass the final exam and continue their education in the following academic year 75 % of students show improvement and have access to different schooling programs 900 students enrolled back to school due to improved learning environment (300 x 3 schools)	<ul style="list-style-type: none"> <li>- Activity completion report</li> <li>- Photos</li> <li>- Post distribution survey</li> <li>- Students registration lists</li> <li>- Completion certificate from MoE Syria</li> </ul>	<ul style="list-style-type: none"> <li>- Schools are willing to cooperate in the education activities</li> <li>- Potential drop out students are encouraged and motivated to re-enter or stay in schools</li> <li>- Stable security environment</li> <li>- Appropriate staff and incentive workers can be hired and retained</li> <li>- Staff and incentive workers have access to the targeted areas</li> <li>- Government grants project approvals and necessary permissions in a timely manner</li> </ul>
<b>Outcome 8: Strengthening Capacities</b> Strengthen skills of staff, CBO's, L/NGO's and CRO's	% of targeted organizations demonstrate an increase knowledge and skills in humanitarian program implementation and standards	<ul style="list-style-type: none"> <li>- Pre-post assessment relating to knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of qualitative training leads to effective participation of refugees</li> </ul>

Outputs	Objectively verifiable indicators	Source of verification	Assumptions
<b>Output 1: Shelter/NFI</b> 1.1. Diaconal services and church places have been renovated and targeted population have access to high quality non-food items	7 places will be renovated 1000 HHs receive NFI kits (MECC Syr) <b>1,000 families receive vouchers for NFI kits (LWF Syr)</b>	- Completion reports of renovated places - Procurement documentation - Distribution lists	- Documentation of places in need for rehabilitation are available - Local Ecumenical committee to supervise the renovation works is in place - Materials, contractors are available in the market - Names of IDPs households from NE Syria are available
<b>Output 2: Food Security</b> 2.1. Targeted population have improved access to high quality food items	3500 HHs/ IDP's receive high quality food parcels (1500 DSPR Jor, 2000 MECC Syria) <b>1,000 families receive food vouchers (LWF Syr)</b>	- Signed distribution lists - Procurement documentation - Interim/Final reports - Medical Referrals Record - Evaluation and feedback reports	- Food parcels contents meet the needs and demands of refugees - Food materials are available in the market
<b>Output 3: WASH</b> 3.1. IDPs and host community members have access to part time job and income by collecting garbage through Cash for Work activities and families in targeted areas have access to live in clean areas with better environment conditions  3.2. Garbage disposal has increased through installation of 50 garbage bins with a capacity of 1500 litre in appropriate places.	75 workers receive cash for work for garbage collection 5000 families have improved living conditions (MECC Syr)  50 garbage bins distributed (MECC Syr)	- Cash for Work contract - Attendance sheets - Photos - Project reports  - Distribution lists - Procurement documentation  - Pre- and post-tests - Attendance records	- Places are ready for intervention with approval from concerned municipalities - Trained staff are available and willing to collaborate in the project activities - Required materials and trucks are available in the market. - Places to move the garbage to are available - Distributed public garbage bins are not stolen by the community

Outputs	Objectively verifiable indicators	Source of verification	Assumptions
3.3. Targeted community members have been trained on WASH promotion and will transfer the knowledge to their families and neighbours.	5000 community members receive awareness materials on WASH related topics (MECC Syr)	- Procurement documents flyers	
3.4. Support Families, Women and children in improved hygiene practices	340 children receive hygiene kits 1,000 women receive dignity kits 1,000 families receive hygiene kits (LWF Syr)	- Distribution lists - Procurement documentation	
<b>Output 4: Health</b> 4.1. Women among refugees and host community will have access to health and nutrition awareness courses and receive hygiene and dignity kits	320 refugee and host community members have increased knowledge about nutrition 320 refugee and host community members have increased access to hygiene and dignity kits (MECC Leb) 1980 participants (men and women) have increased knowledge on nutrition and health during (DSPR Jor)	- Pre- and post-tests - Attendance records - Trainers evaluation forms - Beneficiary evaluation forms - Home visits - Photos - Focus groups discussions	- Nurse and specialized lecturers willing to lead the courses - Specialized treatment/ medication/ doctors available - Stable political and security environment
4.2. Refugees and vulnerable host community have access to partial cancer treatment	100 men and women received cancer treatment ( 80 MECC Syr, 20 MECC LEB)	- Medical tests - Interviews and home visits - Photos - Distribution lists - Case study - Follow-up with Doctors	- Records of patients are available - Chemotherapy doses and medication are available
4.3. Identified beneficiaries have access to medical referral services	1500 identified cases referred for further treatment (DSPR Jor)	- Case Management files - Reports medical institutions	- Continuous feedback from referred cases is received



Outputs	Objectively verifiable indicators	Source of verification	Assumptions
			- As referrals are costly, DSPR will seek contribution from other organizations
<b>Output 5: Protection and Psycho-social Support</b> 5.1. Adults and children benefit from psychosocial support programming and are better able to cope with their traumas  5.2. Cash for workers have an increased monthly income	# of girl/boy and women/men receive PSS support through workshops, trainings, counselling and recreational activities (DSPR Jor & Leb) 805 refugees and vulnerable Jordanians receive structured and unstructured PSS services # of women and children referred to services (medical, legal, psychosocial, education, social services, etc) (LWF Jor)  300 conflict-affected children (6-8yo) access PSS activities 2 outdoor activities are conducted 300 children (6-8 yo) make puppets Conflict-affected youth (13-15 yo) engage in 11 social initiative sessions (LWF Syr)  37 cash for workers receiving a monthly income ( LWF Jor)	- Attendance sheets beneficiaries - Pre- and post-tests - Survey and interview documents - Beneficiaries selection lists - Field visits reports - Feedback and evaluation reports - Focus Group Discussions - Case Management files  - Cash for Worker contracts - Monthly attendance sheets - Payment lists for Cash for Workers	- Beneficiaries are willing to participate in projects and are not displaced outside of the project catchment area. - Access to the project areas and timely government approval is obtained  - Appropriate Cash for Workers can be hired and retained
<b>Output 6: ERL</b> 6.1. Women and men have access to vocational and/or business skill training and have an increased	350 women completed vocational training and or special home care and have increased knowledge on trained	- Pre-post tests - Trainers evaluation reports - Attendance sheets	- Trainees are able and allowed to leave home for such a long time

Outputs	Objectively verifiable indicators	Source of verification	Assumptions
knowledge and improved skills on the trained vocations and will receive start up kits to be able to start generating income.	<p>topics with start-up kits being distributed (MECC Leb)</p> <p>36 workshops on SYB, productive homes and on production kitchens completed</p> <p># of women receive vocational training</p> <p># of beneficiaries enrolled in advanced business training</p> <p>20 SME loans issued to eligible beneficiaries (DSPR Jor)</p> <p>140 youth and 50 youth who lost their business completed vocational training and business start-up courses and have improved vocational and business knowledge</p> <p>35 grants offered to skilled people who lost their income to recover their businesses</p> <p>85% of targeted youth will report positively about the impact of VT courses and business start-up training and on how the program alleviated their economic burden and became self-reliant economically.</p> <p>75% of youth who attended the advanced business training will report about the importance of such knowledge to initiate their own businesses.</p> <p>90% of youth receiving financial grants to recover their own business report on how the program developed their</p>	<ul style="list-style-type: none"> <li>- Beneficiary evaluations</li> <li>- Event completion reports</li> <li>- HH visit documents</li> <li>- Photos</li> <li>- Meeting Minutes</li> <li>- Interviews</li> <li>- Focus Group Discussions</li> <li>- Results of graduation scores</li> <li>- Results of received business plans and evaluation grid of the committee.</li> <li>- Evaluation of project</li> </ul>	<p>Facilities and training places are available</p> <ul style="list-style-type: none"> <li>- Trainers with the right technical skills can be found</li> <li>- Students remain committed throughout the training and do not drop out</li> </ul>

Outputs	Objectively verifiable indicators	Source of verification	Assumptions
	financial self-reliance and open new job opportunities to others (MECC Syr)		
<p><b>Output 7: Education</b></p> <p>7.1. Syrian and Lebanese students in member churches schools will have access to financial support to cover their tuition fees thus remain in school</p> <p>7.2. Students (boys/girls) in grade 9&amp;12 facing learning problems will have access to be registered in special afternoon remedial classes in private schools or educational institutions and boys and girls (children) and youth receive special courses for better achievement.</p> <p>Access of quality education to the targeted students through supporting school kits</p> <p>7.3. Quality education access to be supported by rehabilitating schools and partially damaged schools have been rehabilitated. Basic classroom</p>	<p>500 students are financially supported to pay their tuition fees (300MECC Leb, 200 MECC Syr)</p> <p>35 students registered in the support programs succeed in the classes they are registered in or join universities (DSPR Leb)</p> <p>150 students (grades 9 and 12) enrolled in remedial classes in private institutes (MECC Syr)</p> <p>550 students received school kits/uniform (LWF Syr)</p> <p>300 conflict-affected children (6-8 yo) access educational activities (daily mini meals) LWF Syr</p> <p>3 schools rehabilitated (FCA Syr)</p> <p>24 classrooms furnished (8 classroom x 3 schools) (FCA Syr)</p>	<ul style="list-style-type: none"> <li>- School enrolment forms</li> <li>- School support satisfaction</li> <li>- Students parents satisfaction</li> <li>- Home visits</li> <li>- Report cards</li> <li>- Photos</li> <li>- Pre- and post-tests</li> <li>- Monitoring visits</li> <li>- Attendance sheets</li> <li>- Focus Group Discussions</li> <li>- Photos</li> <li>- School records and school reports</li> <li>- Interviews with parents and teachers</li> <li>- Activity completion report</li> <li>- Photos</li> <li>- Distribution lists</li> <li>- Procurement documentation</li> <li>- Post distribution survey</li> </ul>	<ul style="list-style-type: none"> <li>- Local administrative units and other stakeholders are supporting, responding and participating in activities</li> <li>- Private centres are available to offer this service</li> <li>- Students want to participate in the education program activities</li> <li>- Appropriate staff and incentive workers can be hired and retained</li> <li>- Staff and incentive workers have access to the targeted areas</li> <li>- Government is willing to select schools in need of rehabilitation</li> <li>- Receiving approval from government to access location</li> <li>- Materials available on the local market</li> </ul>

Outputs	Objectively verifiable indicators	Source of verification	Assumptions
furniture and teaching and learning materials provided			
<b>Output 8: Capacity Building</b> 8.1. Increased knowledge and capacity for volunteers and staff of local stakeholders dealing with the issuance of SME loans	2 capacity building workshops for volunteers conducted 2 of capacity building workshops for board and staff conducted (DSPR Jor)	- Evaluation and feedback of training sessions - Workshop facilitator reports - Action Plans resulting from workshops - Pre- and post-tests of knowledge and skills	- Cooperation with related stakeholders whom dealing with SME Loans is ensured

Activities	Pre-conditions
<b>Output 1: Shelter/NFI</b> 1.1.1. Renovation of 7 diaconal services and church places 1.1.2. Distribution of non-food items to 1000 HHs (LWF Syr)	- Identify and select places to be renovated - Selection of beneficiaries
<b>Output 2: Food Security</b> 2.1.1. Approve food parcel contents through several activities with beneficiaries 2.1.2. Bid for offers 2.1.3. Select the targeted communities 2.1.4. Conduct local studies to select beneficiaries 2.1.5. Prepare final beneficiaries lists 2.1.6. Coordinate with related societies 2.1.7. Prepare distribution timetable 2.1.8. Distribute food parcels 2.1.9. Conduct feedback session of two weeks of distribution (DSPR Jor) 2.1.10. Distribution of 2000 parcels to IDPs (MECC Syr) 2.1.11 Distribution of food vouchers for 1000 HHs (LWF Syr)	- Selection of beneficiaries - Prepare and train voluntary teams on distribution mechanism

Activities	Pre-conditions
<p><b>Output 3: WASH</b></p> <p>3.1.1. 75 individuals will participate in Cash for Work activities to collect garbage and earn an income</p> <p>3.2.1. Distribution of 50 steel garbage bin with a volume of 1500 litre in targeted areas</p> <p>3.3.1. WASH promotion sessions attended by 150 families with children on the best hygienic practices at home and in wider communities (MECC Syr)</p> <p>3.4.1. Distribution of hygiene kits to 340 children</p> <p>3.5.1. Distribution of dignity kits to 1,000 women</p> <p>3.6.1. Distribution of hygiene kits to 1,000 families</p>	<ul style="list-style-type: none"> <li>- Financial support to conduct the activities will be ready on time</li> <li>- Good monitoring staff to do the monitoring and evaluation on time</li> <li>- Stable security and political situation</li> </ul>
<p><b>Output 4: Health</b></p> <p>4.1.1. Enrolling 400 women in health awareness program in groups of up to 30/group</p> <p>4.1.2. Engaging women in topics discussed</p> <p>4.1.3. Appointing appropriate public health lecturers to give sessions</p> <p>4.1.4. Procurement/tenders of hygiene and dignity kits</p> <p>4.1.5. Distribution of Hygiene and dignity kits</p> <p>4.1.6. Pre-Post evaluations Home visits/lessons learned</p> <p>4.1.7. M&amp;E (MECC Leb)</p> <p>4.1.8. Select targeted communities</p> <p>4.1.9. Select targeted beneficiaries</p> <p>4.1.10. Select human resources (experts)</p> <p>4.1.11. Build terms of reference for health and nutrition sessions</p> <p>4.1.12. Prepare educational materials</p> <p>4.1.13. Conduct the training sessions</p> <p>4.1.14. Conduct evaluation and feedback sessions</p> <p>4.1.15. Redesign the program according to evaluation and feedback outcomes (DSPR Jor)</p> <p>4.2.1. Identification and selection of 20 cancer patients (m/f) in need of financial support</p> <p>4.2.2. Collecting Doctors reports and diagnosis</p> <p>4.2.3. Coordination treatment with patient/s doctors - case by case</p> <p>4.2.4. Purchasing medication, paying for treatments: coordination with hospitals and doctors</p> <p>4.2.5. Follow-up medical records of targeted patients and monitoring the case for additional support by other sources when and if need be</p>	<ul style="list-style-type: none"> <li>- Beneficiary data updated</li> <li>- Trainers and staff availability</li> <li>- Market availability for kits</li> <li>- Transportation secured</li> <li>- Stable security and political situation</li> <li>- Prepare adequate training and facilitation manuals</li> <li>- Implement sample interviews with selected families to explore the culture of refugees towards health and nutrition</li> <li>- Medication availability</li> <li>- Staff being recruited with the right medical knowledge</li> </ul>

Activities	Pre-conditions
<p>4.2.6. Final report, success stories and lessons learned (MECC Leb)</p> <p>4.2.7. 200 cancer-patients will receive a follow-up chemotherapy doses and medication for a period of 6 months. (MECC Syr)</p> <p>4.3.1. Select targeted beneficiaries</p> <p>4.3.2. Select the individuals who are in need for medical referral</p> <p>4.3.3. Conduct primary interview</p> <p>4.3.4. Select resources related to treatment and follow-up</p> <p>4.3.5. Referrals</p> <p>4.3.6. Follow-up</p> <p>4.3.7. Evaluation (DSPR Jr)</p>	<p>- Sufficient external pathways available to make referrals to</p>
<p><b>Outcome 5: Protection and Psycho-social Support</b></p> <p>5.1.1. Select targeted communities and beneficiaries</p> <p>5.1.2. Develop terms of reference of Psychosocial component</p> <p>5.1.3. Select subject matter specialists and specialists prepare educational and counselling materials</p> <p>5.1.4. Plan for the program and prepare needed training resources</p> <p>5.1.5. Conduct training program and evaluation and feedback and adjust program according to feedback</p> <p>5.1.6 Continue the program (DSPR Jor)</p> <p>5.1.7. PSS Children, women, and men Programming (18 groups each)</p> <p>5.1.8 Psychosocial programs including counselling and special entertaining and outdoor activities are conducted (DSPR Leb)</p> <p>5.1.9. 140 Adults and children participate in structured psychosocial support classes (f.i. IDEAL classes for kids, caregiver sessions for adults, counselling)</p> <p>5.1.10. 665 Adults and children participate in unstructured psychosocial support classes (f.i. English, ICT, Zumba, football, ping-pong, sewing, handicrafts, music) (LWF Jor)</p> <p>5.1.11. 300 conflict-affected children (6-8yo) access PSS activities</p> <p>5.1.12. 2 outdoor activities are conducted</p> <p>5.1.13. 300 children (6-8 yo) make puppets</p> <p>5.1.14. Conflict-affected youth (13-15 yo) engage in 11 social initiative sessions</p> <p>5.2.1. 8 incentive workers facilitate PSS activities and receive a monthly income (LWF Syr)</p> <p>5.2.2. 37 incentive workers facilitate PSS activities and receive a monthly income (LWF Jor)</p>	<p>- Children and youth who accept support and participate in the program</p> <p>- Government grants project approvals and travel authorizations for the project staff and incentive workers</p> <p>- Qualified staff with a protection background to be recruited</p>
<b>Outcome 6: ERL</b>	



Activities	Pre-conditions
<p>6.1.1. Selection of 200 women in need of vocational training</p> <p>6.1.2. Selection of skill to be taught</p> <p>6.1.3. Preparation of ToR</p> <p>6.1.4. Selection of trainers</p> <p>6.1.5. Signing of MoU with selected trainer/s</p> <p>6.1.6. M&amp;E</p> <p>6.1.7. Purchase of kits through tenders if need be</p> <p>6.1.8. Distribution of kits</p> <p>6.1.9. Follow-up with graduates with required support</p> <p>6.1.10. Final report, Success stories and lessons learned (MECC Leb)</p> <p>6.1.11 Open calls for registration in appropriate centres</p> <p>6.1.12 Interview and selection of 150 candidates based on minimum criteria</p> <p>6.1.13 Registration process</p> <p>6.1.14 Pre-post by trainers</p> <p>6.1.15 M&amp;E by MECC</p> <p>6.1.16 Tenders for Medical kits</p> <p>6.1.17 Purchase and distribution of kits</p> <p>6.1.18 Follow up on outreach in the community (MECC Leb)</p> <p>6.1.19. Build the terms of reference of SYB Courses, Home Gardens Component, and SME loans</p> <p>6.1.20. Adjust the training package contents based on evaluation and feedback outcomes from last year</p> <p>6.1.21. Select trainers and facilitators, and coordinate with related bodies</p> <p>6.1.22. Announcement for start-up and registration, and conducting of workshops</p> <p>6.1.23. Evaluation and feed-back/adjust and continue (DSPR Jor)</p> <p>6.1.24. 200 youth will be enrolled in vocational training and business start-up courses.</p> <p>6.1.25. 200 VT graduates and 50 skilled people whose business were disrupted will attend advanced business training course.</p> <p>6.1.26. 200 VT graduates will get their business start-up kits.</p> <p>6.1.27. 35 grants will be offered to skilled people who lost their income to recover their businesses.</p> <p>6.1.28. 50% of grantees will meet together from time to time to share their experiences, difficulties and success (building networking mechanism to share human resources or clients -if needed- with grantees).</p>	<ul style="list-style-type: none"> <li>- Vocational training centres nearby the location of trainees</li> <li>- Selection criteria in place</li> <li>- Training Curriculum in place</li> <li>- Market availability for medical kits and training materials</li> <li>- Transportation arranged</li> <li>- Outreach to community possible</li> <li>- Trainers for various activities are available to conduct the program on time.</li> <li>- Stable security situation</li> <li>- Cooperate with civil society organizations to identify there roles and avoid duplication of services</li> </ul>

Activities	Pre-conditions
<p>(MECC Syr)</p> <p>6.2.1 Cash for work are implemented for 225 households</p> <p>6.2.2 Women self-help groups are mobilized and supported for 7 groups</p> <p>6.2.3 Small Business revolving funds are issued for 7 SHGs (LWF Syr)</p>	<p>- Local stakeholders are supporting, responding and participating in project activities</p>
<p><b>Output 7: Education</b></p> <p>7.1.1. Identifying schools with most urgent needs</p> <p>7.1.2. Identifying 300 / 200 most vulnerable students (Syrian refugees/host)</p> <p>7.1.3. Finalize list with school principles</p> <p>7.1.4. Agreement with schools on number of students to be supported and amount per student</p> <p>7.1.5. Payment to be done directly to school</p> <p>7.1.6. Signing contracts with selected schools</p> <p>7.1.7. Collecting all required student documents and educational records</p> <p>7.1.8. M&amp;E</p> <p>7.1.9. Final report, home visits, interviews, lessons learned (MECC Leb &amp; Syr)</p> <p>7.2.1. Support programs to enhance the academic abilities of children and youth at all levels are offered to join schools or enter universities (DSPR Leb)</p> <p>7.2.2. 200 students (grades 9 and 12) enrolled in remedial classes in private institutes (MECC Syr)</p> <p>7.2.3. Distribution of 550 school kits to children (LWF Syr)</p> <p>7.2.4. 300 conflict-affected children (6-8 yo) access educational activities (daily mini meals) LWF Syr</p> <p>7.3.1. Rehabilitation of 3 non-functioning schools (LWF Syr)</p> <p>7.3.2. Rehabilitation of 3 non-functioning schools with dignified WASH facilities</p> <p>7.3.3. Provision of classroom furniture and teaching &amp; learning materials to 3 rehabilitated schools (FCA)</p>	<p>- Children and youth who are willing to attend school</p> <p>- Schools have been selected</p> <p>- Schools willing to cooperate and confidentiality safeguarded</p> <p>- Stable security situation</p> <p>- qualified teachers selected as well as institutes that are ready to cooperate with ACT member in implementing the program</p> <p>- special education curriculum</p> <p>- Approval received of MoE Syria</p> <p>- Host government policies remain stable for the emergency response</p>
<p><b>Outcome 8: Capacity Building</b></p> <p>8.1.1. Select targeted communities and beneficiaries, formulate voluntary teams</p> <p>8.1.2. Build terms of reference for voluntary teams and determine the training needs of voluntary teams</p> <p>8.1.3. Build and select training materials and locations</p> <p>8.1.4. Plan for and conduct training programs</p> <p>8.1.5. Evaluation and feed back</p>	<p>- Ensure the availability of loans in order to facilitate receiving loans</p> <p>- Ensure participation of concerned bodies such as VTC's, Ministry of Agriculture in the program.</p>

Activities	Pre-conditions
8.1.6. Adjust and continue (DSPR Jor)	- Cooperation with related bodies whom dealing with SME Loans

#### Annex 4 – Risk Analysis

<b>Risk</b>	<b>Internal / External</b>	<b>Likelihood of occurring (high / Medium / low)</b>	<b>Impact on project implementation (high / Medium / low)</b>	<b>How the risk is monitored and mitigation strategy in place to minimize this risk</b>
Deterioration in safety and security conditions in areas of planned project implementation, limiting access to affected populations (Lebanon, and North East and North West Syria)	External	Medium	High	Being part of the security working group and receiving regular security updates from UNDSS.  Having local staff on the ground who advise management on changes to the security context.
Donor fatigue among related organizations, churches and institutional donors resulting in an overall decrease in funding for the Middle East	External	High	High	Build relationships with (potential new) donors, create Country Strategy to focus new donor proposals, attend cluster and coordination meetings to get the name of the ACT members out there. Continue to advocate for the needs on the Middle East.
Climate change worsen the situation for beneficiaries	External	Medium	High	Increase advocacy on the risks of climate change and implement climate adaptive approaches on our projects
Capital control in Lebanon due to the current demonstration and economic situation with high restrictions on internal and external transfers of funds especially for programs in Syria.	External	High	High	Consult with donors if they can get permission from their banks to transfer humanitarian fund directly to Syrian banks and not through Lebanon or Jordan and to consult with Lebanese banks on appropriate solutions to get money on time so that programs are not affected or delayed

Government approvals for projects are not obtained or heavily delayed	External	Medium	Medium	Have good working relationships with the ministries, having a dedicated government liaison officer. Include in the project design sufficient time to get the government approval
High staff turnover due to the decreased funding levels and downsizing the organization size	Internal	Medium	Medium	Offer competitive salary package, creating a positive team spirit in the office, organizing team building events, seeking to promote staff internally

Annex 7 – Summary Table

Summary	MECC (Lebanon)	MECC (Syria)	LWF (Jordan)
Implementation period	From 1 April 2020 to 31 December 2020 Total duration: 9 months	From 1 April 2020 to 31 December 2020 Total duration: 9 months	From 1 January 2020 to 31 December 2020 Total duration: 12 months
Geographical area	Mount Lebanon, Bekka, South and the North	Syria/Damascus, Rural Damascus, Aleppo, Daraa, Coastal Area and other governorates	Amman, Irbid, Zaatari Camp, Mafraq
Sectors of response	<input type="checkbox"/> Shelter / NFIs <input type="checkbox"/> Food Security <input type="checkbox"/> WASH <input checked="" type="checkbox"/> Health / Nutrition  <input type="checkbox"/> Other sector:	<input checked="" type="checkbox"/> Shelter / NFIs <input type="checkbox"/> Food Security <input checked="" type="checkbox"/> WASH <input checked="" type="checkbox"/> Health / Nutrition  <input type="checkbox"/> Other sector:	<input type="checkbox"/> Shelter / NFIs <input type="checkbox"/> Food Security <input type="checkbox"/> WASH <input type="checkbox"/> Health / Nutrition  <input type="checkbox"/> Other sector:
Targeted beneficiaries (per sector)	Total: 1070 Education: 300 Health and nutrition: 420 Livelihood: 350	Total: 16015 individuals/3150 HH Shelter & NFI: 3000 HHs + 15000 individuals WASH: 150 HH+75 individuals Education: 400 Health and Nutrition: 200 ER/Livelihood: 340	Total: 842 Protection/PSS: 842 individuals
Requested budget (USD)	US\$ 555,484	US\$ 1,704,387	US\$ 358,105



Summary	DSPR Jordan	DSPR (Lebanon)	FCA (Syria)
Implementation period	From 1 January 2020 to 31 December 2020 Total duration: 12 (months)	From 1 January 2020 to 31 December 2020 Total duration: 12 (months)	From 1 April 2020 to 31 December 2020 Total duration: 9 (months)
Geographical area	Balqa, Amman (Middle) Souf, Jerash, Irbid, Husn (North), Kerak, Aqaba, Madaba (South), Zarqa(East)	South-Tyre, Sidon, Ein-el-Hilweh camp, Na'meh village North- Dbayeh camp East-Ba'lbeck	Syria
Sectors of response	<input type="checkbox"/> Shelter / NFIs <input checked="" type="checkbox"/> Food Security <input type="checkbox"/> WASH <input checked="" type="checkbox"/> Health / Nutrition  <input checked="" type="checkbox"/> Other sector: Capacity Development	<input type="checkbox"/> Shelter / NFIs <input type="checkbox"/> Food Security <input type="checkbox"/> WASH <input type="checkbox"/> Health / Nutrition  <input type="checkbox"/> Other sector:	<input type="checkbox"/> Shelter / NFIs <input type="checkbox"/> Food Security <input type="checkbox"/> WASH <input type="checkbox"/> Health / Nutrition  <input type="checkbox"/> Other sector:
Targeted beneficiaries (per sector)	total 1500 HH, 4796 individual Food Security: 1500 HH Health/Nutrition: 1980 (1380F, 600M) Protection/PSS: 1440 (1200F, 240M) ERL: 1280 (1270 F, 10M) Capacity Development: 96	Total: 105 Protection/PSS: 70 Education: 35	Total: 900 student Education: refurbishing 3 schools
Requested budget (USD)	US\$ 966,622	US\$ 148,265	US\$ 199,923

Summary	LWF (Syria)
Implementation period	From 1 January 2020 to 31 December 2020 Total duration: 12 (months)
Geographical area	Damascus (city and Rural), Qamishli, Hassakeh, Aleppo, Homs, and Tartous
Sectors of response	<div> <input checked="" type="checkbox"/> Shelter / NFI's         <input checked="" type="checkbox"/> Protection / Psychosocial       </div> <div> <input checked="" type="checkbox"/> Food Security         <input checked="" type="checkbox"/> Early recovery / livelihoods       </div> <div> <input checked="" type="checkbox"/> WASH         <input checked="" type="checkbox"/> Education       </div> <div> <input type="checkbox"/> Health / Nutrition         <input type="checkbox"/> Unconditional cash       </div> <div> <input type="checkbox"/> Other sector:       </div>
Targeted beneficiaries (per sector)	Total: 1500 - PSS 54 group sessions, 8 events - NFI : 1000 Food Security :1000 - 550 students receive kits
Requested budget (USD)	US\$ 341,650

## Annex 10 – Security Risk Assessment

### **Principal Threats:**

Threat 1: Deterioration in safety and security conditions in areas of planned project implementation, limiting access to affected populations.

Threat 2: Vehicle accidents among staff driving to/from assessment locations, project sites, and coordination meetings in the field.

Threat 3: Restricted access for NGOs or closure of check points in and out of refugee camps.

Threat 4: Riots and demonstrations in the host community and/or camp settings, which may impact access to affected populations and threaten safety and security of NGO staff.

Threat 5: Sexual harassment and/or assault of NGO staff and/or affected populations.

<i>Impact</i> <i>Probability</i>	Negligible	Minor	Moderate	Severe	Critical
<b>Very likely</b>	Low	Medium	High	Very high	Very high
<b>Likely</b>	Low	Medium	High Threat 2	High	Very high
<b>Moderately likely</b>	Very low	Low	Medium Threat 5	High Threat 4	High Threat 1
<b>Unlikely</b>	Very low	Low	Low	Medium	Medium Threat 3
<b>Very unlikely</b>	Very low	Very low	Very low	Low	Low