ACT Alliance

Syria Protracted Crisis - Developing the Resilience of Affected People and Emergency Response for Affected Communities of Syria-Türkiye Earthquake

Appeal

SYR231 – Revision 1

ACT Alliance

SECRETARIAT: 150, route de Ferney, P.O. Box 2100, 1211 Geneva 2, Switzerland
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## Project Summary Sheet

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Syria Protracted Crisis - Developing the Resilience of Affected People and Emergency Response for Affected Communities of Syria-Türkiye Earthquake</th>
</tr>
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<tbody>
<tr>
<td>Project ID</td>
<td>SYR231</td>
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<tr>
<td>Location</td>
<td>Syria</td>
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</table>
| Project Period| Start Date: 1 January 2023  
End Date: 31 December 2024  
No. of months: 24 months                                                                 |
| Requesting Forum | Syria ACT Forum  
The ACT Forum officially endorses the submission of this Appeal |
| Requesting members |  
- Middle East Council of Churches - MECC  
- Department of Ecumenical Relations and Development of the Greek Orthodox Patriarchate of Antioch and all the East - GOPA-DERD  
- Christian Aid - CA  
- Swiss Church Aid - HEKS/EPER  
- Lutheran world Federation - LWF |
| Contact |  
Name: Jana Nasr  
Email: actalliance.syria.coordinator@gmail.com  
Other means of contact (whatsapp, Skype ID): +961 70 643 922 |
| Local partners | CA will work with one local partner in northwest Syria. For confidentiality / security, their name has been left off of the appeal but more details can be directly provided to funding members.  
LWF:  
- Caritas Syria- Aleppo  
- Another local partner- still in process to identify. |
| Thematic Area(s) | ☒ Cash and Vouchers  
☐ Camp Management  
☐ Disaster Risk Management  
☒ WASH  
☒ Livelihood  
☒ Health  
☐ Disaster Risk Management  
☐ Other: _______________  
☒ Shelter and household items  
☒ Food and Nutrition  
☒ MHPSS and CBPS  
☒ Gender  
☒ Education  
☒ Advocacy |
| Project Outcome(s) |  
1.1 People affected by the conflict received multi-sectoral (WASH, Education, health and Energy) support to alleviate their hardship through a coordinated approach.  
1.2 People affected by Syria-Türkiye earthquake receive multi-sectoral (Food, WASH, Health, NFI's, CASH and Shelter) lifesaving humanitarian support.  
2.1 People affected by the conflict receive support and training to find jobs or means of livelihood.  
2.2 People affected by the conflict given the necessary access to emergency mental health and psychological well-being support  
2.3. People affected by the conflict were given the necessary access to nutritious food.  
2.4 Institutions restored / rehabilitated in conflict affected areas to allow citizens to regain some normalcy and independency  
3.1 Members, partners and churched capacities are strengthened through awareness and Social cohesion is promoted among targeted communities |
1. Provide multi-sectorial humanitarian support to people affected by the Syrian conflict in all governorates and Northern Syria
2. Build on the resilience of the people affected by the conflict by providing livelihood, PSS and restoration support
3. Enable the community to be agents of change by capacity building and advocacy on different issues

**Target Recipients**

<table>
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<tr>
<th>Profile</th>
<th>Refugees</th>
<th>IDPs</th>
<th>Host population</th>
<th>Returnees</th>
<th>Non-displaced affected population</th>
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</thead>
</table>

No. of households (based on average HH size): 300,000

Sex and Age Disaggregated Data:

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<th>Sex and Age</th>
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<td>0 - 5 yrs</td>
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5% of CA target will be PwD’s

*Total Beneficiary Number: 1,532,986*

**Project Budget (USD)**

11,166,997 USD

**Reporting Schedule**

<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation report</td>
<td>7 March 2023</td>
</tr>
<tr>
<td>Bi-weekly SitReps (1st SiteRep covering till 28/2/2023,) for the 1st 3 months, and then Quarterly</td>
<td></td>
</tr>
<tr>
<td>9 months Reports (narrative and financial)- Emergency Funds- back donor request- cover till 31/10/2023</td>
<td>30 November 2023</td>
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<tr>
<td>Interim Reports (narrative and financial)</td>
<td>31 January 2024</td>
</tr>
<tr>
<td>Final narrative and financial report (60 days after the ending date)</td>
<td>28 February 2025</td>
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<tr>
<td>Audit report (90 days after the ending date)</td>
<td>31 March 2025</td>
</tr>
<tr>
<td>External Evaluation</td>
<td>31 May 2025</td>
</tr>
</tbody>
</table>
Please kindly send your contributions to the following ACT bank account:

**US dollar**
Account Number - 240-432629.60A
IBAN No: CH46 0024 0240 4326 2960A

**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 [00 Appeals reports](#). The ACT spreadsheet provides an overview of existing pledges/contributions and associated earmarking for the appeal.

Please inform the Director of Operations, Nancy Ette and Head of Humanitarian Affairs, Niall O’Rourke to the following email address: Humanitarian Team <humanitarianfinance@actalliance.org> of all pledges/contributions and transfers, including funds sent direct to the requesting members. Please also be sure to inform us at the time of your pledge of any back donor or other special requirements relevant to the donation. In line with Grand Bargain commitments to reduce the earmarking of humanitarian funding, if you have an earmarking request in relation to your pledge, a member of the Secretariat’s Humanitarian team will contact you to discuss this request. We thank you in advance for your kind cooperation.

**For further information, please contact:**

**Middle East and North Africa**
ACT Regional Representative, Rachel Luce ([Rachel.Luce@actalliance.org](mailto:Rachel.Luce@actalliance.org))
Humanitarian Advisor, George Majaj ([George.Majaj@actalliance.org](mailto:George.Majaj@actalliance.org))

Visit the ACT website: [https://actalliance.org/](https://actalliance.org/)

**Niall O’Rourke**
Head of Humanitarian Affairs
ACT Alliance Secretariat, Geneva
BACKGROUND

Context and Needs

After nearly 12 years of conflict, and an earthquake of 7.8 magnitude that hit its foundation, Syria remains a complex humanitarian and protection emergency characterized by ongoing hostilities and their long-term consequences, including widespread destruction of civilian infrastructure, economic collapse, explosive ordnance contamination, Covid 19, and one of the largest number of internally displaced people in the world. An earthquake with a magnitude of 7.8, with at least 1,200 aftershocks have been reported, followed by a second earthquake of 7.5 magnitude, at a depth of 17.925 km (11.14 miles) has occurred at Central Turkey near the city of Gaziantep, as reported by the National Earthquake Information Center (NEIC) of the USGS on February 06, 2023, 01:41:15 UTC.

Analysis indicates that this is a very strong earthquake, and it is very shallow (shallower quakes generally tend to be more damaging than deeper quakes). Widespread building collapse has been reported in southeast Turkey and northern Syria. The earthquake was also felt across Lebanon, Cyprus and the region while it is expected that aftershocks which may be at the same intensity as the initial earthquake will be felt for weeks. There have been more than 23,000 deaths reported as at the 11th of February between Turkey and Syria, with 14,014 in Turkey and 4,377 in Syria, and almost 7,700 people injured in Syria. With thousands of collapsed buildings, (around 1,765 totally destroyed and 5,571 partially destroyed), in addition to 115 schools were destroyed in Aleppo, Hama, and Lattakia cities. Many people remain trapped under the debris of collapsed buildings, rescue and search are fearing its too late finding anyone alive under the rubble. Flooding has been reported in displacement camps due to inclement winter weather.

In many ways, the humanitarian needs across the whole of Syria are currently at their highest since the start of the conflict, and households are reverting to negative coping mechanisms more frequently than before. This includes child labour, child marriage, sale of productive assets, and borrowing (69% of households have taken on more debt since mid-2020) – all of which increase protection needs and/or reduce households’ capacity for self-sustenance in the future. As household resilience decreases, humanitarian needs increase.

- Across the whole of Syria there are 14.6 million people (67% of the total population) who require support to meet their needs, an increase of 1.2 million people from 2021.
- 6.9 million are internally displaced people (IDP) - many having been displaced multiple times and up to 80% of those are internally displaced and in need of assistance are women and girls.
- 5.37 million people affected by the quake will need shelter assistance across the country, according to the Syria representative of the UN high commissioner for refugees, Sivanka Dhanapala.
- The small area of opposition held northwest (NW) Syria is home to some of the most severe humanitarian needs and densely populated camps. The population is over 4.4 million alone and 93% of those are in need of assistance - virtually everyone. Over 2.8 millions of those residing in the NW (over half) are IDPs, and 1.7 million of them living in overcrowded camps or informal settlements that lack access to basic services. Over half of those in camps are under the age of 18.
- The constant threat of violence, repeated displacement, and lack of available services has a profound impact on the psychological wellbeing and education of children and young people. More than 75% of Syrian children in the NW displace PTSD symptoms and need critical MHPSS. There has also been an increase in attempts and suicides amongst children, this is incredibly worrying and shows how desperate and hopeless the situation has become.

Since the beginning of 2022, Syria has faced an accelerated economic collapse, which is the worst economic crisis since the conflict began. The attempt of the Central Bank of Syria to change its official exchange rate of the SYP towards the USD is unfortunately not catching up to what is actually happening in the market and in everyday life of those who suffer the most. The ongoing economic collapse has made people’s access to basic

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1 WHO: Earthquake - Health Situation dashboard- Feb 2023, NWS. Microsoft Power BI
2 Syrian Arab Republic: Humanitarian Country Team (HCT) Coordinated Response Flash. Update #6 - Earthquake
3 UNICEF annual report, 2022
5 Country profile, Syria, The Economist Intelligence Unit, 2022. 27 June 2022
services across Syria more difficult, hampered by damaged infrastructure, lack of critical supplies, and a
decreasing purchasing power, including challenges to safe and free movement.
The situation has been exacerbated by the COVID-19 pandemic, which has affected the entire socio-economic
system and has led to a dramatic loss of livelihoods across the country. The impact of this is expected to be
the hardest for 90 per cent of the Syrian population who are living below the poverty line. Due to COVID-19,
there has been a decrease of 19.8 percent in the average number of employees in the Micro, Small and
Medium Enterprises (MSME) sector. The unemployment rate was estimated at close to 50 per cent of the
working-age population at the end of the first quarter of 2021. In particular, there was a decrease in
employment of 18.2% for males and 19.7 % for females. Most enterprises lost significant revenue ranging
from 40 percent to 100 percent, and about 13% had to close their operations. The impact on livelihoods and
the gloomy economic prospects poses an even higher risk of individuals joining armed groups and committing
crimes, and due to the fear of livelihoods loss, parents are encouraging early marriages and sending their
children to work more, and some 2.45 million children inside Syria are out of school, while 1.6 million are at
risk of dropping out.

Add to this the more recent Cholera outbreak in September 2022\textsuperscript{6}, and the 2023 earthquake which is
challenging a health system that is struggling to meet existing basic needs. As well as the uncertainty around
the renewal of the UN cross-border mechanism in January 2023. With few viable alternatives to it, this would
affect millions of already vulnerable Syrians in the NW of the country, during the harsh winter months.
The ongoing Unilateral Coercive Measures imposed on Syria are aggravating the vulnerability of the Syrian
population at several levels: Affecting the access to basic services provided by the state, impeding the
rehabilitation of damaged infrastructure, limiting the import of essential materials such as agricultural inputs
or crude oil derivates and creating goods shortages. UCMS are thus significantly destabilizing the economy,
impacting the energy sector (leading to prolonged electricity outages, constantly increasing transportation
costs and increasing the need for humanitarian aid.

According to the UNOCHA situation report\textsuperscript{7}, the primary needs identified include:
1) heavy machines for debris removal, 2) cash distribution, 3) tents, isolation sheets and NFIs, 4) heating materials,
5) emergency food and bread assistance, 6) water trucking and garbage removals, 7) ambulances and medicines,
8) fuel for hospitals and health centers, 9) rental trucks and vans to transport people, 10) reception centers for IDPs and 11) safe
spaces for women and girls. These needs were in line with preliminary findings of the assessments that ACT
Alliance members in Syria are undertaking, and based on these findings, the response was designed.

Major power outage has resulted in fuel shortages in hospitals. Hospitals and blood donation centers need
support to treat the injured and are operating with limited resources. The Health Cluster report that urgent
medical needs in hospitals include serums, gauze bandages, painkillers, medical plaster and blood bags.
Other urgent needs include fuel for generators and heating as well as burial bags.

Supplies of daily bread is a primary priority need currently many people are reported to only have received
limited water, apples or bread slices.

According to the HNO 2022, needs continue to be high in all areas of Syria and for all sectors, compounded by
the challenge of less funding according to the overall estimated budget.

Food and Nutrition: prices are on the rise while food availability is decreasing. The top barrier to accessing
food is the inability to afford essential food items. A deepening economic crisis, coupled with the significant
destruction of infrastructure over a decade of conflict primarily by the Syrian government and its allies, have
led to severe wheat shortages. As the situation only gets work, a necessary sustainable food access approach
is needed.

According to the HNO 2023, It is estimated that 12 million are facing acute food insecurity and 1.9 million
people are at risk of sliding into food insecurity. As of September 2022, the national average price of a WFP
standard reference food basket reached a new record, marking a nearly four-fold increase in the past two
years only. Furthermore, 77 percent of households in Syria reported that their income was insufficient to cover
the cost of basic needs\textsuperscript{8}.

\textsuperscript{6} Cholera outbreak in Northeast Syria – NES NGO FORUM- September 2022
\textsuperscript{7} NORTH-WEST SYRIA Situation Report Last updated: 10 Feb 2023; \url{Situation Report - North-west Syria - 10 Feb 2023.pdf}
\textsuperscript{8} WFP, ‘11 years of conflict: with hunger at historic levels, millions of Syrians hang by a thread,’ 08 May 2022, accessed on 27 June 2022.
Bread is the main food staple in Syria and therefore public bakeries provide subsidized bread for a price of around 5% of its real cost (a bread packet weighting 1.1 Kg is sold for 200 SYP while the production cost is 3,700 SYP), giving access to basic food to the most vulnerable layers of the Syrian population. To achieve this goal, a network of state-owned public bakeries across the country sells subsidized bread and is managed by the Ministry of Internal Trade and Consumer Protection (MoITCP) through the Directorate of Bakeries (DoB). The DoB is responsible for constructing bakeries, providing new or repairing bread production lines, supplying the bakeries with subsidized inputs such as wheat; yeast and fuel, recruiting bakeries’ staff and paying for their salaries as well as conducting quality assurance spot checks. Before 2011 the country produced enough wheat to satisfy domestic consumption needs. But the fractioning of the country and the UCMs (affecting importing of agricultural inputs such as fertilizers and pesticides) led to a decline in domestic wheat production and at the same time drove millions into poverty, making them even more reliant on subsidized bread in their diet.

**WASH:** Access to sufficient and affordable safe water, adequate sanitation, solid waste management and/or hygiene supplies remain a challenge for more than 2 million people in IDP sites. Systems have suffered from damage owing to hostilities, strain from years of functioning at high capacity due to the growing demand, limited or no maintenance, continuous drain of technical staff and poor water resource management, exaggerated by cascade effects of climate. According to the Humanitarian Needs Overview for 2023 (HNO 2023), 13.55 million people are in need of WASH assistance, 2.6% more than in 2022. Furthermore, according to the ICRC report on 01/10/2021, Syria now has up to 40% less drinking water than before the crisis period. All functioning water supply infrastructure depends on electricity in a context where the power generation capacity is down by 60% to 70 percent and the majority of areas are receiving less than 2 hours of grid electricity a day.

Local authorities, specifically the Ministry of Water Resources, are responsible for constructing, operating and maintaining water networks, boreholes and pumping stations. Similar to bread, water is also subsidized by the Syrian state as it charges fees that do not cover the operational costs. Since the outbreak of the Syrian crisis, water infrastructure has sustained widespread damage and suffers from the lack of electricity/fuel to pump the water due to the UCMs. In many areas, people have reduced access to potable water and are mostly relying on expensive water trucking from untrusted sources. This has contributed to an outbreak of cholera, in September 2022, with cases appearing across the country.

**Health:** needs in Syria are already significant. Thousands of children are suffering from severe malnutrition. Thousands of more people suffer from cancer, diabetes, and other chronic conditions for which treatment is limited. 70% of the sub-districts (188 out of 268) have most severe health needs and severity score of 3 and above. One million children are in need to primary health care assistance.

One of the most pressing concerns is the lack of technical staff required to deliver and maintain basic health services or to operate potable water supply systems, as a consequence of displacement, death or impairment, and lack of technical training. Half of Syria’s sub districts are at emergency levels because of the lack of healthcare workers alone.

**COVID-19 & Cholera outbreak:** the situation has been further aggravated in light of the easing of the precautionary measures for COVID-19 and the lack of proper clean water and sanitation for the most vulnerable areas. Needs are rising, especially for those with limited immunity are increasing continuously. Lack of consistent funding, vaccination hesitancy, infections among frontline health workers, high transmission rates in IDP camps, lack of oxygen supplies, limitations of the cold chain capacity, and limited technical/management capacity are further hampering COVID-19 prevention and response across Syria. The most vulnerable people already facing struggles to access clean water are in need of awareness raising, PPE, medicines, health care services, that in light of Syria’s fragile health system.

**Gender Based Violence (GBV) / Psychosocial Support:** Protection issues are a grave concern, with increasing reports of violence taking place. Women and girls are subjected to increased denial of economic resources.
and education, movement restrictions, exploitation, forced and child marriage, intimate partner and family violence, technology facilitated violence, and physical, psychological, emotional, sexual, and social violence. This violence pervades all walks of life. 19 per cent of household mentioned that women and girls feel unsafe in certain areas. 71% of communities mention that child marriage is an issue for adolescent girls.

**Education**: Some 2.4 million children, aged 5-17 years, are out of school. They represent nearly half of the about 5.52 million school-aged children. These children fall prey to child labour, early and forced marriage, trafficking, and recruitment into the fighting. More children are likely to miss out on education and are at risk of permanently dropping out. The top barrier to accessing education services is that families cannot afford to send their children to school. Support is needed in covering tuition fees, safe transportation, school supplies are essential.

**Livelihoods**: 8.7 million Syrians need early recovery and livelihoods support in the absence of decent, long-term jobs and livelihoods opportunities. The job market lost 3.7 million jobs since the crisis begun. More than 50% of the potential workforce are in need to have access to sustained employment.

**Capacity to respond**

The ACT Syria Forum (ASF) was established based on the decision of the Jordan, Syria, Lebanon (JSL) forum and on the strategy of ACT alliance to establish individual local forums to strengthen the relationships among local ACT members and local churches.

The ASF implementing members (CA, HEKS / EPER, MECC and GOPA-DERD, LWF) of this appeal are reputable organisations that have strong roots in the community either directly or through their partners, with some operating within Syria since the start of the crisis back in 2011. They also have taken part in previous humanitarian relief operations implemented as an ACT appeal in the different and respective geographical areas. Throughout, members will continue to coordinate with each other through the ASF forum.

ASF members participate directly or through their local partners 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. CA as well as HEKS/EPER are observers within the Syria International NGO Regional Forum (SIRF), CA is an active member in the Northwest Syria NGO Forum and it’s various working groups.

The members also bring technical expertise in programmatic areas, such as education in emergencies, psychosocial programming, community-led approaches (SCLR/PVCA), vocational training using the “linking Learning to Earning” (L2E) approach through the provision of educational, technical and recreational skill trainings, and supporting PWDs. The members also not only implement quality programs with consistency and determination, but also provide capacity building support to local implementing partners to enhance the learning of international standards and implementation in programming. Through working closely with local churches, LNGOs and targeted communities, members have access to and can respond in a timely manner with responsibility and accountability. Members, through local partnerships inside Syria have been able to access most areas across the whole of Syria, providing the necessary response to the most vulnerable and hard to reach areas.

**RESPONSE STRATEGY**

The Results Framework should be annexed to this appeal proposal

The ACT SYR231 appeal builds upon work undertaken in previous Syria Humanitarian response appeals. Implementation will be by ACT members and in some cases through local partners in Syria. The appeal maintains a strong focus on supporting the most vulnerable communities and protecting the rights of all and addresses the protection and assistance needs of affected Syrian people due to protracted crises, earthquake effects, economic collapse and the impact of the quick spread of COVID-19 and cholera. Through a comprehensive and holistic implementation strategy, the appeal continues to address the most pressing basic needs while and answering the devastating effects of the earthquake and adding a more sustainable approach to resilience and capacity development. Appeal requesting members will be focusing on restoring and supporting pre-existing basic services infrastructures as the most sustainable and resilience-oriented interventions and will be delivering lifeline support to areas that have suffered from the earthquake such as...
This response will focus on reducing the vulnerability of people affected by the protracted Syrian conflict, the earthquake and worsening economic situation through activities and services that enhance the ability of affected populations to lead a dignified life by enhancing their capabilities to acquire necessary tools and knowledge to become active parts in income generating activities and answer their eminent needs to lead a somewhat independent life. All interventions are participatory and inclusive with a focus on strengthening local initiatives and community-based activities and approaches. ACT Syria members will answer the needs of locals and individuals by providing sustainable solutions to the accumulated crises.

Goal

Developing the resilience of affected people as a result of the Syria Protracted Crisis and COVID-19, and responding to the urgent needs of population affected by the earthquake.

Outcomes

1.1 People affected by the conflict received multi-sectoral (WASH, Education, health and Energy) support to alleviate their hardship through a coordinated approach.
1.2 People affected by Syria-Türkiye earthquake receive multi-sectoral (Food, WASH, Health, NFI’s, CASH and Shelter) lifesaving humanitarian support.
1.3 People affected by the conflict receive support and training to find jobs or means of livelihood.
1.4 People affected by the conflict given the necessary access to emergency mental health and psychological well-being support.
1.5 People affected by the conflict were given the necessary access to nutritious food.
1.6 Institutions restored / rehabilitated in conflict affected areas to allow citizens to regain some normalcy and independency.
1.7 Members, partners and churched capacities are strengthened through awareness and Social cohesion is promoted among targeted communities.

Outputs

1.1.1. Provision of clean water access, hygiene kits and COVID-19 and Cholera awareness sessions to target population
1.1.2. Health services provided through the provision of medication to patients
1.1.3. Safe learning spaces and access to quality education through the provision of tuition support and remedial classes for targeted students
1.1.4. Provision of electricity through the installation of solar panels to schools
1.2.1 Provision of essential food items such as hot meals and food kits
1.2.2 Rehabilitate bakeries that provide essential subsidized bread to citizens
1.2.3 Medication is distributed to those affected by the earthquake
1.2.4 Hygiene kits (dignity female sanitary kits, baby kits, hygiene kits) and necessary hygiene products are distributed to those affected by the earthquake
1.2.5 Cash for work is provided for earthquake reconstruction support
1.2.6 Community awareness campaigns and capacity building for staff: earthquake awareness sessions and cholera awareness sessions are delivered as well as gender sensitive awareness for partner and community
1.2.7 Distribution of NFIs and winterization kits
1.2.8 Individuals are supported with grants, capacity building and shops are rehabilitated to regain economic independence
1.2.9 Rehabilitation work is delivered to homes and schools and people are provided with shelter assistance
1.2.10 Children are provided with necessary tools to return to normalcy and education after earthquake
1.2.11 Psychosocial wellbeing for vulnerable individuals affected by the earthquake, including children are supported so they can meet their urgent survival and development needs.
2.1.1 Men and women and youth are able to meet their own basic needs through increasing access to employment, vocational training and restoration of sustainable livelihood opportunities.
2.2.1 Psychosocial wellbeing for vulnerable individuals, including children are supported so they can meet their urgent survival and development needs

2.3.1 Provision of quality food assistance and subsidized bread to people affected by the economic collapse

2.4.1 Support to Syrian communities through the rehabilitation of existing diaconal services in faith-based entities is provided

3.1.1 Independent, good governed and inclusive local community groups that prevent violence and promote inclusion and social cohesion are increased

3.1.2 Awareness sessions for ACT Alliance Syria members, their partners and the community

**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 and being adhere to localization. ACT Syria members commit to this strategy and provide guidance to partner organizations, churches and any governmental bodies, line ministries, municipalities on capacity building, managerial and administrative support. By working alongside and building the capacity of local communities and actors and CBOs, ACT Syria 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 members/or other institutions and NGOs. Furthermore, the coordination and capacity building of all project stakeholders will sustain the interventions, as ACT Syria members will work with local community representatives to form local committees to maintain the projects and to coordinate on new initiatives.

Apart from the existence of core staff, ACT Syria 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. Capacity building for the municipalities and line ministries, will be done as part of the handover and by the contractors in charge of the execution of the civil works to know how to operate the facilities after the project timeline ends.

MECC has followed the modality of tripartite or multi-lateral agreements with its partners in order to build their capacity and ensure that churches can continue implementing with same activities through the funds they received from partners outside appeal mechanism.

The exit strategy for HEKS/EPER’s conflict-sensitive reconstruction interventions, revolves around handing over the infrastructure sites and technical drawings to the relevant authorities as well as providing them with the needed spare parts and tools for maintenance in the future. The concept behind HEKS/EPER approach is to respect the initial standards of the country and restore the infrastructure without a long-term commitment from HEKS/EPER in order not to create a parallel system or reliance on aid in the targeted community.

LWF exit strategy is clarified through the model of implementation via local partners that follows a sustainable approach. By working with well-established local partners, and invest in their programs and structure. This leads to long term continuity of the appeal objective and maximize the benefit of the fund. In alignment with building the capacity of the local partner and exchange expertise

**PROJECT MANAGEMENT**

*Implementation Approach*

ACT members adopt a participatory approach and local partnership including the beneficiaries in all aspects of program planning and management cycle. Participation of beneficiaries is a key component of this appeal and the Requesting Members (RMs) have through their local partners or directly 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. Implementation of activities will be either through tripartite or multi-lateral agreements with local partners or through direct implementation for members who have offices and team on the ground. All activities will be implemented with respect of COVID-19 protection regulations with the provision of PPE to all field staff and protection accessories to beneficiaries such as face masks and sensitizations in distribution places. Coordination will take place whenever possible with existing sector groups lead by different UN agencies as well as with local directorates of different civil services such as; education, health and municipalities.

ACT Syria forum member’s proposed activities have multiple modalities of implementation, including direct provision of items (such as food parcels, medications for cancer patients, hygiene and COVID-19 kits, and educational supplies), early recovery/livelihood (vocational training, business grants), community empowerment through necessary capacity building for initiating a bakery that would supply its neighboring villages.

The Syria members will respond to the Syria-Türkiye earthquake on 2 phases, the direct emergency relief 3-6 months, during the period they will be re-assessing the needs on ground based on the changes resulted form the support provided and the need to start more of the recovery and rehabilitation phase.

In previous responses to the Syria Humanitarian crisis, ACT members have ensured that gender-related issues are addressed in program design, implementation, reporting, security, 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 considered, as well as the number of individuals who can work per household and their legal status.

Despite 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 Syria Member’s selection of staff is based on qualifications and aims to keep equity between women and men both at the national office, as well as at the field level and provide a safe space for all who require it, with no discrimination and support within their capabilities if need be.

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 or kidnapping); 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.

ACT members have adopted the IASC Gender and Age marker in project design and implementation. 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.

**Implementation Arrangements**

ACT appeal members employ a strategy, based on the premise of constant interaction with representatives of the population. The earthquake intervention is designed to address emerging needs at field level. A follow up assessment will be undertaken in 3 months to re-assess needs and to help determine if the emergency
response needs to be further adapted with another potential revision of the appeal. Requesting members through the local partners or directly by their local staff will be meeting whenever needed with local community leaders, local officials, local informant people, and country government officials to facilitate the implementation of designed activities and monitor closely the needs of the ground. Regular meetings are held with decision makers as well as with beneficiaries in order to share information and knowing the emerging needs so that the implemented activities meet its end result objectives or to change the modality of Implementation to match the needs of served communities. ACT Syria requesting 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, UN agencies and related clusters) and rights holders (beneficiaries, targeted communities) in both public and private sectors, each meriting a different engagement approach.

CA will work with one local partner to reach 3,000 children in NW Syria through individual and group MHPSS & PSS support, as well as 300 children with individual protection assistance (emergency case management). The work will also support 35 (5 of which will be newly established) community protection & peacebuilding committees in the NW with training and grants to implement community initiatives. The partner staff under this will include: MHPSS facilitator, case workers and a response officer, with support from a logistic officer, MEAL office and program officer.

LWF is joining the appeal and works in Aleppo with Caritas Syria, to support the local community via in areas including protection and MHPSS, education, WASH, food security, and health.

LWF working with Caritas will support children and individuals who have been affected by the earthquake through case management, psychosocial first aid, and counselling activities. This core protection service will be complemented by health, WASH and services by distributing needed kits. Moreover, a special focus will be directed towards educational activities and encourage roll out and engagement in schools.

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 targeted affected population’s needs are covered.

Through strong coordination with local churches, LNOGs and sector cluster workings groups in Syria, ACT requesting members are well-informed and prepared to continue their humanitarian response in key priority areas (health, food security, livelihoods, WASH, protection/psychosocial and education). ACT Syria requesting members, will work together 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 and to benefit from lesson learned to improve future programming.

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. Each requesting member is responsible for coordinating with the relevant national line ministries associated with the area in which the member is working.

Coordination between ACT Members will be facilitated through regular ACT forum meetings attended by the Country Directors/Team leaders which will harmonise operations and encourage information sharing and reporting on the dynamic political and security context within Syria.

Each requesting member of the ACT SYR231 appeal 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. A joint coordination appeal committee will be established in order to share information, to coordinate in order to implement all designed activities with utmost efficient way and to submit the required reports on time. The forum / appeal coordinator will facilitate the coordination meetings among requesting member, gather information and drafting sitreps, interim and final report and liaise with ACT secretariat in Jordan.

The requesting members in SYR231 appeal in Syria will work either directly through their existing offices and staff or through local partners in coordination with their registered umbrella organisations in Syria.

MECC, HEKS and GOPA – DERD will implement all their activities directly with dedicated field teams.

Christian Aid is working in partnership with a local partner, a leading NGO in Syria in the field of child protection. CA has previous experience implementing work with this partner, and the partnership is supported by a joint Partnership Agreement, as well as funding & reporting agreements for specific projects.
LWF is working in partnership with Caritas Syria, a well established NGO in Syria, working with local community in several sectors. LWF has worked with Caritas for 2 years, in implementation and monitoring activities. The partnership is supported by a partnership agreement. LWF will identify a new local partner in 2023 to support in implementation of their programme.

ACT members engage mainly with stakeholders in the public sector, such as ministries, local authorities, schools and health clinics and communication will be that of transparency. 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. When entering to any community -new or old- coordination and cooperation is being set with key stakeholders, which often include church leaders or church related organizations or groups. ACT Syria members have extensive experience in working with church leaders and church related organizations; showing great impact in facilitating the work, conducting planned activities and coordination all the while respecting local customs and traditions.

Project Consolidated Budget
### Project Monitoring, Evaluation and Learning

ACT Syria requesting members adhere to strict monitoring and evaluation (M&E) methods. They 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. The appeal will be monitored against the project level indicators at the output and outcome levels. Coordinated monitoring sessions will be designed to minimize potential disruption to project activities and allow for maximum coordination of ACT Syria requesting members, to the benefit of the beneficiaries.

Based on COVID-19 situation, cholera outbreak and security situation, members are ready to conduct remote follow up with beneficiaries through phone calls to conduct qualitative beneficiary satisfaction surveys to solicit feedback if need be, it has also proven to be cost and time effective. Since CA and LWF are working remotely with their local partners they will depend on remote monitoring of the project and in regular meetings with their partners. Additionally, they will aim to visit the project location and provide technical capacity building and support as needed. Moreover, requesting members will meet once a month to discuss progress and challenges. 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.

It is planned that the ACT Secretariat will conduct a monitoring visit to the Appeal project locations each year based on the agreed upon ToR as well as conducting remote monitoring. The forum also will accommodate any FM request to have a monitoring visit during the appeal cycle given that they are planned ahead, based on agreed upon TOR. ACT Alliance and the Syria forum will organise a joint monitoring visit of interested FM’s within the 1st year of the response, if there is interest for such visit as well as the security situation allows.

In order to gauge the quality of project activities within the target communities, feedback from the beneficiaries will be solicited through beneficiary satisfaction surveys, post-distribution/activity monitoring, and focus group discussions.

During the implementation of the targeted infrastructures' civil, electrical and mechanical works part of the appeal, technical engineers will be conducting daily visits to the work site to monitor the implementation and ensure adherence to safety measures, quality standards, technical specifications, and time schedule. In terms of evaluation of the impact, HEKS/EPER staff will conduct baseline and end-line surveys for the borehole intervention and post-evaluation for the bakery interventions. All lessons learned from the implementation of the planned intervention will be documented and stored in a dedicated database.

Interim and final financial and narrative reports will be prepared based on the guidelines set by ACT Alliance and will be in conformity with ACT policies. During the implementation period, Situation Reports will also be prepared on a regular basis. The project will be financially audited by independent auditing companies per each of the ACT members’ policies.

An external appeal evaluation will be conducted at the end of the Appeal. ToR to be shared and approved by ACT Secretariat, requesting members, and funding members.

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 will receive daily security update from the United Nations Department of Safety and Security (UNDSS) in Syria. MECC has its own security advisor who monitor the situation on daily basis and issue weekly security report to be shared with MECC supporting partners.

All ACT member’s staff are required to be familiar with and sign their respective country office security plan that also works on implementing it within a gender perspective, as well as receive training on the 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 IDPs, returnees and host community members.
The structural safety of relevant buildings and areas will be assessed by engineers prior to their usage for any activities related to the SYR 231 appeal to ensure the safety and security of staff and beneficiaries.

In case of increased security risk or security incidents, ACT members will act according to the guidelines indicated in its security manual 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.

**PROJECT ACCOUNTABILITY**

*Does the proposed response honour ACT’s commitment to safeguarding including PSEA?*

All staff and volunteers of requesting members, particularly those involved with the response, will be required to sign the requesting members’ Code of Conduct. If you don’t have one, members can use ACT’s Code of Conduct.

As ACT Alliance secretariat is CHS certified, ACT appeals will be implemented with adherence to CHS commitments.

**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 as well as to special code of conduct of ACT requesting members. 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. 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 SYR231 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. To date no incidents recorded from any requesting members about the violation of the code of conduct nor from any of their local respective partners. Service in Dignity is the basis of any humanitarian intervention as well as do harm to served communities.

**Safeguarding**

The ACT Syria forum members adhere to ACT Alliance Child Safeguarding Policy as well as to their own policies. In 2017, many ACT members participated in an online Child Safeguarding webinar and one ACT member (MECC) attended a specialized Training of Trainers on Child Safeguarding. ACT Member staff and volunteers who work closely with beneficiaries in the field are trained on child and adult protection. Everyone who represents any of ACT’s 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 Syria 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.

**Conflict sensitivity / do no harm**

ACT Syria 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.

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 targeted. Protection principles such as child protection and child & adult 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.

**Complaints mechanism and feedback**

The ACT Syria 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. 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 Syria members take complaints seriously. They also 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 Syria members are additionally committed to international humanitarian standards and accountability mechanisms, such as Core Humanitarian Standards (CHS) and the Sphere Handbook.

**Communication and visibility**

ACT Syria members will continue to work on ways of promoting the ACT Alliance identity during all stages of the Project Management Cycle. Implementing members will share the success stories of beneficiaries with other ACT members and funding partners to show the impact of the activities. 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 if possible 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 of both their organization and ACT Alliance as a supporter of the activities. ACT Alliance’s support will be acknowledged verbally during community events and/or during media campaigns. RM will support with communication tools when feasible such as high resolution photos, short video and human interest stories which can be used for public communication and reporting purposes with written consent from whoever is present in such videos and pictures, 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.
### Annexes

**Annex 1 – Summary Table**

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<td>Education: 8,900 beneficiaries</td>
<td>Public Health: 660 beneficiaries</td>
<td>Livelihood: 465 beneficiaries</td>
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<td>Public Health: 2,551 beneficiaries</td>
<td>MHPSS: 5,895 beneficiaries</td>
<td>Faith Based Activities: 405 beneficiaries</td>
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<td>Shelter, NFI’s: 5,250 beneficiaries</td>
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<td>Aleppo, (Jabal Badro) and Aleppo city center (Al Midan, Al Suleimaniah, Al Jabrieh, Sryan Qadimeh, Mahatet Baghdad, Telefon Hawaai, etc).</td>
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<td>☐ Engagement with Faith and Religious leaders and institutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Advocacy</td>
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<tr>
<td><strong>Public health</strong></td>
<td>2,600 beneficiaries</td>
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<tr>
<td><strong>Community Engagement</strong></td>
<td>1,000 beneficiaries</td>
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<tr>
<td><strong>WASH</strong></td>
<td>8,800 Beneficiaries</td>
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<tr>
<td><strong>Livelihood</strong></td>
<td>8,250 Beneficiaries</td>
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<td></td>
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<tr>
<td><strong>Shelter &amp; NFI’s</strong></td>
<td>5,000 Beneficiaries</td>
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<tr>
<td><strong>Food Security</strong></td>
<td>27,500 Beneficiaries</td>
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<tr>
<td><strong>Protection</strong></td>
<td>2,200 beneficiaries</td>
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<tr>
<td><strong>Gender</strong></td>
<td>300 beneficiaries</td>
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<tr>
<td><strong>Livelihood</strong></td>
<td>150 beneficiaries</td>
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<tr>
<td><strong>Targeted Recipients (per sector)</strong></td>
<td><strong>Requested budget (USD)</strong></td>
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</table>
| **Requested budget (USD)**                                             | US$ 1,819,248                                                      | US$ 2,120,146
Annex 2 – Security Risk Assessment

**Principal Threats:**

Threat 1: Security in project areas becomes unstable due to uprising and opposition.

Threat 2: Impact of International sanctions and Cesar ACT on Syrian population and on transferring funds from Lebanon into Syria due to capital control in Lebanese banks.

Threat 3: Government approvals for projects are not obtained or heavily delayed.

Threat 4: Deteriorated living conditions of the Syrian population due to the economic situation may cause more agitation and civil unrest leading to tensions among the project.

Threat 5: Inability to implement projects properly due to the impacts of COVID-19 and Cholera.

Threat 6: Earthquake shocks have further damaged the infrastructure of the operations area.

Place the above listed threats in the appropriate corresponding box in the table below. For more information on how to fill out this table please see the ACT Alliance Security Risk Assessment Tool (http://actalliance.org/documents/act-alliance-security-risk-assessment-tool/)

<table>
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<th>Probability</th>
<th>Impact</th>
<th>Negligible</th>
<th>Minor</th>
<th>Moderate</th>
<th>Severe</th>
<th>Critical</th>
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<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>Very high Threat 2</td>
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<td>Click here to enter text.</td>
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<tr>
<td>Likely</td>
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<td>Medium</td>
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<td>High Threat 4</td>
<td>High Threat 5 Threat 6</td>
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<td>Click here to enter text.</td>
<td>High Threat 3</td>
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<tr>
<td>Moderately likely</td>
<td>Very low</td>
<td>Very low</td>
<td>Low</td>
<td>Medium</td>
<td>High Threat 1</td>
<td>High Threat 3</td>
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<tr>
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<tr>
<td>Unlikely</td>
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<td>Very low</td>
<td>Low</td>
<td>Medium</td>
<td>High Threat 1</td>
<td>High Threat 3</td>
</tr>
<tr>
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<td>Click here to enter text.</td>
<td>Medium</td>
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<tr>
<td>Very unlikely</td>
<td>Very low</td>
<td>Very low</td>
<td>Very low</td>
<td>Low</td>
<td>Very low Threat 2</td>
<td>Very low Threat 6</td>
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<tr>
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