

## Appeal Guidance

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## ACT Humanitarian Policy

The ACT Humanitarian Policy is a mandatory policy for ACT membership and complements other ACT Alliance policies. It is aligned with the ACT Alliance Global Strategy 2019-2026, and ACT humanitarian work adheres to several key Guiding Principles laid out in the policy:

- **Total ACT Response:** This approach leverages the combined strengths of ACT members to deliver large-scale, comprehensive responses. Members may use ACT mechanisms or their own resources, including bilateral funding, and engage in various capacities such as implementation, funding, and advocacy.
- **Quality and Accountability:** ACT aims to ensure high-quality, accountable responses guided by the Humanitarian Charter, Core Humanitarian Standard (CHS), and Sphere Standards. Enhanced digital platforms and management systems will support timely and efficient responses.
- **Faith-Based Collaboration:** The Alliance will respect ecumenical diakonia and emphasize the role of faith actors and religious leaders in humanitarian efforts, avoiding proselytizing.
- **Forum-Driven:** Strengthening ACT national forums will be crucial in engaging local partners and communities in humanitarian responses.
- **Locally Led Response:** The Alliance will support survivor and community-led approaches, shifting power towards local actors.
- **Joint Programming:** ACT will use coordinated, multi-sectoral approaches in programming, supported by dynamic funding strategies.
- **Capacity Sharing:** Investment in strengthening the humanitarian capacities of forums and members through learning, technology, and surge mechanisms will be prioritized.
- **Emergency Preparedness:** National forums will develop and maintain up-to-date Emergency Preparedness and Response Plans (EPRPs).
- **Humanitarian Advocacy:** Advocacy will follow the ACT Advocacy Strategy, Grand Bargain commitments, and specific needs of forums.
- **Holistic Programming:** ACT will integrate its humanitarian response with thematic priorities like migration, climate justice, and gender justice, using comprehensive assessment tools.

## Purpose of ACT Appeal

ACT Appeals are mobilised for emergencies that meet three or more of the ACT Scale-Up criteria. Appeals are a primary mechanism through which members of the ACT Alliance demonstrate a coordinated ecumenical response to emergencies. The total number of ACT Appeals is intended to be limited, as the ACT Alliance seeks to leverage it strategically and support stronger collaboration of members in humanitarian response and fundraising.

## ACT Scale-Up Model

The ACT Alliance response to an emergency is guided by the Scale-Up Model. This serves as guidance for decisions by the Emergency Standing Committee to launch an ACT response based on the available response modalities, such as the Rapid Response Fund (RRF) and Appeal. The ESC convenes based on the indication in the ACT Alert that members are requesting to launch an

appeal. In situations of an emergency, Consortia will self-organise, and the Emergency Steering Committee will provide advice on the formation of consortia vis-a-vis the launching of an Appeal for the specific emergency event.

The ACT Scale-Up Model is guided by the following response criteria, adopted from the Inter-Agency Standing Committee (IASC) Scale-Up Protocol.

- **Scale:** number of affected/potentially affected people; size of affected areas. There are four levels of scale. Emergencies of large or mega scale are eligible for an ACT Appeal.
  - **Small Scale (localised):** Emergencies that are localised in areas where ACT is already working or where members can easily move to respond. Often related to flooding, drought, or landslides, they are responded to by the regular staff of members. Normally a small-scale emergency does not require external funding or capacity assistance. The response addresses the needs of a small number of affected persons. For a small-scale response, ACT Forums indicate their request for an RRF through their local members.
  - **Medium Scale (localised or nationwide):** Emergencies that may be localised or nationwide and will likely have a considerable impact on the lives of people covering a larger geographical area or a significant number of affected people. In these situations, ACT members may need to add additional capacity to respond to the emergency. ACT Forums can indicate their request for an RRF through their local members, for a medium scale response.
  - **Large Scale (localised or nationwide):** Emergencies that surpass the capacity of local or national ACT members to respond are large scale. Additional and specialised staff, which may be national or international, need to be hired or deployed and additional resources need to be mobilized. An ACT Appeal will likely be issued.
  - **Mega Scale (national or regional):** Emergencies that surpass the capacity of most national and international humanitarian actors to respond. They will often have a great impact on the local, national or regional infrastructure, which require complex mechanisms to set up an emergency response. An ACT Appeal will likely be issued.
- **Urgency:** number of people displaced; crude mortality rates; minimal or no access to life-saving support; critical protection risks.
- **Complexity:** multi-layered emergency; presence of a multitude of actors; high risks of politicisation; lack of humanitarian access; high security risks to humanitarian actors.
- **Complex emergencies** combine internal conflict with large-scale displacements of people, mass famine or food shortage, and fragile or failing economic, political, and social institutions. Complex emergencies arise from human fallibility, and may include nuclear, biohazard (e.g. oil spill), or climate change-related factors. Often, complex emergencies are also exacerbated by natural disasters. Complex emergencies can be supported by an ACT Appeal.
- **Capacity:** low levels of local or international response capacities, including lack of required specialised or technical expertise; needs outweigh the capacity to respond; ACT Alliance Member(s) have the capacity and desire to respond; inadequate humanitarian leadership.
- **Risk of failure to deliver effectively and at scale to affected populations:** vis-à-vis assessed need and severity (violations of human rights and international humanitarian law; exacerbation of food insecurity; deterioration of civil unrest).

The Scale-Up Model also includes the following additional criteria, which will be used to assess all funding applications:

- Funding viability based on feedback from funding members.
- ACT member presence and capacity on the ground.
- Proven track record of requesting members to implement humanitarian projects, including planning, monitoring, evaluation and reporting.
- Demonstrated coordination of ACT National Forum (where there is no ACT Forum, demonstrated coordination among members in-country).
- Updated EPRP and Contingency Plan.
- Existing relationships with local faith actors, churches, and other communities of faith.

## Eligibility and Criteria

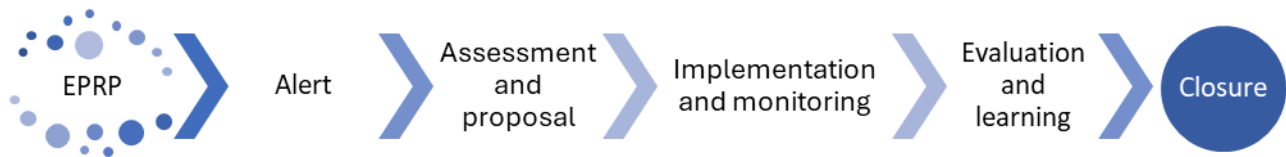
Eligibility for ACT Appeals is based on the following factors:

- All ACT members in good standing, with a valid Membership Cooperation Agreement (MCA) and positive past reporting compliance, are eligible to apply for appeal funding.
- Organisation and Forum EPRPs are mandatory to access ACT Appeal funding.
- Requesting members are required to apply the Core Humanitarian Standard and Sphere and companion standards in the design and implementation of responses funded by an appeal.
- Members joining the appeal for the first time will go through a due diligence process

Criteria for ACT Appeals is based on the following factors:

- Appeals must address emergencies that meet three or more criteria of the ACT Scale Up Model, as determined by an ESC meeting.
- Appeal projects must have a maximum duration of 12-24 months, depending on the humanitarian needs and operational context.
- Appeal projects will seek to strengthen local systems of response as part of the localization agenda. Members will consider communities as well, following capacity sharing and partnership principles.
- Eligible emergencies can be of rapid onset nature (e.g., earthquake or flood), slow onset nature requiring early response or emergency relief (e.g., drought), or of a complex humanitarian character (e.g., refugee or internal displacement situation, resulting from breakdown of social, political, and economic systems).
- Appeal proposals must demonstrate member capacity for implementation through a due diligence process.
- An appeal is expected to be revised within three months after it is launched.
- Both Appeal proposals and revised Appeals must receive endorsement from the national Forum. In the case that a national Forum does not exist, the Appeal proposal must be endorsed by all local ACT members present in country.

## Appeal Response Cycle



## Submission Timeframe

After the Emergency Steering Committee approves an Appeal launch, Requesting Members and/or Forums are responsible for submitting an Appeal proposal to the Secretariat within seven business days.

Following this, the ACT Alliance Head of Humanitarian Affairs has two business days to approve the Appeal publication and publish it within nine business days of the ESC decision. If there are any issues with publication, the Requesting Members may send their feedback to the Humanitarian Programme Officers, who are the first line of contact within the secretariat.

The process of revising the appeal begins within three weeks of launch and published in three months. A revised appeal plan and budget must be submitted two weeks prior to end of activities, allowing ACT Secretariat to review the proposal and take the decision.

## Criteria for Proposal Approval

The criterion for approving proposals ensures clarity, quality, and feasibility, guiding applicants in creating effective submissions that meet ACT Alliance goals and facilitate humanitarian impact based on funds.

- **Humanitarian need driven response:** Proposals will be assessed based on a detailed narrative addressing context, humanitarian needs, member capacity to respond, and a clear response strategy. A realistic and accurate budget should align with the outlined outcomes. ACT Alliance requires all member organisations implementing humanitarian responses to prepare their Emergency Preparedness and Response Plan (EPRP).
- **Appeal Specificity:** Initial proposals should detail plans for the first three months, using available information effectively. Revised proposals must build on initial insights, reflect the evolution of the disaster context and incorporate lessons learned.
- **Collaboration and Coordination:** Activities should be coordinated and complementary with other requesting members in the same forum/country to achieve maximum impact based on the agreements made in the Forum EPRP. It should also be coordinated with local, national, and international agencies, and complement government actions, to avoid duplication and ensure impacted community targeting is effective.

- **Clarity and Quality:** Proposals will be well-written, formatted correctly, and free of grammatical errors, ensuring they serve as effective fundraising and operational documents.
- **Risk Management:** Proposals will be assessed to ensure proper articulation of capacity, operational and reputational risks, and related mitigation strategies to enhance accountability and operational success.

## Proposal Development Process

Both initial and revised Appeal proposals include a narrative and budget component. Appeal proposals include key information of context and humanitarian needs, member capacity to respond, response strategy, project management, and project quality and accountability including the results framework.

The initial Appeal proposal provides information pertaining to the first three months of the intended humanitarian response with elements for forward planning. The initial proposal should be as specific as possible given the information constraints likely to occur at the outset of an emergency. The revised proposal builds upon the initial three-month proposal used at the outset of the response. The response strategy and implementation approach laid out in a revised appeal should incorporate and reflect the information and experience gained during the first three months of the Appeal response.

ACT Appeal narrative and budget proposal templates should be used for both initial and revised Appeal proposals.

Well written appeals are essential during an ACT Alliance humanitarian response. The writing of an Appeal is foundational for raising internal ACT Alliance funding and funds from external donors while providing a clear design document that enables effective operational management, accountability, and reporting by response managers. Failure to submit a quality appeal in a timely manner may limit the ACT Alliance's ability to raise funds that will meet the demands of the operational response and potentially harm the ACT Alliance's reputation with back donors.

The appeal is drafted based on a rapid needs assessment and the organisational and forum EPRPs. The proposed appeal activities should not be developed solely by the ACT Alliance, instead the targeting of project activities should be coordinated with other local, national and international actors to avoid duplication. The appeal should be realistic and achievable within the specified budget and time frame. The ACT Alliance's capacity and ability to deliver the project should be clearly articulated along with any risks and risk mitigation steps. The writing style of the appeal document should be clear, straightforward, well formatted, and grammatically correct.

### Key narrative considerations

- Referring to the organisational and Forum EPRP, the appeal should show that requesting members' responses are complementary and coordinated well.
- It is important to provide as much detail regarding affected populations as possible in the Context Analysis section. Reference collected and analyzed rapid assessment data that provides insight to the scale of the crisis and the profile of affected populations.

- Disaggregating data<sup>1</sup>, such as breaking down the estimated number of impacted persons by gender or age, is essential to ensuring that the most vulnerable populations are identified, and the complex toll of a disaster is understood to a fuller extent. Crises affect different groups of people differently and often exacerbate pre-existing intersecting inequalities. Understanding which specific populations are affected by the crisis can help response efforts to be more successful at targeting the needs of different populations.
- Specify all actions previously taken by the members and forum, including data collected in the rapid assessment phase.
- In completing the implementation arrangements, coordination, and communication sections, please provide detailed descriptions of what the intended response would entail. Where elements of the plan are unknown or subject to change, identify what factors you are considering as you move towards making more specific decisions and how you will take the changing context into account.
- Within these sections, address feasibility and how your response plans consider member resources and capacity.
- Language and terminology used in the appeal proposal should follow the [ACT Alliance's guidance on Decolonizing our language: principles for communication](#).

#### Key budget considerations

- The approved budget covers expenses within the approved response period only.
- A maximum of 15% Indirect Costs is allowed within the Appeal Budget.
- Assets purchased using Appeal funds should be reported if valued at more than USD 500. The Secretariat will issue a certificate of donation at the end of the project to retain assets with the members.
- Appeals that receive more than USD 50,000 in income, will be subject to an external project audit and will be externally evaluated if the appeal has income of more than two million USD. Appeals will need to ensure that audit fees and external evaluation, if budget is more than two million US dollars, has been budgeted.
- Secretariat and Management Costs (SMC) should be calculated as per the approved rate for the particular financial year. All contributions made to the appeal are subjected to SMC except –
  - Local member organisations or forums contributing a small amount to any appeal.
  - Non-member organisations or individual contributions who wants to contribute a small amount to any appeal.

Please refer to the [Financial Management and support](#) for further guidance.

## Results Framework

The results framework is the planning tool for humanitarian projects, designed to ensure that objectives, outcomes, and outputs are clearly defined and aligned with project goals. It uses a logical framework approach, which outlines a systematic process for project planning, implementation, and evaluation.

This framework helps members articulate the project objectives based on a thorough needs analysis following a crisis and establishes measurable indicators for success. The results

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<sup>1</sup> See also [Sphere Handbook](#), 'Understanding vulnerabilities and capacities'

framework comprises several sections, including objectives, indicators, and targets. This framework facilitates effective monitoring and evaluation, allowing members to track progress and assess project impact.

By adopting a results-oriented approach, the framework enhances accountability, ensuring that all activities contribute meaningfully to project goals. It ultimately serves as a foundation for successful project outcomes, fostering transparency and effectiveness throughout the project lifecycle.

## Inception Meeting

An inception meeting is scheduled within seven days of the Appeal's approval. This meeting serves as a critical milestone for the requesting members and the Secretariat to come together and collaboratively review the response plan, reporting requirements and roles and responsibilities throughout the Appeal project cycle. The inception meeting's main objectives are to orient the requesting members on ACT humanitarian operations, finalize the monitoring schedule, set clear targets and report deadlines, review eligible and ineligible expenses and appeal income, and establish project quality standards. It is essential for all main project staff to attend this meeting to ensure that everyone is aligned with the project's goals and expectations from the outset.

The inception meeting is facilitated by the Forum Coordinator and Humanitarian Program Officer, who will oversee the discussion and ensure that all key points are addressed. The Humanitarian Finance Coordinator will be present to provide insights into financial aspects and ensure that budgeting and resource allocation are adequately discussed. The meeting aims to ensure that all operational and financial elements of the project are seamlessly integrated and that any potential issues are identified and resolved early on. This collaborative approach helps set a solid foundation for the project's successful execution and management.

## Task Group

Appeals create a Task Group, led by a Forum Coordinator (sometimes multiple forums if there are multiple countries). Task Group role is coordination which includes determining (during Inception Meeting) how funds will be divided for unearmarked funds based on which criteria.

Appeal main elements: Results Framework (how project is going to be implemented, Inception Meeting, How to conduct the needs assessment and analysis (based on Operations Manual), Planning and preparing the proposal (what needs to be in specific sections), Monitoring planning, How the results framework connects to reports and M&E for both HPOs and members, Learning reviews, Extensions (when is a good time to review and revise proposals based on funding), Appeal and Results Framework should be revised within three months after the appeal was launched. The task group can also decide if a peer or joint monitoring review will be undertaken.

Appeal Task Groups are established by the Regional Humanitarian Programme Officer in coordination with the Forum Coordinator to address specific, time-sensitive decisions within the framework of the Appeal strategy. These groups are formed when operational support is needed, focusing on short or medium-term assignments to ensure effective implementation of strategic objectives.



The Task Group has Terms of Reference that outline the group's purpose, functions, and decision-making authority. Task Groups take decisions on funding allocation to appeal members based on a criterion agreed during the inception meeting.

Decision-making within the group is based on consensus, promoting collaborative problem-solving. If consensus is unattainable, the Forum Coordinator, in coordination with the Humanitarian Programme Officer makes the final decision. Members are expected to have knowledge of thematic issues, commit time to the group's activities, and receive institutional support from their organizations.

## Monitoring and Evaluation

ACT Appeals are monitored through a systematic, ongoing process of data collection and analysis to track the progress of humanitarian projects. ACT Appeals requires a Monitoring and Evaluation plan to be established within two weeks of the Appeal approval (see also Inception Meeting Guidance). Monitoring is organized based on various types:

- On-site Monitoring – Conducted through regular visits by ACT staff every six months for larger projects.
- Joint Monitoring – Conducted with interested funding members for significant projects.
- Financial Monitoring – Conducted by ACT finance staff to ensure proper allocation and use of resources.
- Remote Monitoring – Used when field visits are not possible due to security risks or logistical challenges. Remote monitoring is essential for projects in inaccessible regions.

Monitoring must include the collection of disaggregated data by sex, age, and disability, ensuring the inclusion of marginalized groups.

Appeals are evaluated to improve future interventions and organizational learning. ACT evaluations follow the OECD/DAC framework, which includes criteria such as relevance, coherence, effectiveness, efficiency, impact, and sustainability. Appeals with a budget exceeding USD 5 million will require an external evaluation while under USD 2 million will be subject to an evaluation with funds earmarked for evaluation selected by the HoH/GHOM. Evaluations focus on accountability to affected populations and assess the extent to which projects align with ACT's Accountability Framework and the CHS commitments.

Monitoring and Evaluations emphasize gender issues with a mandate to integrate gender analysis into all phases of humanitarian projects. Additionally, ACT Alliance prioritizes locally led responses, advocating for the inclusion of local perspectives in M&E processes and the use of local expertise whenever possible.

## Revision and Extension

ACT Appeals outline the planned implementation and duration of the project. There are instances when either the life of an Appeal must be extended, or the contents of the Appeal must be revised.

### Appeal extensions

#### REASONS FOR EXTENSIONS MAY INCLUDE:

- Justified delays in implementation due to various controllable or uncontrollable factors
- Significant unmet needs based on an updated needs assessment

#### PROCEDURES

A project modification request form should be filled and submitted to the ACT secretariat three months before the official closure of the ACT Appeal, by the Forum Coordinator, coordinating on behalf of the members, or directly by the requesting member (in countries where no forum exists).

Requests for appeal extensions should contain the following documents:

- Project modification request narrative and budget filled out
- Interim narrative report
- Interim financial report

#### TIME PERIOD FOR EXTENSIONS

The maximum time allowed for an extension is six months from the official closure date of the Appeal. Possible exceptions to the rule may include appeals with recovery or sustainable development components for which, if an extension is requested for more than six months, the requests will be reviewed on a 'case by case' basis. If approved, the total maximum implementation period shall not exceed two years.

#### Appeal revision

#### REASONS FOR REVISIONS MAY INCLUDE:

- Changes in humanitarian situation resulting in need for additional activities or adjustment of originally proposed activities. This may also include newly identified gaps based on a needs assessment in delivery of humanitarian aid.
- Oversubscribed appeal
- Under-funded appeals (only exceptional cases)
- Inclusion of additional members into appeals

#### Humanitarian Program Officer responsibility for Appeal Revision:

- Evaluate the requests for extension and revision in terms of consistency with ACT policy
- Receive the request from ACT members at least two months before the official closure of the appeal in question. In cases where back-donor funding is involved, requests for extension should be submitted three months in advance
- Check and confirm the eligibility of new ACT members not involved in the first appeal, to be part of the revised appeal. Canvass ACT members on possible funding interest for the emergency, as a basis for determining the level of the revised appeal
- Prepare ACT secretariat formal letter to share with donors the requests
- Share the requests for extension and revision with donors who have funded the appeal and give them at least two weeks to reply or comment on the request
- Ensure quality control of revised appeal: appraise, edit as necessary, and finalize the revised appeal
- Prepare the revised appeal executive summary

## PROCEDURES

The ACT forum or the requesting members (where no forum exists) should consult with the Regional Humanitarian Program Officer regarding a particular revision before they submit an official request. Forums/members must submit requests for an appeal revision two months before the official closure of the appeal in question. Appeal revisions with back-donor funding should be submitted three months before official closure.

Requests for appeal revisions should contain the following documents:

- Revised appeal proposal and budget
- Interim narrative report
- Interim financial report

What should be presented in the revised appeal proposal:

- Use the original ACT appeal as the word document
- State all changes to the originally proposed activity, e.g. increase in numbers of affected/target populations, exclusion of an activity, or other operational revisions
- Highlight new activities / changes
- Make sure the changes you make to the revised appeal proposal are also expressed in the revised budget.

## BUDGET REVISION

Using the approved Budget Spreadsheet, insert a Column for the revised budget in the following format:

Description	Type of Unit	# of Unit	Unit cost	Original Budget	Actual Expenditure	Revised Budget
Income						
Total Income						
Expenditure						
Balance Requested						

New budget lines

- Insert rows where new budget lines are needed and write the descriptions.
- Copy formulas from the relevant cells which have been formatted previously.

Income

- List in both the 'revised budget' and 'actual columns', by donor, all income received through ACT Secretariat

Expenditure

- Delete all quantities and unit costs that relate to the original budget and type in the new data. Exceptions are where no changes (quantities and / or cost) are foreseen.
- Type in the new quantities and new costs where applicable and the budget per line will automatically be calculated.
- The budget lines for which, in the revised situation, there will be no further movement, but some expenditure has been incurred prior to revising, then adjust the revised budget to the level of expenditure already incurred.

- The budget lines for which no expenditure was incurred, and none would be incurred in the revised situation should be left as a zero or blank.
- Filling in the column with the actual expenditure to date of revision will give a sense or a full picture of what has been spent so far for each budget line and what would still be done in the remaining period.

#### Balance requested

- From the level of funding already received and committed (presented herein), it is possible to know how much more is still needed for the planned activities to be carried out.

## Reporting Requirements

#### Requesting Members

- At the end of the first month following the project start date, the Forum/requesting member(s) will submit a situation report (sitrep) to the ACT Secretariat, using the ACT sitrep format. Forum/members are expected to accompany the sitrep with photos and human-interest stories.
- Reporting deadlines are indicated in the appeal document for Interim (narrative and financial), final (narrative and financial), and audit reports.
- Interim reports are submitted halfway within the appeal period in a one-year appeal while final reports (narrative and financial) are submitted to the ACT Secretariat within 60 days after the project end date, using an Appeal report template. Members are expected to submit interim reports every six months for appeals of more than one-year periods.
- Expenditure will be reported against the original budget headings. The USD equivalent must be shown alongside local currency reporting as was in the budget.
- Transactions reported should be within the project period using the approved proposal's exchange rate.
- An audit report is required for all members with **appeal income of more than USD 50,000**, which should be submitted within 90 days after the project end date.
- If a member receives less than USD 50,000, an audit report does not need to be submitted to the ACT Secretariat. However, the Appeal funds must be included in the annual organizational audit, with income and expenditures clearly identified in the audit report.

#### ACT Secretariat

- The ACT Secretariat will forward the consolidated reports to the funding members within two weeks after it has been reviewed by the humanitarian staff.
- The ACT Secretariat annual audit report will include the appeal. Final reports of a specific requesting member can be shared upon request to a funding member towards a specific appeal where funding has been earmarked.
- Failure to comply with the project requirements and agreements may be subjected to the repercussions outlined in the Non-compliance and mismanagement measures.

## Closure

For a formal closure of an Appeal, the Secretariat will check that at least five conditions are met: (i) the balance of funds is settled, (ii) the narrative, financial and audit report and management letter have been received, checked and disseminated by the secretariat, (iii) the requesting member has

satisfactorily answered any queries raised by all stakeholders and (iv) the final report of external evaluation (if applicable) has been disseminated; (v) a learning review has been done. When these conditions are met, the Humanitarian Programme Officer prepares the Project Completion Report and shares the report to all funding and requesting members together with the appeal reports.

Where there are unspent funds, the requesting members need to determine which funding members the unspent balances are attributed through First In First Out (FIFO) with support from the secretariat. This information is shared with the funding members by the secretariat for approval. Unspent balances may be:

- Contributed to a new appeal implemented by the same requesting member
- Contributed to a bilateral project implemented by the same requesting member. If this option is opted for, it becomes a bilateral arrangement where the requesting member reports directly and not via the ACT secretariat to the funding member on the utilization of funds
- Contributed to the Rapid Response Fund or another active appeal.
- Returned to the funding member

The requesting member ensures that any unspent balance is utilized, only once written approval has been received from the funding member(s). For amounts below USD 5,000, the Secretariat will approve its allocation based on the proposal made by the requesting member for the utilization of the unspent balance.

## Guidance notes and templates

### Guidance notes

[ACT Alliance's guidance on Decolonizing our language: principles for communication](#)

[Appeal Budget Guidance](#)

[Guidance Note – Results Framework](#)

[Guidance Note - Inception Meeting](#)

[Humanitarian MEAL Guidelines](#)

[Guidance Note – No Cost Extension](#)

[Guidance Note – Learning Review](#)

[Financial Management and Support](#)

Non-compliance and mismanagement measures

### Templates

[Needs Assessment and Analysis](#)

[Appeal Template](#)

[Appeal Budget Template](#)

[Results Framework](#)

[Situation Report Template](#)

[No Cost Extension Template](#)

[No Cost Extension Budget Template](#)