

ACT Alliance

MEN251 REV. 1

Appeal

**Triple HDP Nexus Approach to the Protracted
Crises in Jordan and Iraq**

actalliance

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Project Title	Triple HDP Nexus Approach to the Protracted Crises in Jordan and Iraq – Rev 1																		
Project ID	MEN251																		
Locations	Iraq: Duhok and Nineveh Governorates - Summel, Zakho, Zawita, Amedi, Shekhan, Mosul, Telkief, Hamedaniya, Baashiqa, Sinjar, Baaj, Hatra, Telafar districts Avzarook Shino, Avzarook Mery, Kani Arab, Be Bezne, Ismail Ava, Garshin Complex.																		
	Jordan: Governorates of Amman, Madaba, Al Fuheis and Al Zarka including refugee camps																		
Project Period	<div>Start Date</div> <div>End Date</div> <div>No. of months</div> <div>1 January 2025</div> <div>31 December 2026</div> <div>24 months</div>																		
Requesting Forum	ACT Iraq Forum ACT Jordan Forum																		
Requesting members	Lutheran World Federation (LWF) in Iraq Christian Aid Program – Kurdistan Region in Iraq Middle East Council of Churches (MECC) in Jordan																		
Contact	<table border="1"> <tbody> <tr> <td>Name</td> <td>Collins Onyango</td> </tr> <tr> <td>Email</td> <td>collins.onyango@lutheranworld.org</td> </tr> <tr> <td>Other means of contact (WhatsApp, Skype ID)</td> <td></td> </tr> <tr> <td>Name</td> <td>Samer Laham</td> </tr> <tr> <td>Email</td> <td>samer.laham@mecc.org</td> </tr> <tr> <td>Other means of contact (WhatsApp, Skype ID)</td> <td></td> </tr> <tr> <td>Name</td> <td>Bahnam Azzat Sami</td> </tr> <tr> <td>Email</td> <td>ed@christians-aid.org</td> </tr> <tr> <td>Other means of contact (WhatsApp, Skype ID)</td> <td></td> </tr> </tbody> </table>	Name	Collins Onyango	Email	collins.onyango@lutheranworld.org	Other means of contact (WhatsApp, Skype ID)		Name	Samer Laham	Email	samer.laham@mecc.org	Other means of contact (WhatsApp, Skype ID)		Name	Bahnam Azzat Sami	Email	ed@christians-aid.org	Other means of contact (WhatsApp, Skype ID)	
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Local partners	<u>LWF Iraq</u> Baghdad Women's Association (BWA) Christian Aid Program CHRISTIAN AID PROGRAM – KURDISTAN REGION Dijla Agriculture Association (DAA) Sheyaw - Federation of DPOs in Iraq Rwanga Foundation University of Duhok- UoD <u>MECC Jordan</u> MECC Member Churches in Jordan The German-Jordan university GJU Young Women Christian Association (YWCA) Training Center in Al-Isra University in Jordan																		
Thematic Area(s)	<div> <input checked="" type="checkbox"/> Cash and Vouchers <input type="checkbox"/> Shelter and household items </div> <div> <input type="checkbox"/> Camp Management <input checked="" type="checkbox"/> Food and Nutrition </div> <div> <input type="checkbox"/> Disaster Risk Management <input checked="" type="checkbox"/> MHPSS and CBPS </div>																		

	Christian Aid Program	350	510	720	880	670	410	335	90
	Female								
	Total	530	11011	24066	37059	14169	6714	11532	1464
Appeal Total Beneficiary Number: 96,635									
Project Budget (USD)	USD 3,366,350 Previous budget: 4,083,413 due to the budget being reduced								

Reporting Schedule

Type of Report	Due date
Situation Report	15 October 2025 <i>First SitRep due in Q3</i> then quarterly as needed
Cumulative Report (narrative and financial) covering period of 01.01.2025 – 30.06.2025	15 July 2025
Interim Report (narrative and financial)	31 January 2026
Final Narrative and Financial Report (60 days after the ending date)	28 February 2027
Audit Report (90 days after the ending date)	31 March 2027
Joint Learning Meetings	Quarterly

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

US dollar

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

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 Head of Humanitarian Affairs, Niall O'Rourke (niall.orourke@actalliance.org) with a copy to the Finance Officer, Marjorie Schmidt (marjorie.schmidt@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

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Niall O'Rourke

Head of Humanitarian Affairs

ACT Alliance Secretariat, Geneva

FOREWORD

MEN251 Rev. 1

Via this Pilot Appeal MEN251, ACT Alliance Iraq Forum Member LWF, **Christian Aid Program – Kurdistan Region** and ACT Alliance Jordan Forum Member MECC will jointly work towards sustainable peace and development, whilst also addressing humanitarian needs thereby improving each of their individual approaches and enabling the teams to better address multi-faceted challenges in fragile contexts and contexts of protracted conflict.

The document is a result of both field and programmatic interagency coordination efforts, engagement with the ACT Alliance Reference Groups, a joint Iraq and Jordan Inception Workshop, customized technical guidance provided by specialization experts, and assessments that ACT Requesting Members have undertaken individually to refine activities and holistically address fast-changing needs of communities from both Iraq and Jordan as targets groups, with a highlighted focus on adaptation and peacebuilding strategies.

Together, the requesting members will plan, monitor and evaluate their interventions, share feedback and adapt their interventions towards greater contributions to sustainable peace, more coordination, cooperation and collaboration, as well as strategic planning and higher degrees of local ownership. The appeal will have a strong focus to inform possible future decision making in relation to the HDP nexus Approach within ACT Alliance’s humanitarian mechanism. The first phase will provide insights into process optimization and operational efficiencies leading to refined workflows, detailed proposal and logical framework, and enhanced productivity. The data collected during the pilot shall help with decisions about the needed interventions, enhancing the likelihood of project success. Joint learning sessions and early stakeholder involvement will improve communication and relationships between different departments, members and partners involved, and multistakeholder discussions will allow the organizations to identify and address potential risks before committing significant resources to longer-term full-scale implementation.

BACKGROUND

Context and Needs

GENERAL OVERVIEW

“Together for Justice: Our Collective Action on strengthening the Strategic Place of ACT in the forefront on Humanitarian, Development, Peace Nexus Programming”¹

Ensuring that we tackle unprecedented levels of crises using a full range of responses to effectively save lives and deliver sustainable development, peace, and advocacy requires enhanced understanding and collaboration within and between organizations.

The concept of the “nexus” is not new. The nexus approach is a continuation of long-running efforts to link humanitarian and development actions for the building of long-term resilience, especially in protracted crises, complex emergencies or situations of chronic vulnerability.

The nexus offers the opportunity for actors from different sectors to learn from each other; It is an approach to programming that focuses on a better transition and rehabilitation.

¹ ACT Alliance Public Statement on Triple Nexus Programming, 2024 - chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://actalliance.org/wp-content/uploads/2024/11/PUB-14-Our-Collective-Action-on-HDP-Nexus-Programming-FINAL.pdf

Improving the linkages between humanitarian aid, development cooperation, peacebuilding and advocacy is at the basis of inclusive, conflict sensitive, and adaptive programming. They are all needed at the same time to tackle the systemic inequalities that trap people in poverty and insecurity and expose them to risk.

Via this Pilot Humanitarian-Development-Peace Nexus or Triple Nexus Appeal MEN251, ACT Alliance Iraq Forum Member LWF & **Christian Aid Program – Kurdistan Region**, and Act Alliance Jordan Forum Member MECC will explore how to jointly work towards sustainable peace and development, thereby improving each of their individual approaches and enabling the teams to better address multi-faceted challenges in fragile contexts and contexts of conflict. Together, the requesting members will plan, monitor and evaluate their interventions, share feedback and adapt their interventions towards greater contributions to peace, more coordination, cooperation and collaboration, as well as strategic planning and higher degrees of local ownership.

During the appeal implementation period, the requesting members shall create synergies and common learning goals to achieve collective outcomes based on shared, risk-informed, context-relative, region-specific and gender sensitive analysis. This can be achieved through flexibility on working modalities within interventions that integrate all three pillars, as well as through parallel, coordinated, and complementary interventions. The HDP Nexus approach also embraces the importance of listening to affected communities and building on local capacities; A focus on Women, Peace and Security, youth engagement, conflict sensitivity and community resilience is also part of the approach. In recent years, climate-related shocks and risks very much exacerbated existing levels of vulnerability as well.

Simultaneous programming and learning involve laying foundations for longer-term development and peacebuilding through or alongside humanitarian programmes. In practice, pursuing a simultaneous approach commonly centres on the ability to work in parallel, accounting for challenges and preparing for stronger coherence, collaboration and complementarity between the members.

ACT Alliance members are committed to working with communities before, during and after crises. ACT Alliance has technical expertise and is engaged in all three pillars of the nexus, as well as climate adaptation. Moreover, ACT members have decades of ecumenical experience of working in a holistic way and often through drawing on local Christian Aid Program – Kurdistan Region activities and addressing the needs and rights of vulnerable communities. Being a faith-based structure and having strong relations with local, national, and global churches and interfaith networks, ACT Alliance represents a unique added value of being able to mobilize relevant civil society actors in settings of complex fragility that can strongly benefit any HDP Nexus approach.

In Jordan and Iraq, MECC, LWF and **Christian Aid Program – Kurdistan Region** respectively, have been piloting approaches that aim to achieve greater synergy between sectors. Alongside one another, the requesting members recently took part in the QUEST (Qualification for Employment and Training) Project for the MENA, a project focusing on post-emergency recovery of livelihoods, putting in place building blocks for social-economic re-development (linking restored/upscaled businesses to permanent government services and markets), and promoting social cohesion through Shared Futures contributing to peace.

The OECD DAC (Development Assistance Committee) updated its recommendation on the HDP (Humanitarian, Development, Peace) Nexus in 2024, reaffirming it as an urgent and key approach towards realizing the Sustainable Development Goals in fragile contexts². This is a strategic time for the ACT Alliance to facilitate an inclusive process to develop its own HDP Nexus approach drawing on the membership's vast experience and global footprint, and on the requesting members' diversified expertise in the field.

CONTEXT OVERVIEW

JORDAN

Jordan is a middle-income country with 12 million people, including 3.8 million non-citizens (refugees and migrant workers). The country hosts the second-highest share of refugees per Christian Aid Program – Kurdistan Region in the world, putting unprecedented pressure on its budgetary and natural resources, infrastructure, and labour market. Over the past decade, Jordan's stagnating economy has failed to create

² OECD, DAC Recommendation on the Humanitarian-Development-Peace Nexus, OECD/LEGAL/5019

jobs to meet the requirements of its rapidly growing, and largely urban, population. Furthermore, Jordan is a semi-arid country, facing chronic water scarcity and a growing set of climate hazards. Since 2012, Jordan has accepted hundreds of thousands of Syrian refugees fleeing conflict. As of April 2024, 620,000 Syrian refugees were registered with UNHCR in Jordan, of which 542,199 live in host communities. Today, Jordan hosts 1.3 million Syrian refugees (including the registered refugees in UNHCR), this represents nearly 11% of Jordan's total population; that is demonstrating Jordan's tremendous commitment towards refugees within its borders. However, with the thirteen years of the Syria crisis which is recognized as one of the worst humanitarian crises in 21st century, Jordan remains committed to its moral obligations and bearing more than its fair share of the response through meeting the short- and long-term needs of Syrian refugees, which are exhausting Jordan's absorptive Christian Aid Program – Kurdistan Region.

Further to above, the Syria crisis with its multifaceted impact has exacerbated various aspects of life in Jordan including security, economy, and social factors amongst others that is felt by Jordanians within in host communities, where the percentage of refugees is the highest (90%); all these factors are playing a role in increasing the vulnerability of both Syrian refugees and Jordanians.

The increased vulnerabilities with the additional strain on Jordan's resources are acting against the macroeconomic growth hindering performance and development. While Jordan's GDP was growing, prior to Syria crisis, at an average rate of 15.2% during period 2006-2010, this growth has declined by nearly 69% since the onset of the crisis. The costs of hosting Syrian refugees have direct and indirect pillar, with 90% of Syrian refugees living among host communities and adding pressures on schools, hospitals, electricity, health services, resources, sanitation systems and jobs have escalated due to the increase of beneficiaries, especially in the Northern parts of the Kingdom. These indirect impacts of the Syria crisis have also affected Jordanians living in host communities, as their quality of life has been severely impacted.

Jordan currently deals with the needs of both the local population and the refugee communities hence requires comprehensive policies and civil society actions that foster multi-stakeholder dialogue, social cohesion, risk mitigation, prevention of radicalization and peacebuilding. Led by the Ministry of Planning and International Cooperation, the Jordan Response Platform for the Syria Crisis (JRPSC) constitutes the strategic partnership mechanism for the development of a comprehensive refugee, resilience-strengthening and development response to the impact of the Syria crisis on Jordan. Its top priority has been to empower local systems to address challenges, including through ensuring protection of the dignity and welfare of Syrian refugees and vulnerable Jordanians impacted by the Syria crisis^[1].

Climate change is one of the most prominent challenges of the current era, and it negatively impacts a variety of sectors in Jordan. To date, Jordan has joined numerous international agreements aimed at adapting to and limiting the effects of climate change in the kingdom and around the world. According to a report issued in 2021 by the United Nations Intergovernmental Panel on Climate Change, Jordan is among the world's most vulnerable to drought because of climate change. Although the efforts Jordan has undertaken to fight climate change are ambitious, they are limited in practice because of the need for a long-term response as well as the limited nature of resources. The limited nature of resources relates not only to financial resources but also includes human resources.

MECC Jordan, through this appeal, will continue its historical response since its foundation in 1974 to serve IDPS, refugees and vulnerable affected host communities through its Diakonia in different places where MECC can outreach its target population through MECC member churches and its other national partners and service providers who receive requests from people in need to get assistance under different sectors. Specifically, and via **The Shared Future Concept** that has been designed to enhance peace building among targeted populations through social and interactive relations upon conducting planned activities, The shared future concept associated with Kerk In Actie will help beneficiaries to build new positive relationships and overcome inherited sensitivities related to cultural norms especially among refugees and host communities. The shared future concept will help with a more cohesive society based on trust and reconciliation.

IRAQ

Six years after the end of large-scale military operations against ISIL, the humanitarian context in Iraq remains fragile. Prone to political instability, violence, corruption, armed conflict and natural disasters, Iraq is an

anomaly of an upper middle-income country that remains at “very high risk” and requires international assistance. Protracted displacement has come to characterize the post-conflict environment, with eroded national social cohesion, pervasive human rights violations, incomplete rehabilitation of housing and basic infrastructure, and lack of livelihoods opportunities. Of the 6.1 million people who were displaced during the ISIL crisis, 1.1 million remain internally displaced, the vast majority in protracted displacement in out-of-camp settings.

Many IDPs and returnees continue to live in critical shelter situations with inadequate access to basic services and livelihoods, and limited prospects of finding durable solutions. According to the latest Humanitarian Transition Overview, over 30% of displaced populations reside in living conditions with medium to high severity (HTO, 2024). In-camp IDPs who continue to rely on assistance and out-of-camp IDPs and returnees who live in critical shelters and lack documentation are highly vulnerable as they are often not able to access basic services or re-establish livelihoods and face protection risks. Approximately 15% of Iraq’s IDPs remain in camps; however, gaps in services to these camps continue to widen as the availability of humanitarian funding in Iraq declines overall and remaining NGOs have allocated resources elsewhere. Moreover, the Iraqis who have returned home do not have adequate housing, economic self-sufficiency, or access to basic services or other conditions essential to durable solutions in areas of return. Continued insecurity due to violent conflicts among paramilitary forces and other armed groups as well as tension among community members also prevents safe return. Camp closures in Federal Iraq also increased the pressure on scarce services in out-of-camp and return locations, many of which have not yet reached the level of reconstruction and recovery needed to host influxes of people from the closing camps, and further camp closures foreseen in KRI will increase these pressures further. Finally, significant proportions of Syrian refugee households (approx. 30% in Erbil and Duhok) do not have any source of income and are vulnerable to food insecurity.

Protracted displacement is expected to continue over the next few years. Despite government efforts, spontaneous returns remain slow in most areas and are often unsustainable due to unresolved challenges, including limited infrastructure, services and livelihoods, safety and security issues, and social tensions. Barriers to return; local integration or resettlement remain significant. Even though living conditions in the areas of displacement are not ideal, 85% of IDPs do not envisage returning to their areas of origin within the next year (IOM, 2024). This is due primarily to destroyed shelters and infrastructure, insecurity, fear and trauma, and lack of livelihoods and financial means. Infrastructure remains in states of significant damage or destruction particularly in less prioritized and remote areas formerly under ISIL control. Moreover, lack of livelihoods opportunities is one of the most pervasive challenges to durable solutions in Iraq; IDPs and returnees consistently report that the absence of available income-generating activities is a major factor hampering their sustainable return to areas of origin. Additionally, protection and social cohesion needs remain critical across Iraq. Women and girls, people living with disabilities (PWDs), female-headed households (FHH), and families perceived to be affiliated with extremist groups are at heightened risk of GBV. For example, women and girls experience targeted kidnappings, rape, sexual slavery and forced marriage more often than men and boys. This is due in part to limited economic opportunities, barriers in accessing services, and weak social protection systems for those living in vulnerable situations. Psychological trauma, stress, and anxiety resulting from protection violations are often reported as concerns among these groups, followed by lack of specialized services including for women and girls. Finally, the remaining effects of the ISIS occupation have severely undermined the fragile social fabric, and efforts to rebuild peace and address inequities and underlying roots of conflict are essential (SIPRI, August 2024). High levels of discrimination and exclusion especially of IDPs and religious/ethnic groups such as Yazidis, Christians and others, as well as people with perceived affiliation with ISIS, and unaddressed root causes of conflict exacerbate social tensions along with inequities in accessing services and resources.

Meanwhile, the GoI continues to work towards ending displacement, and through accelerated efforts, with the support of the international community, some progress is foreseen in the next year to facilitate returns of ISIL-affected populations. However, it is unlikely that durable solutions will be found for all IDPs and that the situation in all areas of return will recover and stabilize over the coming years. While IDP camps may close or consolidate, it is expected that not all those who depart from camps will be able to sustainably return to their areas of origin. Premature camp closures or evictions from informal sites would continue to result in secondary displacement or return of IDPs to areas lacking adequate shelter, basic services, livelihoods of opportunities, social cohesion and safety.

At the same time, climate change is a growing threat in Iraq. According to the UNEP (2022), Iraq has been ranked at the 5th most affected country by climate change in the world. Temperatures are soaring to new extremes as degrees above 50°C are becoming common, compounding the situation further into a complex humanitarian crisis. According to the World Bank, the agriculture sector accounts for almost 20% of total employment. Water scarcity is forecasted to significantly impact this season's crop production, which could further impact people's livelihoods, especially farmers in rural areas, as well as increase the risk of diseases due to lack of proper sanitation. Climate-induced migration has already been witnessed in the worst-hit parts of the country.

Based on recent multi-sectoral assessments conducted by LWF Iraq, the needs of displaced populations remain significantly high, particularly in the areas of operation where the highest populations of IDPs and returnees reside. Livelihood needs are extensive in Duhok and Ninewa governorates and have been exacerbated due to the economic crisis that is still ongoing in Iraq. 45% of in-camp IDPs report that lack of livelihood opportunities is the main barrier to return, and over 80% of all displaced groups (in-camp IDPs, out-of-camp IDPs, and returnees) face barriers to securing employment (REACH, 2024). Among those who have job opportunities, respondents expressed that they are very competitive and are insufficient to meet the demand. Business development, along with access to finance, as well as vocational and life skills particularly among youth, in both urban and rural areas are therefore key areas of intervention. Moreover, gaps remain in access to sufficient quantity and quality of water, and WASH infrastructure remains inadequate especially in the least served communities in Ninewa and Duhok governorates. According to the REACH CCNA (2024), water scarcity prevents a more pressing concern than sanitation and hygiene. In some areas, a majority of HH do not have access to a reliable supply of water due to destruction of water networks and reliance on informal networks, trucked/bottled water, etc., and dependence of boreholes on an unreliable electricity supply. Rehabilitation of WASH infrastructure and water resource management are therefore key priorities, particularly considering increasing water scarcity due to climate change. In terms of protection, GBV remains prevalent throughout Iraq, particularly early/forced marriage, domestic violence, sexual violence, harassment and exploitation. Women from marginalized and displaced groups are at greater risk of facing GBV and have more difficulties accessing GBV and other protection services. Trauma is also a main barrier to return, particularly for women and girls from Sinjar. Despite the availability of protection services, they are insufficient to reach the demand especially with many protection actors now leaving Iraq. Finally, with regards to social cohesion, it was found that pressure on limited resources and services, particularly in areas with a large population of displaced individuals, exacerbates underlying tensions among different community groups. Discrimination and exclusion often prevent those most in need from accessing the services they need and is a main barrier toward realizing their rights. Distrust from the ISIS conflict is still widespread, particularly toward those with perceived affiliation with ISIS. It is therefore critical to work toward reconciliation at the community level, with joint efforts among different groups for the benefit of the community.

Theory of Change

INTRODUCTION

The MEN251 Appeal is grounded in a shared commitment to the Humanitarian–Development–Peace Nexus. While implementation takes place in distinct contexts (Jordan and Iraq), the two components are strategically aligned through a collective outcome:

Crisis-affected populations in Jordan and Iraq – including refugees, IDPs, returnees, and vulnerable host communities – experience improved resilience, social cohesion, and equitable access to basic services, livelihoods, and protection, through integrated, locally led and accountable interventions.

An overarching Theory of Change frames the appeal as a coordinated effort to move from siloed interventions toward sustainable, community-driven change. If crisis-affected communities have improved access to basic services and livelihoods, are meaningfully included in local systems, and are supported to rebuild intercommunity trust and cohesion, then they will be better able to contribute to peaceful and inclusive development.

This shared change pathway is supported by country-specific strategies and outcome areas but guided by common principles: participation, accountability, conflict sensitivity and local ownership.

JORDAN

The HDP Nexus approach is a process that contributes towards personal and community transformation between refugees and host communities and within the broader society.

Humanitarian actors, service providers and stakeholders interact in ways that lead to have robust cohesive society based on living peace and collaboration among all targeted people that belong to the same humanity.

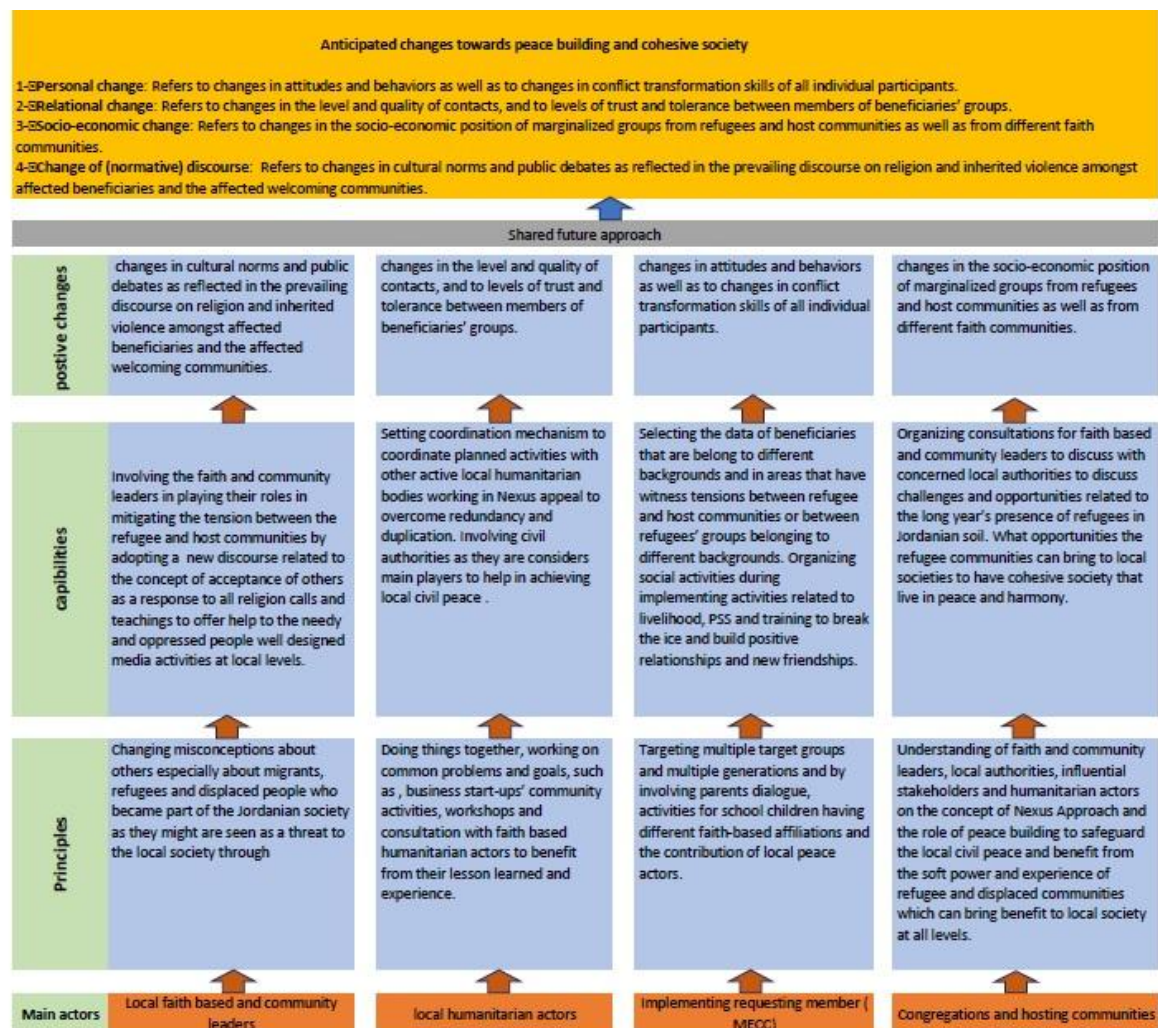
MECC is a faith-based organization well rooted in societies through the contribution and interaction of its local member churches, along with MECC collaboration with other faith-based organizations. It has included the peace element in all its humanitarian interventions through “**Shared Future Approach**” that has developed with its strategic partner Kerk in Actie in Holland.

This interfaith socio-economic cooperation for peace aims at enhancing the positive relationships among all affected people coming from different backgrounds through different tailored MECC humanitarian and development activities which aim to build positive relationships among beneficiaries, overcoming the barriers that separate people during the time of crises and enhancing the concept of forgiveness and reconciliation.

The affected population, consists of different faith backgrounds including the beneficiaries from host communities and is targeted by the MECC Jordan appeal. The planned activities that will be implemented in different humanitarian sectors will encourage and involve targeted people to take joint responsibility for each other's futures, by working together in activities that contribute to just and peaceful coexistence.

Mitigating the interfaith and intercommunity tension requires the understanding of faith and community leaders, local authorities, influential stakeholders and humanitarian actors on the concept of Nexus Approach and the role of peace building to safeguard the local civil peace and benefit from the soft power and experience of refugee and displaced communities which can bring benefit to local society at all levels.

MECC will take the following four dimensions into consideration upon planning of different activities:



- 1- **Personal change**: Refers to changes in attitudes and behaviours as well as to changes in conflict transformation skills of all individual participants.
- 2- **Relational change**: Refers to changes in the level and quality of contacts, and to levels of trust and tolerance between members of beneficiaries' groups.
- 3- **Socio-economic change**: Refers to changes in the socio-economic position of marginalized youth from refugees and host communities as well as from different faith communities.
- 4- **Change of (normative) discourse**: Refers to changes in cultural norms and public debates as reflected in the prevailing discourse on religion and inherited violence amongst affected beneficiaries and the affected welcoming communities.

The above principles can be achieved through:

- 1- **Interfaith and intercommunity cooperation**: By doing things together, working on common problems and goals, such as interfaith dialogue, business start-ups' community activities, workshops and consultation with faith-based humanitarian actors to benefit from their lesson learned and experience.
- 2- **Comprehensive approach**: Targeting multiple target groups and multiple generations and by involving parents dialogue, activities for school children having different faith-based affiliations and the contribution of local peace actors.
- 3- **Role of religious leaders**: Changing misconceptions about others especially about migrants, refugees and displaced people who became part of the Jordanian society as they might be seen as a threat to the local society through well designed media activities at local levels.
- 4- **From monitoring to witness a change**: By tracing personal, relational, structural and cultural changes contributing to the desired transformation through staff training, member churches and community interviews, beneficiary survey and success stories.

MECC aims to promote longer-term peace working both with people on the ground, churches and government leads where possible. When linkages are showcased, people understand that they're collectively cooperating on legitimate issues to achieve security, protection and social cohesion, and that collaboration for is a mutual gain to building better communities hence sustainable peace for our countries.

IRAQ

Crisis-affected populations in Iraq face significant challenges in accessing basic services, achieving economic stability, and building peaceful, resilient communities. In response, our program envisions a future where these populations experience improved safety, social cohesion, and durable solutions to their displacement and vulnerability. Through the Nexus Approach to the Protracted Humanitarian Crisis in Iraq, crisis-affected populations including IDPs, refugees, returnees, and host communities—will achieve improved peacebuilding and access to durable solutions in critical areas such as WASH, Livelihoods, Protection and Social Cohesion, as a result of strategically integrating humanitarian, development, and peacebuilding efforts. To achieve this, LWF Iraq will be focusing on the five interconnected outcomes enhancing through community resilience and sustainable water resource management, strengthening protection mechanisms and social cohesion, improving economic stability and equitable access to opportunities, increasing support from local authorities for community-led initiatives is increased, and continuously enhancing program quality and accountability. Progress toward these outcomes will be tracked through specific indicators, such as the percentage of households accessing safe water, the formation of community protection structures, increases in household incomes, policy dialogues with authorities, and beneficiary satisfaction rates.

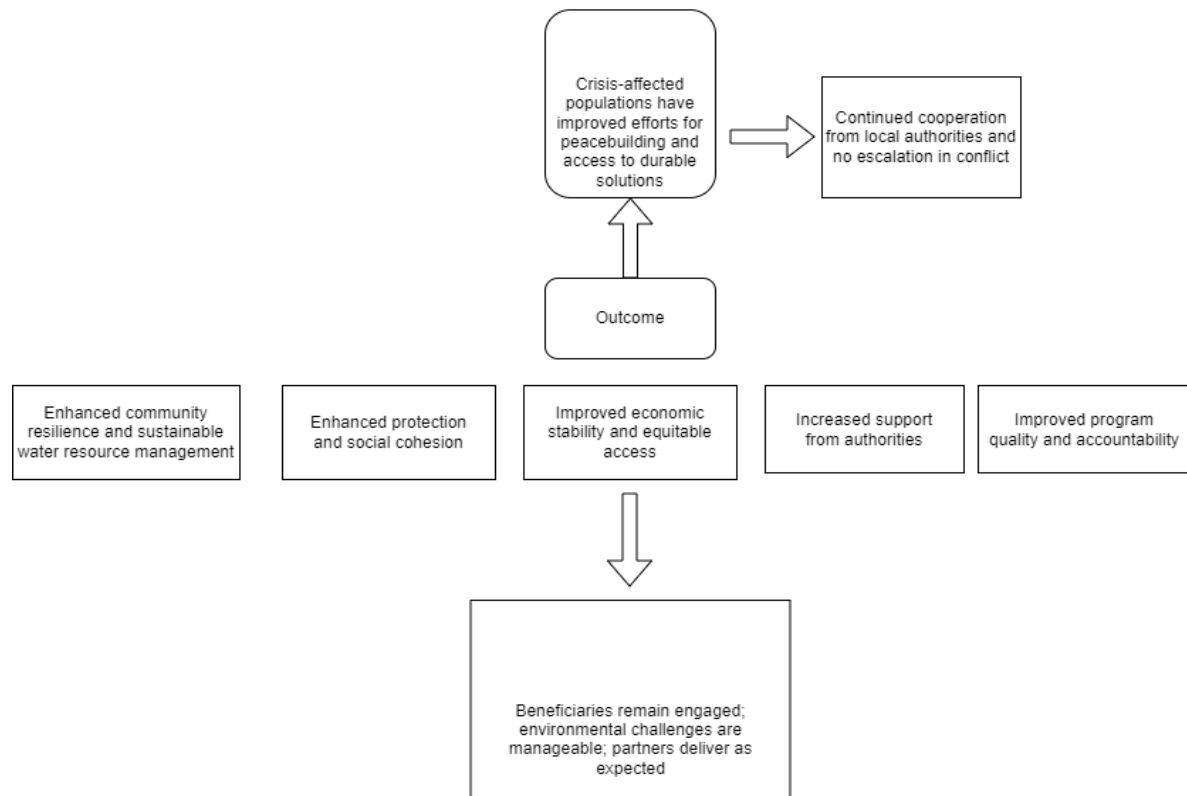
And currently, Climate change's impact remains a major driver of vulnerability in Iraq, particularly due to rising temperatures, water scarcity, decreased rainfall, and land degradation. These environmental pressures disproportionately affect crisis-affected communities by reducing access to safe water, limiting livelihood opportunities, and increasing competition over natural resources. As part of the Nexus Approach, the program will integrate climate-resilient interventions across WASH, Livelihoods, and Social Cohesion activities, including sustainable water resource management, climate-smart agriculture practices, and community awareness on environmental protection. This ensures that resilience-building efforts directly address the growing impacts of climate change and support long-term stability for affected populations.

These outcomes will be driven by key outputs, including the construction of WASH facilities, provision of livelihood support, delivery of protection and social cohesion sessions, active engagement with community leadership, climate change initiatives and the strengthening of monitoring and evaluation systems. Each output will be measured through detailed tracking of the number of facilities built, people trained, sessions conducted, leadership meetings held, and M&E reports generated. To produce these outputs, a series of activities will be implemented: WASH, livelihood, protection, social cohesion, and climate resilience initiatives will be carried out, monitored for timely completion and quality. These activities are chosen to address the key challenges and support community's resilience through implementing a range of interventions spanning WASH, livelihoods, protection, social cohesion, and climate resilience.

The successful achievement of these activities and outputs assumes that inputs and materials are available, security conditions permit implementation, staffing and logistics are adequate, and that procurement processes run efficiently. At the outcome level, we assume that beneficiaries remain engaged, environmental shocks are manageable, and partners fulfill their responsibilities as planned. At the goal level, it is critical that local authorities continue their cooperation and that there is no major escalation of conflict. At the activity level, timely and efficient delivery of these activities is crucial to maintaining momentum and building trust within the communities we serve.

Our Theory of Change is based on several critical assumptions: that local authorities will continue to cooperate and the conflict situation will not significantly escalate; that beneficiaries will remain engaged throughout the project cycle; that environmental shocks remain manageable; and that implementing partners will deliver services as expected. Moreover, the availability of inputs and materials, as well as safe access to target areas, is essential for successful implementation.

If these assumptions hold true and planned activities are executed effectively, we anticipate measurable improvements in community safety, access to essential services, social cohesion, and the economic well-being of crisis-affected populations, ultimately contributing to sustainable peacebuilding and durable solutions.



Longer-Term Contribution to Peace and Peace Strategies:

In the longer term, the project will contribute to sustainable peace in Iraq by addressing the root causes of displacement, exclusion, and inter-group tensions. Through inclusive community engagement, strengthening local governance, and promoting equitable access to services and justice, the initiative will help displaced populations and host communities rebuild trust, social cohesion, and inclusive local governance structures. By promoting rights-based approaches, community-led dialogue, and conflict resolution mechanisms, the project will enhance the capacity of local actors to prevent and mitigate future tensions.

The project aligns with national peace strategies and durable solutions frameworks, prioritizing local ownership, conflict sensitivity, and resilience-building. It fosters peaceful coexistence through mechanisms for dialogue and dispute resolution, designed to be sustained and led by communities long after the project's conclusion. Over time, these efforts will reduce the risk of renewed conflict, strengthen the social contract between citizens and the state, and enhance long-term stability in Iraq.

Through its focus on reintegration and the prevention of violence recurrence, the project will contribute to the stabilization and development of conflict-affected areas. The systems, networks, and relationships built through this initiative will serve as the foundation for lasting peace, resilience, and a renewed social contract between citizens and the state.

CHRISTIAN AID PROGRAM – KURDISTAN REGION

The theory of change for this project is based on the premise that strengthening the resilience, skills, and livelihoods of communities in Slevany and surrounding areas will lead to sustainable social and economic

development, improved well-being, and enhanced social cohesion. By providing farmers with modern irrigation systems, fertilizers, and agricultural training, households will increase crop productivity and reduce losses, while the distribution of livestock and beekeeping support will diversify income sources and improve food security. Access to solar energy and WASH infrastructure will enhance safety, health, and quality of life, particularly for women, children, and other vulnerable groups. Concurrently, targeted training in food processing, marketing, and small business management will empower participants to generate independent income, fostering economic self-reliance. Engaging local authorities, community leaders, and faith actors in participatory decision-making and peacebuilding initiatives will strengthen social cohesion, address discrimination, and promote equitable community development. Through these integrated interventions, the project aims to create a visible and sustainable change: communities that are economically empowered, socially cohesive, environmentally resilient, and capable of driving their own development while mitigating risks from climate change and post-conflict vulnerabilities.

Capacity to Respond

JORDAN

MECC has a historical presence in Jordan and was fully involved in humanitarian response since the war in Iraq where MECC used to provide humanitarian assistance to Iraq through Jordan. The MECC Diakonia programs in Jordan was activated since 2016 by providing lifesaving items to Syrian refugees living in scattered camps nearby the Syrian Jordanian borders. The humanitarian program was developed later through the support of MECC partners under Jordan ACT appeal and outside ACT appeal. MECC also leads livelihood and resilience program, health awareness for women, life skills training, initiation of small home business for women. MECC is an ACT alliance member and a member in national and MENA forum member. MECC staff has the required skills to implement the planned activities with utmost efficiency and accountability. All activities will be supported and monitored by Diakonia department at MECC as well as with the support with other departments like finance and communication. MECC Jordan team adhere to CHS standard as well as with MECC humanitarian and safeguarding policies. MECC Jordan has cooperated with YMCA, the Jordan-German university as well as with other private centers upon conducting different activities in the past along with direct implementation with local member churches. Its relationship with all local churches and other ACT members will ensure adequate coordination and collaboration to overcome duplication and redundancy so that aid can offer equally and timely to all. As of PSS support, MECC will use the existing specialized Orthodox Family House to conduct PSS sessions for children, adolescents, youth and adults for all people in need. How the daily life challenging affect all people today even for those who had not experience the exodus from their original placed or displacements. The house has all required expertise and staff to offer the PSS service in a very safe a friendly space. And finally, MECC will organize a round table discussion among all local and international humanitarian actors in the Jordan towards better connection and coordination especially in matters related to nexus approach where many organizations are adopting this concept these days.

MECC is an ACT alliance member and a member in National and MENA forum member. MECC staff has the required skills to implement the planned activities with utmost efficiency and accountability. All activities will be supported and monitored by Diakonia department at MECC as well as with the support with other departments like finance and communication. MECC Jordan team adhere to CHS standard as well as with MECC humanitarian and safeguarding policies.

MECC Jordan has cooperated with **YWCA**, the Jordan-German university as well as with other private centers upon conducting different activities in the past along with direct implementation with local member churches. MECC Jordan was among the first responders to the needs to Syria refugees living in scattered camps nearby the Syrian boarders since 2013. Its relationship with all local churches and other ACT members will ensure adequate coordination and collaboration to overcome duplication and redundancy so that aid can offer equally and timely to all. And finally, MECC will organize a **second follow up** round table discussion among all local and international humanitarian actors in the Jordan towards better connection and coordination

especially in matters related to nexus approach where many organizations are adopting this concept these days.

RESPONSE STRATEGY

The Results Framework should be annexed to this appeal proposal

MECC Jordan

Given the fact about the current economic situation in the country and the increased inflation that affected the middle-class society in Jordan and pushing the refugees and displaced communities to live in poverty, The Middle East Council of Churches will intervene to support the people in need and complement what other actors are doing in Jordan through internal coordination and collaboration especially among ACT Jordan requesting members, the MECC will pursue to meet part of SDG through the different intersectoral interventions. All proposed activities will include along with social activities to advocate recipients on Peace concept and social cohesion.

1. Due to the success of the first coordination meeting on the experience of Nexus approach of ACT and of other churches related organizations based in Jordan in the first year, MECC will continue organizing consultation among active actors on Jordanian soils by targeting other international humanitarian organizations existing in Jordan like, Save the children, ACTED, Humanitarian inclusion Plan international and UN agencies in order to expand the shared lesson learned and experience on Nexus and how to advocate collectively about peace building in Jordan.
2. Meeting the needs of food security and basic needs including multi - purpose cash assistance to people in need and in coordination with other requesting members in this appeal in terms of targeted areas and communities provided with social activities to beneficiaries through cultural events and focal group gatherings to talk about peace concept and social cohesion and how basic assistance can contribute to enhance peace through the alleviating of economic burdens on them.
3. Continue with livelihood and access to job market through specific training according to job market provided with internship opportunities in existing business in Jordan. LL activity will include interaction activity among beneficiaries to enhance positive relationship and peace building and life skills training session on applying peaceful relation in Jordanian society.
4. Providing safeguarding training to teachers in private schools and training session on how safeguarding concentrate to peace education and practice in schools and in the family as well as through relationships among peers.
5. Organising consultation on the role of Christian media in peace building for all church communication entities provided with training to communication people journalists on peace building approach in their communication services.
6. Providing technical training on CHS for MECC staff and volunteers including training on CARM mechanism towards appropriate accountability and safeguarding.
7. Organizing a high official national seminar in partnership with ACT on the experience of Jordanian Kingdom on enhancing peace and reconciliation through its foreign policy and the role of humanitarian actors in meeting the government strategy whose outcomes being a guiding policy upon applying Nexus in Jordan.

Some proposed activities in this appeal are built on similar activities in previous appeals and on other funding outside the appeal. The current situation in Jordan according to context analysis reflects the needs to continue responding to humanitarian and development needs as well as for the peace building between refugees and host communities. Although Jordan enjoys stability and security but the situation in neighboring countries may affect the internal situation in case the country would witness more exodus from nearby countries

especially the situation in Syria might have different scenarios. MECC activities are designed to meet the basic needs through the provision of food and hygiene vouchers that can be used in supermarket nearby the residence of targeted population. The livelihood intervention combined with life skills training for youth including PWDs aimed to let them easily access to job market by conducting specific technical training needed in public and private sectors based on job market conducted by some private universities that provide the required training. The protection intervention will raise awareness on protection requirement in school through the providing training to teachers in private schools on child safeguarding policies and encourage the school administrations to adopt child protection policy to be applied by all church staff. This training program will be implemented in partnership with save the children and World Vision in Jordan. Capacity building is a corner stone in this revised appeal to upgrade skills of MECC staff and volunteers on CARM and safeguarding policies.

Additionally, advocacy approach will be executed through organizing a consultation on the role of Christian media in peace building in addition to organize a high consultation at national official level on the role of Jordanian Kingdom on preserving the peace building in the country and the role of humanitarian actors in meeting the Kingdom policy on peace.

LWF Iraq

The communities who will participate in this Appeal have suffered extensively due to a range of intersecting crises brought on by years of intense military conflict and recently by economic crisis and climate change. It is therefore critical to ensure that women and others with intersectional vulnerabilities can access their rights to needed services and infrastructure and calls for a nexus approach that integrates peacebuilding into recovery efforts. Community groups included in the response include IDPs, returnees, refugees, and host communities. The specific geographic areas of intervention have been identified based on areas with the greatest unmet needs according to the Humanitarian Transition Overview for 2024 and updated Iraq Displacement Tracking Matrix (DTM). As these needs are intersectoral, ACT member LWF will provide a holistic response covering WASH, protection and social cohesion, livelihoods, and advocacy. This includes increasing access to WASH infrastructure, responding to and increasing awareness around protection especially GBV, building understanding across different community/ethnic/religious groups and addressing discrimination and exclusion, promoting employability through vocational training and business development support, increasing agricultural productivity and incomes especially through climate sensitive approaches, and advocacy around key issues. Due to the exacerbation of needs caused by climate change, addressing the impacts of climate change will also be integrated into the project activities of the ACT members. Further, in line with the nexus approach, and especially as pervasive inequities are a strong driver of conflict, conflict sensitivity and peacebuilding efforts will be integrated across all sectors. Finally, to support the transition from the humanitarian response toward durable solutions, capacity building efforts with local government actors are a key component to promote sustainability. Overall, the project design fits the humanitarian principles and needs identified in Iraq as well as the ongoing discussion on durable solutions and the nexus approach.

Community members in project locations, local leaders, local authorities, implementing partners, ACT members, other NGO/INGO actors, working groups and UN agencies are considered as key stakeholders. The project will encourage local authorities, leaders, and community members to take part in the project and make decisions based on their local knowledge about the area, affected people and their priorities. Information regarding selection criteria and the complaints/feedback mechanism will be shared among local partners and communities. Information related to targeted areas and participant lists will be crosschecked and shared with the relevant working groups and area-based coordination groups, along with other actors working within a similar space to coordinate and avoid duplication.

Regarding the focus populations included in this Appeal, women, youth, religious/ethnic minorities, and PwD will receive specialised attention based on their specific experiences and priorities. For protection, support services for women and girls will be tailored considering their different experiences of the conflict compared to their male counterparts. At the same time, men and boys also have experiences of the conflict that require psychosocial support; as healing is an essential component of peacebuilding and recovery overall, this Appeal also aims to provide support to them and the wider community. In addition, as part of its overall peacebuilding efforts, LWF work with communities to address underlying conflict and rebuild relationships between different

ethnic and religious communities through social reconciliation activities to address shared concerns. These are crucial to creating a holistic and sustainable peace at the community level and to reducing the likelihood of further intercommunity conflict in the future. LWF will also promote economic empowerment among both women and men through vocational training, business development support, apprenticeships/on-the-job training, provision of assets, use of climate-adaptive technologies, and other means, aiming to reduce income inequality and enhance local entrepreneurship. LWF will also work jointly with PwD, both in building capacity of disability people's organizations (DPOs) and ensuring accessible infrastructure and livelihood opportunities. Through this Appeal, ACT members will also advance in increasing opportunities to advocate at the local and national levels.

The ACT members will work directly with faith and ethnic leaders, as well as with families and male relatives and other authorities, as vehicles for change particularly around social norms and practices and efforts to promote just and lasting peace in their communities. For example, the engagement of faith and ethnic leaders will be key for promoting the idea of women's participation, to sensitize the community on the prevention of GBV, and for dismantling long-standing patriarchal and exclusive systems to create wider change within the communities. By mobilizing and equipping faith leaders as catalysts and working with men and boys and women and girls, the project will support transformation of the underlying causes of GBV, gender inequality and harmful social norms. Opportunities to take a more active role in interfaith work will be sought in co-operation with local partners through their contacts with faith leaders to encourage both right holders and duty bearers to speak more openly about GBV and other issues of concern. The project will also extend its collaboration with faith leaders in the communities considering their key role in mediation and building acceptance of religious and cultural differences. Finally, should new funding allow, the project will work with ACT Forum Members in Iraq and regionally in capacity building and knowledge sharing particularly in the nexus approach.

CHRISTIAN AID PROGRAM – KURDISTAN REGION

The community targeted in this project is located in the Slevany area of Duhok in the Kurdistan Region of Iraq. Similar to other parts of Duhok Governorate, Slevany is home to a diverse population that includes Muslim Kurds as the majority, along with Christian communities (Assyrians, Chaldeans, and Armenians) and Yazidis who maintain a strong presence, supported by established villages throughout the area. While the plain is named after the largest Kurdish tribe living there, other tribes such as the Kocher also reside in the region.

Slevany's strategic geographic position provides significant economic advantages. The area hosts the Semalka crossing to Northeast Syria on the Tigris River, serving as a vital route for commercial transport and passenger movement between the Kurdistan Region and Syria. As stability increases in Syria, activity through this crossing is expected to rise. Additionally, one of Iraq's key trade highways linking Turkey and the wider European market passes through Slevany. This economic role has encouraged the establishment of large warehouses and logistics hubs by Iraqi and Turkish companies, with the potential for future expansion by Syrian businesses. Industrial development has also grown, particularly in the Kwashe area, where oil refineries, petrochemical facilities, gas plants, and power stations have been developed, contributing to economic growth and employment.

Despite the region's commercial importance, many families—especially those dependent on agriculture and livestock—continue to face challenges related to water scarcity, agricultural inefficiencies, limited technological access, energy instability, and restricted livelihood options. This project responds to these challenges through an integrated approach aimed at strengthening local resilience and improving access to essential services.

The project seeks to improve agricultural productivity by equipping farmers with modern irrigation systems, fertilizers, pesticides, and practical training. Farmers from multiple villages are adopting improved agricultural practices that reduce crop losses, enhance soil management, and support more efficient water use. Environmental restoration is supported through the planting of 1,000 trees across several villages, contributing to increased green coverage and improved local ecology.

To diversify income sources, families are assisted in establishing beekeeping and sheep-raising as sustainable livelihood activities. Beneficiaries are provided with beehives, livestock, and regular veterinary support through a mobile clinic, helping strengthen animal health and reduce avoidable losses.

Improved access to clean, reliable energy is another core component of the project. Solar street lighting is installed in several villages, increasing safety and mobility at night. In addition, Garshin village school will receive a 30-amp solar power system, ensuring consistent electricity that enhances the learning environment and improves daily school functioning.

Food security and household income are further supported by training 200 youth and adults in food processing and product marketing. Participants gain the skills needed to independently produce and sell dairy products, pickles, vinegar, and other goods, enabling them to generate additional and sustained income.

Finally, the project addresses water shortages affecting households and farmers in Kani Arab and Garshin. Maintenance of Kani Arab's main water tank and network improves household access to clean and sufficient water. In Garshin, a new irrigation canal enables farmers to water their crops more reliably, resulting in improved agricultural output and livelihood stability.

Through these integrated interventions, the project contributes to strengthening livelihoods, improving service delivery, and promoting sustainable local development in Slevany and surrounding communities, enabling families to better Christian Aid Program – Kurdistan Region Capitalize on the region's potential while meeting urgent development needs.

Exit Strategy

MECC Jordan

Sustainability will be based on long term impact projects. The previous success of MECC interventions in different similar activities in the region helped MECC in designing better the present proposal with better implementation modalities for proposed activities. Although some activities are related to humanitarian intervention such as providing lifesaving items, other activities will have sustainable impact as the following: For livelihood activities, sustainability will depend on the commitment of participants if they want to really benefit from the opportunities that will be offered to them through this program. Therefore, selection should be done with utmost care to enrol those most in need on the one hand and to those who show responses to go forward on the other. For the safeguarding training program in schools, it will equip teachers and administration with adequate knowledge and best practices on developing the quality education and ensuring education space to be safe and friendly. This will help also parents on how to deal with their kids and to increasing their knowledge that child protection is part of family life and in all life aspects. Having trained teachers will maintain the training to take place by them in each school and for each new appointed staff or teachers in the school. This pilot project will encourage other schools to follow this kind of training in the future. For coordination initiatives among existing actors in Jordan, it will pave the road for more future coordination collaborations in the future and enable all actors to get to know better each other away from any kind of competition but rather towards more coordination especially as many of them are adopting Nexus approach.

Adopting a peaceful discourse among church related communication and media departments will contribute to advocate about peace for the largest population communities in Jordan. The same for the outcome of the high national consultation on the Jordan policy in advocating peace in the region and how applying Nexus approach requires comprehensive coordination and collaboration approach among all actors working for peace.

As of suppliers who will be part of the program stakeholders, they will benefit from program approach upon signing contracts with all related safeguarding policies that will be compulsory for any service providers in the program. This approach will develop the accountability standards in the country and ensure meeting all CHS requirements. Local authorities as main stakeholders will play a role in facilitating the implementation of the program and ensure that any new regulations will help implementer bodies to develop their operations in accordance with overall country plan.

LWF Iraq

This project works toward durable solutions and lasting peace, integrating protection, livelihoods, WASH, advocacy, climate change, social cohesion and food security interventions by building capacity of duty bearers, increasing access to basic infrastructure and services, improving economic opportunities and self-reliance, and supporting efforts to promote justice and peace. ACT members will develop an exit strategy as part of their capacity building and sustainability strategy to ensure smooth transitions out of the communities where work takes place. Working in close collaboration with local structures and institutions at all phases of the project implementation is fundamental to the capacity building strategy, the localization agenda, and will ensure the successful handover of project activities. Upon the phasing out of the project, local authorities, service providers and communities will be in a better position to maintain the intended impacts. For example, to ensure the sustainability of GBV prevention activities, LWF will work closely with the local governments, community leaders and committees to strengthen GBV protection mechanisms and services through locally run community protection centers and develop and implement comprehensive protocols and referral pathways that will continue to function when the project closes. Project activities were also designed based on local community priorities which will ensure continuation through local community support.

The proposed activities are designed to increase the participation of community members, particularly women and youth from marginalized communities, in leadership and advocacy in their communities. With this approach, LWF Iraq will ensure that the community members are better equipped to be actors with their own agency, not only making the project activities their own but also building skills they can use for self-determination to advocate for the rights of their communities and uphold justice and peace for the long term. In addition, by including duty bearers in the activities, capacity will be built so that they are more aware and better able to fulfill their obligations to bring more lasting impact into the future. The proposed project builds on the success of the previous years' implementation and brings a capacity building approach to strengthen the organizational systems of local partners and strengthen the systems, mechanisms, and accountability of the local government.

Finally, the exit plans and strategy will be prepared jointly with communities and local government bodies, which will ensure proper handover and sustainability. LWF Iraq will continue to work in close collaboration community members, community leaders, local authorities, and local partners throughout the project implementation to ensure a participatory approach and overall sustainability.

CHRISTIAN AID PROGRAM – KURDISTAN REGION

The project incorporates a sustainability-focused exit strategy that ensures long-term benefits continue after external support ends. From the outset, all interventions are implemented in partnership with community committees, local leaders and authorities to strengthen ownership and accountability. Technical training and capacity building are provided to farmers, women participants, and village representatives so they can independently manage livestock and beekeeping activities, food processing skills, and solar installations without continued outside involvement. Climate-adaptive agricultural methods reduce long-term dependency on emergency assistance, while community structures established under the project are positioned to maintain WASH facilities, solar systems, and livelihood assets. Through these measures, the project transitions gradually from direct support toward strong local ownership, ensuring continuity, reduced dependency, and sustained development impact beyond the implementation period.

PROJECT MANAGEMENT***Implementation Approach*****MECC Jordan**

MECC in general follows a participatory approach in all its programs through the discernment of people's realistic needs in all aspects of project cycle and management. Participation of beneficiaries through different interviews, focal group discussions and registered information in beneficiaries' applications

represent the real source of documented information in addition to needs assessments that MECC conduct on a yearly basis to translate such needs into effective programs.

- MECC will organize orientation meeting for beneficiaries prior implementing any type of activities in order to explain the nature of the activity, CARM system, Peace building approach and activity conditions so that all recipients can know ahead of times their rights and duties in addition to agree on the type of activity and their opinion on the appropriate modality that preserve their privacy and dignity.
- MECC will apply its environment policy upon conducting all activities. As of visibility, MECC will ensure that both the logo of ACT and MECC will appear in all printed materials.
- To raise the awareness of Peace building, MECC will print special phrases on all printed materials to draw the attention of recipients about the important of peace of our daily life.
- MECC will follow its coordination mechanism to collaborate with other ACT requesting members in targeted areas in order to avoid duplication of beneficiaries, sharing their data and using their existing facilities in places where people will have limited access outside their districts and can reach existing facilities related to churches or LNGOs.
- MECC will follow its existing policies (Procurement, gender equality PSEAH, children and adult safeguarding, etc..). - Complaint Response Mechanism (CRM) will be in the center in all operations through the training of both target population and staff on the implementation of CRMs rules and procedures. Induction training will be conducted to all MECC staff and volunteers.

LWF Iraq

LWF has been implementing projects in Iraq (KRI and Federal Iraq) since the start of 2015. The focus areas are in the sectors of WASH, Livelihoods (including food security and agriculture), Protection, Social Cohesion, Education, and Health. Drawing on the ACT Alliance's wide capabilities, this Appeal seeks to address the numerous priorities of the displaced population and returnees in a sustainable manner through promoting durable solutions and the humanitarian-peace-development nexus. The immediate needs such as access to WASH, food security, protection and social cohesion, addressing GBV and livelihood opportunities will contribute to returnees, host communities and IDP's ability to both return home and recover from the effects of years of violent conflict. In the long term, efforts to promote social cohesion and peacebuilding, and provision of psychosocial support and income generation activities will provide skills needed to rebuild relations, restart enterprises and create new employment opportunities and peaceful coexistence.

Under this Appeal, LWF Iraq will provide a cross-sectoral approach including WASH, protection and social cohesion, and livelihoods components as these are all required facets to achieve durable solutions and lasting peace. Importantly, activities will be based on a gender analysis and linked to protection needs and rights, especially of GBV survivors, PWD, and FHH. In addition to provision of protection services and raising awareness on GBV, LWF will promote increased livelihoods opportunities in Duhok and Nineveh governorates, including enhancement of capacity through vocational skills trainings, business development support, apprenticeship programs and linkages with local job market, the support and creation of medium and small enterprises, and increased capacity of local farmers through training in climate smart technologies and the provision of productive assets. Moreover, LWF Iraq aims to link the WASH programmatic area with other areas, particularly targeting the impact of climate change on water scarcity, including efforts to promote sustainable water use and water conservation. Finally, building on the need to promote durable solutions and just peace, LWF will bring an RBA into its programming along with increase advocacy efforts as part of the Appeal activities. LWF Iraq will also ensure to integrate livelihood, WASH and protection and social cohesion programming in the same location areas, particularly peace building efforts that address underlying conflict at the community level in line with the nexus approach. The integration of different programming will create greater opportunities for women and members of marginalized ethnic/religious groups and improve the overall conditions in the area. This will bring social and economic Capital together for synergy and impact.

LWF is both self-implementing and implementing through local partners as a critical aspect of its support of the localization agenda. LWF has carried out capacity assessments of its current and potential partners to

implement activities for WASH, livelihoods, protection and social cohesion activities. These partners include CAPNI, Dijla Agricultural Association (DAA), BWA, Rwanga, Sheyaw, AHC, and others.

The project relies on community-led rights-based approaches to increase ownership, participation, reduce discrimination and xenophobia, and ensure the sustainability of change. ACT members will ensure accountability to the participants by the implementation of a participatory approach that is based on a participatory project management tool developed in 2024. The tool covers the full project management cycle and covers key steps to be conducted together with the community through the entire cycle. ACT members will likewise enable and encourage the affected populations to play an active role in the decision-making processes for the project through clear guidelines and practices and ensure that the most marginalized are represented. All these efforts aim to increase the accountability of ACT members to participants and will ensure that challenges during the project implementation period will be overcome efficiently and effectively.

Efforts will also be made to deliver services at the nearest point of the affected population's geographic area and make sure that all participants are well informed about services available, distributions, etc. Selection of households and individuals is based on specified selection criteria, needs assessments, and analysis. LWF regularly conducts assessments on the ground to identify the most vulnerable families/individuals in collaboration with local representatives of the communities, coordination groups, and government. Selection criteria will also be communicated to the affected population to avoid potential conflict at the community level.

Understanding that boys, girls, men and women experience conflict and displacement in different ways, this project has been designed to acknowledge and address these different needs. This project will engage women, men, girls and boys to participate in the project activities according to their individual needs, priorities, and rights, and rights of the communities. Before the start of the project, LWF Iraq will conduct a rapid gender, and age needs assessment and conflict sensitivity assessment to further refine the design of the activities. Qualitative data will be collected through direct interviews at the household level and key informant interviews, including people with different educational backgrounds, age and gender groups, and results will be disaggregated by gender and age (with special attention to youth) to ensure activities are designed to meet the specific priorities of these groups and all groups have equitable access to participate in the activities. Overall, LWF Iraq will be working closely with community members, local leaders and actors including community faith leaders and Mukhtars, and local partners to ensure there are opportunities for different groups to increase and enhance their empowerment in the community and ensure their voices to be heard.

CHRISTIAN AID PROGRAM – KURDISTAN REGION

The project will be directly managed by the Community Development Sector Coordinator, with full operational support from the logistics, human resources, and finance departments to ensure smooth planning, implementation, and compliance with organizational procedures. The project officer will work under this management structure to deliver activities efficiently and in accordance with timelines and standards. Coordination with local authorities, village leaders, and community committees will guide targeting, activity design, and oversight to ensure interventions reflect locally identified needs and priorities. Regular monitoring visits, progress assessments, and feedback mechanisms will track achievements and challenges will be conducted by M.E.A.L team, allowing timely adjustments and accountability at every stage. The overall approach is grounded in transparency, participation, and capacity building, ensuring that knowledge and systems remain with the community and relevant institutions, supporting sustainability beyond the project period.

Implementation Arrangements

MECC Jordan

MECC in general follows a participatory approach in all its programs through integrating of beneficiary consultations in all aspects of project cycle and management. Participation of beneficiaries through different interviews, focal group discussions and registered information in beneficiaries' applications represent the real source of documented information in addition to needs assessments that MECC conduct o to translate such needs into effective programs.

MECC will organize orientation meeting for beneficiaries prior implementing any type of activities in order to explain the nature of the activity, CARM system, Peace building approach and activity conditions so that all recipients can know ahead of times their rights and duties in addition to agree on the type of activity and their opinion on the appropriate modality that preserve their privacy and dignity.

MECC will follow its coordination mechanism to collaborate with other ACT requesting members in targeted areas in order to avoid duplication of beneficiaries, sharing their data and using their existing facilities in places where people will have limited access outside their districts and can reach existing facilities related to churches or LNGOs.

MECC will follow its existing policies (Procurement, gender equality PSEAH, children and adult safeguarding, etc.). - Complaint Response Mechanism (CRM) will be in the center in all operations through the training of both target population and staff on the implementation of CRMs rules and procedures. Induction training will be conducted to all MECC staff and volunteers.

LWF Iraq

LWF will take a leading role for the implementation of activities across all identified priority sectors (WASH, protection and social cohesion, livelihoods, and advocacy) in Duhok and Ninewa governorates. Through its vast experience and expansive scope of work, LWF is well equipped to implement the planned response and bring an integrated, holistic approach grounded in the humanitarian-development-peace nexus, community participation and an RBA to bring about durable solutions and peace. Furthermore, LWF has a strong network of long-standing local partners, and will both self-implement and implement through these local partners as part of the efforts to support the localization agenda. Finally, LWF will lead in the advocacy efforts and coordinate among the ACT Iraq forum members and local partners to engage in these initiatives at local and national levels and will participate in regional knowledge sharing and training to enhance nexus programming.

Finally, as the UN cluster system has deactivated, LWF Iraq is now participating the working groups and coordination groups in Duhok and Ninewa governorates. These include the Joint Coordination Forums (JCF) in Ninewa and Duhok, the Area Based Coordination (ABC) group in Sinjar, and protection, GBV, livelihoods, and WASH working groups, as well as more informal groups that have been established on climate change and peacebuilding/stabilization. Accordingly, LWF will continue to engage in these structures and coordinate directly with local authorities and other actors, including municipalities and directorates, to agree and authorize projects as required, as well as ensure no duplication and identify complementarity and synergies. ACT members also maintain strong coordination with local authorities and security departments to ensure access permission to project sites.

CHRISTIAN AID PROGRAM – KURDISTAN REGION

The implementation arrangement is structured to ensure efficient delivery, strong coordination, and accountability at all levels. Activities will be carried out directly by Christian Aid Program – Kurdistan Region's field teams under the supervision of the Community Development Sector Coordinator, with administrative and operational support from the logistics, finance, and human resources departments. Local authorities, village committees, and community representatives will be engaged throughout the implementation process, including planning, beneficiary verification, monitoring, and feedback. Technical partners and specialists will contribute to Capacity building for agriculture, livestock, WASH, energy, and livelihood interventions to ensure that skills remain within the community. Coordination meetings with relevant government departments actors will support information sharing, avoid duplication, and align interventions with existing regional development plans. Regular monitoring, reporting, and field assessments will guide decision-making and enable timely adjustments to maintain quality and relevance of the project throughout its duration.

Project Consolidated Budget

	Appeal Total	LWF Iraq	MECC Jordan	CAP
Direct Costs	2,876,358	1,842,492	757,136	276,730
1. Project Staff	675,471	433,980	174,451	67,040
1.1. Appeal Lead	36,192	19,200	16,992	-
1.2. International Staff	-	-	-	-
1.3. National Staff	639,279	414,780	157,459	67,040
2. Project Activities	1,765,229	1,129,500	458,076	177,653
2.1. Public Health	-	-	-	-
2.2. Community Engagement	5,344	-	-	5,344
2.3. Preparedness and Prevention	7,115	-	-	7,115
2.4. WASH	688,999	591,000	42,480	55,519
2.5. Livelihood	610,347	262,500	293,820	54,027
2.6. Education	16,992	-	16,992	-
2.7. Shelter and Household items	34,656	-	-	34,656
2.8. Food Security	63,472	-	42,480	20,992
2.9. MHPSS and Community Psycho-social	159,000	159,000	-	-
2.10. Gender	-	-	-	-
2.11. Engagement with Faith Leaders	62,304	-	62,304	-
2.12. Advocacy	117,000	117,000	-	-
3. Project Implementation	44,322	24,000	13,452	6,870
3.1. Forum Coordination	17,620	7,000	10,620	-
3.2. Capacity Development	26,702	17,000	2,832	6,870
4. Quality and Accountability	99,248	45,500	49,985	3,763
5. Logistics	272,207	199,262	53,525	19,420
6. Assets and Equipment	19,881	10,250	7,646	1,985
Indirect Costs	423,985	279,912	94,714	49,359
Staff Salaries	304,849	202,512	70,798	31,539
Office Operations	119,136	77,400	23,916	17,819
Total Expenditure	3,300,344	2,122,404	851,850	326,089
SMC (2%)	66,007	42,448	17,037	6,522
Total Expenditure + SMC	3,366,350	2,164,852	868,887	332,611

Project Monitoring, Evaluation and Learning

As a pilot Triple HDP Nexus initiative, the MEN251 Appeal adopts a comprehensive MEAL approach that reflects the complexity of operating across humanitarian, development, and peacebuilding domains in protracted crisis settings. A full detailed M&E plan will be developed within the first months of the response. This MEAL plan will go beyond activity tracking to focus on outcome-level change, community accountability and collective learning. The plan will be designed to support adaptive management and to generate actionable evidence to inform future Nexus programming within ACT Alliance and beyond.

The MEN251 results framework focuses on five integrated outcome areas that reflect the ambitions of the Nexus approach:

- 1. Resilience and Resource Management**
 - Communities enhance their ability to withstand shocks through sustainable water use, climate adaptation, and stronger livelihoods.
- 2. Protection and Social Cohesion**
 - Individuals and groups feel safer, more included, and more connected through strengthened protection systems and intergroup trust-building.
- 3. Access and Equity**
 - Vulnerable populations, especially women, youth, PwDs, and minorities, gain more equitable access to services, resources, and opportunities.
- 4. Accountability and Quality**
 - Program interventions become more transparent, relevant, and rights-based through robust accountability mechanisms and quality assurance systems.
- 5. Systems Engagement and Local Ownership**
 - Local actors, authorities, and civil society are increasingly positioned to lead responses and sustain change beyond the project cycle.

By focusing on these areas, the MEAL system will generate insight not just into whether activities are implemented, but into whether **relationships are healed, systems are strengthened, and communities are empowered.**

AGD

Indicators will be disaggregated by sex, age, disability status, and displacement status. Data will be collected through a combination of quantitative surveys, qualitative methods (FGDs, KIIs, outcome harvesting), and real-time field monitoring. Each requesting member will maintain a project-level MEAL plan, while cross-country coordination will allow synthesis and comparison.

Review and Evaluation

The MEN251 Appeal includes a joint **Mid-Term Review** in Year 2 to assess progress toward outcomes, identify challenges across the Nexus domains, and inform adaptive management. It will use mixed methods and include voices from affected communities and local actors.

A final **independent evaluation** will measure outcome achievement, effectiveness of the Nexus approach, quality of accountability systems, and sustainability of results. Both exercises will generate actionable learning and contribute to future Nexus programming within ACT Alliance.

MECC Jordan

MECC Jordan adheres to strict monitoring and evaluation methods, and 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. The reports will be done according to the log frame and reference will be made to the output/activity section.

Staff hired for the program will be responsible for monitoring activities and reporting discrepancies, challenges, and successes. When appropriate, members will conduct random follow up with beneficiaries through home visits, or phone calls or interviews, to conduct qualitative beneficiary satisfaction surveys to solicit feedback.

When appropriate, program monitoring will involve several or all the following methods:

- Repeated site visits:

Program staff will carry out site visits to observe program implementation, meet with beneficiaries to collect feedback on initiatives and liaise with partners, allowing the replication of good practices or corrective measures if necessary.

- Frequent reporting:

Regularly scheduled reporting by program staff is to be submitted to the program managers. Feedback will be provided to partners and beneficiaries. Country-level reports will be used by the program manager to report to various headquarters and to the ACT Alliance.

- Capacity building training:

The effectiveness of workshops will be examined through pre- and post-training tests, as well as workshop evaluations. Detailed reports will be produced describing the proceedings as well as resulting initiatives and lessons learned.

- Beneficiary satisfaction surveys: To gauge the quality of project activities within the target communities, feedback from the beneficiaries will be solicited through beneficiary satisfaction surveys. Information gathered will inform program implementation and strategy.

Accountability requirements: MECC will implement its activities according to CHS standards and its shared future concept.

The CHS standards: will be the guiding compass of all activity operation including the training of targeted population on CRMs, and MECC applied policies for all stakeholders.

Evaluation:

Projects are designed to encompass crucial and much-needed relevant relief assistance and to have in place monitoring systems where all components are specific, measurable, attainable, realistic, and time bound. Coordinated monitoring sessions will be designed to minimise potential disruption to project activities and allow for maximum coordination of forum members, to the benefit of visiting the projects. Evaluation of all projects will be undertaken to evaluate the impact, effectiveness, and sustainability of project interventions.

Specifically, evaluation practices aim to use a combination of qualitative and quantitative methods to evaluate the progress and impact of the project activities. This will involve collecting data on target outcomes and performance indicators to track progress and measure results. We will also conduct surveys and interviews with beneficiaries and local implementing partners to assess their experiences and gather feedback on the project.

Learning:

MECC Jordan will capture lessons and good practices from the project to inform future programming and response. MECC Jordan will document success stories and identify areas for improvement. MECC Jordan will also involve implementing partners and beneficiaries in the learning process by providing training on best practices and lessons learned. MECC Jordan will share learning with ACT Alliance.

LWF Iraq

LWF will be responsible for the overall monitoring and regular reporting of the Appeal activities and progress in line with the ACT humanitarian mechanism. Requesting members will conduct monitoring and evaluation visits to project implementation sites and complete reports in line with their respective policies and in accordance with requirements from donors.

The project will be monitored against the project level indicators at the output and outcome levels. The monitoring and evaluation process will be designed from the very beginning through the development of a Monitoring and Evaluation Framework, which defines each indicator, how it is measured, frequency of reporting, etc. along with a database for indicator tracking. The data against the key indicators for this project will be collected by field staff and reported based on the reporting guidelines and timeframe to the M&E officer. As part of ongoing monitoring activities, participatory consultations through focus group discussions and KIIs will be conducted with project participants, and the requesting members will take feedback from the community members and key stakeholders into account for refining future activities and overall learning. Monthly activity reports will be completed monthly for each programmatic sector and the data will be entered into the M&E database. There will also be functional complaints response mechanisms (CRM) at the community level (refer to Complaints mechanism and feedback section).

The appointed project team will review and discuss key findings and lessons learned in regular program coordination meetings. LWF will ensure documentation of learning for sharing with relevant stakeholders and the documentation of evidence with the ACT Iraq forum for advocacy purposes, as well as share learnings regionally.

In addition, an overall project evaluation will be conducted by LWF at the end of the project period. This evaluation will be aimed to evaluate inputs and activities to identify the contribution to outputs and outcomes, as well as impact in terms of strengthening the local Christian Aid Program – Kurdistan Region activities, to determine the effectiveness and efficiency of the response.

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. Finally, it is planned that the ACT Secretariat will conduct a monitoring visit to the Appeal project locations once every year based on the agreed upon ToR.

CHRISTIAN AID PROGRAM – KURDISTAN REGION

During project implementation, the project team and the MEAL unit will jointly ensure systematic collection, documentation, and follow-up of feedback and complaints from all targeted communities. During field visits, the MEAL team will brief beneficiaries on Christian Aid Program – Kurdistan Region’s Feedback and Complaints Mechanism, which operates through three accessible channels: face-to-face communication during monitoring visits, a free hotline number, and WhatsApp. Leaflets and information cards containing the hotline contacts will be distributed to all participants, including farmers, households receiving WASH or solar services, trainees in food processing and marketing, and beneficiaries of livestock, bee boxes, and agricultural support. This ensures that every participant has a direct and confidential way to share feedback, report concerns, or request support. All submissions will be logged, categorized, and referred to the responsible technical department—agriculture, livestock, WASH, energy, vocational training, or administration—for timely follow-up and resolution. The MEAL team will analyze trends in feedback to identify recurring challenges or service gaps, and findings will be discussed during internal coordination meetings with program, logistics, finance, and field teams. Community leaders and local authorities will also be informed of non-sensitive feedback trends to support accountability and strengthen transparency. This structured approach ensures that feedback continuously informs project decision-making, improves responsiveness, and reinforces the participation and ownership of the community throughout the project period.

JOINT CROSS-COUNTRY LEARNING

This Pilot HDA Triple Nexus Appeal aims at facilitating joint cross-country learning and knowledge exchange to accelerate nexus approaches in MENA, and globally, and promote complementary humanitarian, development and advocacy actions that tackle the root causes of crises in the MENA and elsewhere. A joint learning component will be gradually introduced into the appeal in line with regular appeal steering committee meetings, and following bi-annual revisions of the appeal components implementation progress and results.

The learning process will not only involve the appeal requesting members themselves, but will also include communities, local operating members, partner organizations, other ACT Alliance members in the MENA and targeted working and the ACT Nexus Working Group.

Those involved will, at some point, be able to:

Demonstrate a shared understanding of the HDA nexus concept

Describe the role of different stakeholders in supporting nexus approaches

Share feedback and discuss challenges hindering operations in Iraq and Jordan, and the MENA in general

Highlight strategic entry-points for Nexus approaches and brainstorm for new and/or common programming components

Identify opportunities for advancing cross-portfolio initiatives and complementary solutions to programming in the MENA

Demonstrate practical skills and apply tools for coordination, programming, financing and MEAL to advance nexus programming

Determine linkages and systems that need to be created to offer joined-up local, regional and global support for nexus partnerships and processes

Engage in social learning and learning exchange via interactive experience sharing sessions, workshops and plenary reflections

Data and Lessons learnt will be regularly collected by the requesting members and ACT Secretariat for further use during and after this pilot appeal. ACT Alliance Peace and Human Security Reference Group, Emergency Preparedness and Humanitarian Response Reference Group and the Triple Nexus working group shall also provide insights and engage in the learning process all throughout.

Safety and Security Plans**JORDAN**

MECC Jordan always coordinates with national ministries and departments for security issues, and joint work at field level. Also, is in continuous communication with these bodies for information exchange in different areas. MECC Jordan experience with concerned governmental bodies resulted to controlling and minimizing threats for both beneficiaries and staff. MECC Jordan also has its own plan in the field of training on safety, security and health for local members, staff, and volunteers by:

- Ensuring that all staff members have appropriate security training and awareness before they leave the offices to any target areas. This includes understanding the local culture, knowing the basic protocols, and being aware of any emergency situations.
- Ensuring that all staff members are aware of the areas in which their work is taking place and the local security situation.
- Monitoring local media reports and ensure that all staff members are made aware of any changes to the security situation.
- Ensuring that all staff members are aware of the local laws and regulations, and that they adhere to them.

IRAQ

LWF is based in KRI with offices in Duhok and Mosul and is implementing in KRI and Federal Iraq governorates (Duhok and Nineveh). Because of the significant distance from offices to field locations and the presence of organized armed groups throughout Iraq, members' staff may face kidnapping, theft, assault or robbery. Due to the quick changing security and political context, police, army or civilian forces at checkpoints may raise unexpected issues resulting in long delays or, in extreme cases, detainment. Local authorities may have a negative perception of NGOs programming or may not be informed about members' activities and objectives. This may cause problems for members and obstruct members from implementing their projects. During distributions, crowds may become aggressive and attack the distribution site or staff. Large crowds may also become a target for IS sleeper cells who may take the opportunity to maximize casualties through targeted attacks. Airstrikes/missiles have also impacted the areas of operation particularly in Amediye and Sinjar.

To mitigate these risks, effective planning will take place before going to the field and all established Security SoPs will be followed by staff. Security officers will assess the route and area for the latest security incidents and any information there may be an imminent attack. ACT members maintain regular contact with INSO and relevant authorities for up-to-date security information and advice. They will also ensure the location is accessible and make sure that members have valid security permission for implementation areas. Security staff will also ensure that project staff avoid locations with military/political affiliations and political discussions and respect community culture, and that authorities and community members are aware of LWF's programming and activities. All activities will be shared with the local authorities before the start date to ensure that staff have access to the most up to date information available. During field visits, redundancy in communication means (mobile phone & GPS tracking) will be implemented. Project staff are trained on appropriate behaviour at checkpoints and with local authorities, and on how to demonstrate respect for each communities' culture. Staff are also trained on how to identify risks and points of exit. All members will deploy a responsible security system to mitigate risks related to theft, robbery, and assault. This system will be facilitated by the ACT Iraq forum information sharing.

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](#).

☒ Yes

☐ No

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

Code of Conduct

Every ACT member organisation and the ACT Secretariat have a responsibility to ensure that all staff are aware of the ACT Code of Conduct, that they understand what it means in concrete behavioural terms and how it applies to their program context. Dissemination of this Code of Conduct is supported by ACT guidance and policy documents, namely the ACT Alliance Guidelines for the Prevention of Sexual Exploitation and Abuse, ACT Child Safeguarding Policy and Policy Guidance Document, and the ACT Alliance Guidelines for Complaints Handling and Investigations. The Code of Conduct applies to all the work performed by all members of the ACT Alliance and clearly defines the required behaviour of staff. Members organisations, where appropriate, also provide implementing partners with training on how to develop their own internal Codes of Conduct.

MECC Jordan will adhere to the Code of Conduct principles, train staff and voluntary teams and refugees on the CoC principles to ensure full application and implementation of it at all project phases. MECC makes sure that all volunteers sign on the code of conduct and activate the Complaint Response Mechanism and guarantee that the executive plan included the code of conduct especially in programs such as SGBV. In addition to that, MECC Jordan guarantees spreading awareness about CoC and providing programs that are related to health, security and safety, and printing awareness brochures about rights and obligations of refugees.

LWF & **Christian Aid Program – Kurdistan Region** Iraq will ensure that all employees, incentive workers, contractors, and implementing partners adhere to the Code of Conduct. It has been developed to complement and enhance already existing Codes of Conduct of the member organizations. All employees are required to sign on to the organization's Code of Conduct, indicating understanding and agreement with its content and possible implications. Regular monitoring will be ensured, and refresher trainings will be provided to the new staff, incentive workers, and other contractors to adhere the code. LWF will also provide training on the CoC as well as the CRM and Quality and Accountability to the local implementing partners to improve quality and accountability of their operations.

Safeguarding

ACT members are committed to creating and maintaining an environment that promotes their core values and prevents sexual exploitation, abuse and harassment, and are dedicated to promoting children's rights and ensuring that their welfare and physical security are recognized, safeguarded, and protected in accordance with international standards.

All ACT members' staff are required to complete mandatory Safeguarding training in the FABO online platform, covering overall safeguarding, child safeguarding, and PSEA. Completion certificates for all staff are kept in HR files. In addition, LWF Iraq, **Christian Aid Program – Kurdistan Region Iraq** and MECC Jordan have Safeguarding and PSEA policies in place which are reviewed and signed by all staff as part of the induction process. Refresher trainings on these requirements are also provided on an annual basis. Furthermore, in 2025 LWF Iraq and MECC Jordan will be rolling out new Child Safeguarding and Child Protection guidelines, and all staff will participate in training sessions to equip themselves around the guidelines' content. Moreover, the guidelines will contain various tools to be used during implementation to ensure that these commitments are effectively integrated into the project implementation, for example through risk assessment and mitigation measures, informed consent processes, monitoring tools, etc.

Finally, LWF participates in the SCHR Misconduct Disclosure Scheme as part of the recruitment process, uses a PSEA assessment checklist and regular monitoring of the overall program, and ensures PSEA visibility materials (e.g., posters, flyers, etc.) are displayed in offices and at project implementation sites.

In case of a safeguarding-related incident, all ACT member staff, incentive workers, contractors, project participants, and other members of the respective community are made known of the ways to report through the CRM. All efforts are made to ensure the accessibility of the reporting channels, especially for children, PwD, and with people who cannot read or write, as well as to normalize reporting so that people will feel comfortable to report any concerns even if/when they are not certain they should report. These are then handled as serious cases through the respective ACT member's established CRM processes to ensure they are managed efficiently, confidentially, and professionally.

Conflict Sensitivity / Do No Harm

ACT Alliance programming is underpinned by the 'Do No Harm' principle and gender and conflict sensitivity. Needs assessments conducted by requesting members include a gender analysis and conflict sensitivity analysis. Complaints and feedback mechanisms and on-going participatory monitoring will allow for community participation and input into programming. All requesting members apply CHS commitments and standards throughout all their activities.

The project has been designed by following do-no-harm and conflict sensitive approaches and will integrate a Do No Harm approach at all stages of project implementation, monitoring and reporting. Community engagement and participation were considered in designing of each intervention of the project. At the inception of the project, project staff will be oriented on the local dynamics, power structures and gender relations. The project's impact on the communities will be properly assessed to make sure it strengthens local Capacities for peace and reduce the divisions and sources of tensions that can lead to destructive conflict. Overall, ACT members will ensure that they have substantial understanding of the context and the potential impact of the intervention on the context so that the activities do not create harm to the safety, dignity and integrity of the women, men receiving it, and is provided in ways that respect their rights and does not reinforce oppressive gender stereotypes.

In areas of operation where there is heightened social tension among different community groups, care will be taken to ensure a conflict sensitive approach with appropriate risk assessment and mitigation measures to ensure no harm is done due to activity implementation. For example, safe spaces for women and members of marginalized groups, specifically for providing case management/PSS and for engaging in topics around social cohesion, with its underlying deep-rooted historical conflict, will be provided to ensure that community members, especially those who have been subjected to human rights abuses, are not put at further risk of violence or re-living their trauma. LWF Iraq, **Christian Aid Program – Kurdistan Region** and MECC Jordan will ensure to provide a safe and secured space with qualified trained professionals for participants to engage to ensure they feel comfortable and secure during their participation. Moreover, the ACT members have ensured that the project activities were designed taking into consideration the context and culture of the targeted areas in order foster community acceptance towards the project activities, tailor them to the specific context and communities present in the area and avoid potential harms.

Complaints Mechanism and Feedback

ACT Forum members and their implementing partners will follow ACT policies to ensure appropriateness, relevance, effectiveness and efficiency of their activities. Requesting members are committed to accountable and transparent processes for complaints handling. For this reason, ACT members have well-established complaints and feedback mechanisms in place and make sure that all participants and stakeholders can provide feedback, that they are informed about the various channels, and that all complaints are handled in a professional and consistent way.

Complaints and feedback mechanisms in place include a combination of the following channels for receiving complaints: help/suggestions desks, complaints boxes, telephone hotlines, email channels, WhatsApp numbers, and social media. Information about these channels will be actively disseminated to all stakeholders, especially affected populations, using appropriate understandable language and means. LWF Iraq and MECC Jordan will encourage feedback about their work from all stakeholders. Where feedback is a complaint about LWF Iraq, **Christian Aid Program – Kurdistan Region** and MECC Jordan conduct, LWF Iraq and MECC Jordan shall respond in timely and appropriate manner through established mechanisms and procedures, per ACT and their organizational policies.

LWF and MECC will also ensure that their local implementing partners also have the necessary mechanisms in place to receive complaints and feedback. LWF and MECC will provide trainings and follow up support on CoC, CRM and Quality and Accountability to the local implementing partners to improve quality and accountability of their operations.

Communication and Visibility

ACT members adhere to the ACT Communications and Visibility policies, including the requirement to co-brand the response. ACT Alliance and ACT members' corresponding stickers and banners are placed on materials for distribution, displayed on the sites of project implementation, and the ACT logo will appear on staff members' clothing. Where security permits, assistance items will be co-branded with ACT visibility stickers and general project and partner communication information. Should the security situation worsen however, ACT members may have to adopt a 'low visibility' protocol meaning that installations, cars, and other physical infrastructure will have limited visibility until the context becomes more secure.

In addition, the following information will typically be shared with the affected populations: name and contact details of key project contacts; summary of project objectives, activities, timescale, selection criteria; rights of project participants; and information on how to access the complaints and feedback mechanism. ACT members will also pursue active communications with local and regional authorities, UN agencies, and other stakeholders to ensure a close coordination is maintained in implementation of the response and clearly defined mandates are observed in operations.

ACT members will also receive support from their respective HQ communication teams who shall assist in the communications work. Press releases, social media posts, and other communication materials such as success stories will be produced to provide updates on the response by ACT members, including in international spheres. Finally, LWF, **Christian Aid Program – Kurdistan Region** and MECC will support local partners in the documentation, learning, and communications work. The ACT implementing members will capture human interest stories, visualize project reports, and publish an end-of-project material on the overall ACT response in Iraq and Jordan.

Annexes

Annex 1 – Summary Table

	Lutheran World Federation (LWF) Iraq	Middle East Council of Churches (MECC) Jordan	Christian Aid Program – Kurdistan Region																																																																								
Start Date	1 January 2025	1 January 2025	1 January 2026																																																																								
End Date	31 December 2026	31 December 2026	31 December 2026																																																																								
Project Period (in months)	24 months	24 months	12 months																																																																								
Response Locations	Duhok and Ninewa Governorates	Amman, Madaba, Al Zarka, and Al Fuhais	Duhok Governorate																																																																								
Sectors of response	<table border="1"> <tr> <td><input type="checkbox"/></td><td>Public Health</td> <td><input type="checkbox"/></td><td>Shelter and household items</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Community Engagement</td> <td><input type="checkbox"/></td><td>Food Security</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Preparedness and Prevention</td> <td><input checked="" type="checkbox"/></td><td>MHPSS and Community Psycho-social</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>WASH</td> <td><input checked="" type="checkbox"/></td><td>Gender</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Livelihood</td> <td><input checked="" type="checkbox"/></td><td>Engagement with Faith and Religious leaders and institutions</td> </tr> <tr> <td><input type="checkbox"/></td><td>Education</td> <td><input checked="" type="checkbox"/></td><td>Advocacy</td> </tr> </table>	<input type="checkbox"/>	Public Health	<input type="checkbox"/>	Shelter and household items	<input checked="" type="checkbox"/>	Community Engagement	<input type="checkbox"/>	Food Security	<input checked="" type="checkbox"/>	Preparedness and Prevention	<input checked="" type="checkbox"/>	MHPSS and Community Psycho-social	<input checked="" type="checkbox"/>	WASH	<input checked="" type="checkbox"/>	Gender	<input checked="" type="checkbox"/>	Livelihood	<input checked="" type="checkbox"/>	Engagement with Faith and Religious leaders and institutions	<input type="checkbox"/>	Education	<input checked="" type="checkbox"/>	Advocacy	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td><td>Public Health</td> <td><input type="checkbox"/></td><td>Shelter and household items</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Community Engagement</td> <td><input checked="" type="checkbox"/></td><td>Food Security</td> </tr> <tr> <td><input type="checkbox"/></td><td>Preparedness and Prevention</td> <td><input checked="" type="checkbox"/></td><td>MHPSS and Community Psycho-social</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>WASH</td> <td><input checked="" type="checkbox"/></td><td>Gender</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Livelihood</td> <td><input checked="" type="checkbox"/></td><td>Engagement with Faith and Religious leaders and institutions</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Education</td> <td><input checked="" type="checkbox"/></td><td>Advocacy</td> </tr> </table>	<input checked="" type="checkbox"/>	Public Health	<input type="checkbox"/>	Shelter and household items	<input checked="" type="checkbox"/>	Community Engagement	<input checked="" type="checkbox"/>	Food Security	<input type="checkbox"/>	Preparedness and Prevention	<input checked="" type="checkbox"/>	MHPSS and Community Psycho-social	<input checked="" type="checkbox"/>	WASH	<input checked="" type="checkbox"/>	Gender	<input checked="" type="checkbox"/>	Livelihood	<input checked="" type="checkbox"/>	Engagement with Faith and Religious leaders and institutions	<input checked="" type="checkbox"/>	Education	<input checked="" type="checkbox"/>	Advocacy	<table border="1"> <tr> <td><input type="checkbox"/></td><td>Public Health</td> <td><input type="checkbox"/></td><td>Shelter and household items</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Community Engagement</td> <td><input checked="" type="checkbox"/></td><td>Food Security</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>Preparedness and Prevention</td> <td><input type="checkbox"/></td><td>MHPSS and Community Psycho-social</td> </tr> <tr> <td><input checked="" type="checkbox"/></td><td>WASH</td> <td><input type="checkbox"/></td><td>Gender</td> </tr> <tr> <td><input type="checkbox"/></td><td>Livelihood</td> <td><input type="checkbox"/></td><td>Engagement with Faith and Religious leaders and institutions</td> </tr> <tr> <td><input type="checkbox"/></td><td>Education</td> <td><input type="checkbox"/></td><td>Advocacy</td> </tr> </table>	<input type="checkbox"/>	Public Health	<input type="checkbox"/>	Shelter and household items	<input checked="" type="checkbox"/>	Community Engagement	<input checked="" type="checkbox"/>	Food Security	<input checked="" type="checkbox"/>	Preparedness and Prevention	<input type="checkbox"/>	MHPSS and Community Psycho-social	<input checked="" type="checkbox"/>	WASH	<input type="checkbox"/>	Gender	<input type="checkbox"/>	Livelihood	<input type="checkbox"/>	Engagement with Faith and Religious leaders and institutions	<input type="checkbox"/>	Education	<input type="checkbox"/>	Advocacy
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Targeted Recipients (Per sector)	WASH: 79,050 participants Protection & Social Cohesion: 4,660 participants Livelihoods: 1,120 participants	Food Security: 2000 HHs/two years WASH: 2000 HHs/two years (Hygiene kits) 3000 students (Training on climate action)	Food Security: 150 young men and women WASH: 35 families																																																																								

	Advocacy: 379 participants	Cash Assistance : 400 HHs/two years Livelihood: 240 direct beneficiaries/two years Health: 400 beneficiaries/two years Training for Teachers on Safeguarding: 300 teachers/two years. PSS support: 300 beneficiaries/two years. Engagements with Church Institutions: 70 participants/two years	Preparedness and Prevention: 75 Farmers Livelihood: 40 HHs
Requested budget (USD)	USD 2,307,928	USD 1,775,485	USD 326,089

Annex 2 – Security Risk Assessment

IRAQ

Principal Threats:

Threat 1: Terrorist attack (i.e., shooting or detonation of explosives)

Threat 2: Airstrikes/missile strikes

Threat 3: Detainment by security forces/militias

Threat 4: Religious and ethnic conflict

Threat 5: Car accident

<i>Impact</i> <i>Probability</i>	Negligible	Minor	Moderate	Severe	Critical
Very likely	Low Click here to enter text.	Medium Click here to enter text.	High Click here to enter text.	Very high Click here to enter text.	Very high Click here to enter text.
Likely	Low Click here to enter text.	Medium Click here to enter text.	High Click here to enter text.	High - Car accident.	Very high Click here to enter text.
Moderately likely	Very low Click here to enter text.	Low Click here to enter text.	Medium - Religious and ethnic conflict.	High - Detainment by security forces/militias.	High - Airstrikes/ missile strikes.
Unlikely	Very low Click here to enter text.	Low Click here to enter text.	Low Click here to enter text.	Medium Click here to enter text.	Medium - ISIS attack.
Very unlikely	Very low Click here to enter text.	Very low Click here to enter text.	Very low Click here to enter text.	Low Click here to enter text.	Low Click here to enter text.

Annex 2 – Security Risk Assessment

JORDAN

Principal Threats:

Threat 1:

Cultural views regarding gender held by the project beneficiaries and/or project staff could impede equal participation in, or benefit from, the project by women and girls

Threat 2:

Donor fatigue among related organizations, churches and institutional donors resulting in an overall decrease in funding for the Middle East

Threat 3:

Government approvals for projects are not obtained or heavily delayed

Threat 4:

High staff turnover due to the decreased funding levels and downsizing the organization size

Threat 5:

Irregularities in the cash flow of funds for this program could hinder the timely implementation and completion of program activities.

<i>Impact</i> <i>Probability</i>	Negligible	Minor	Moderate	Severe	Critical
Very likely	Low Click here to enter text.	Medium Cultural views regarding gender	High Click here to enter text.	Very high Donor fatigue	Very high Click here to enter text.
Likely	Low Click here to enter text.	Medium Click here to enter text.	High Click here to enter text.	high Click here to enter text.	Very high Click here to enter text.
Moderately likely	Very low Click here to enter text.	Low Government Approvals	Medium Irregularities in the cash flow	high Click here to enter text.	High Click here to enter text.
Unlikely	Very low Click here to enter text.	Low High staff turnover	Low Click here to enter text.	Medium Click here to enter text.	Medium Click here to enter text.
Very unlikely	Very low Click here to enter text.	Very low Click here to enter text.	Very low Click here to enter text.	Low Click here to enter text.	Low Click here to enter text.