

**ACT Alliance**

**SYR 261: Syria's Protracted Crisis -  
Building Pathways from Crisis to  
Resilience**

**Appeal**

**actalliance**

SECRETARIAT: 150, route de Ferney, P.O. Box 2100, 1211 Geneva 2, Switzerland  
TEL.: +4122 791 6434 – FAX: +4122 791 6506 – [www.actalliance.org](http://www.actalliance.org)

## **Table of contents**

*Each heading links to the corresponding section*

Appeal Summary Sheet

Reporting Schedule

Context Analysis

Response Strategy

*Forum response strategy over the Appeal period*

*Capacity to respond*

*Appeal response plan in the first three months*

*Primary participants*

*Monitoring and evaluation*

*Risk management*

*Safety and security plans*

Budget

Quality and Accountability

*Code of Conduct*

*Safeguarding*

*Conflict Sensitivity / Do No Harm*

*Complaint Mechanism and Feedback*

*Communication and Visibility*

## Appeal Summary Sheet

Appeal Code and Title	Syria's Protracted Crisis: Building Pathways from Crisis to Resilience																	
Project Budget (USD)	<i>Total Requesting Members' Budget: 5,209,827 USD</i> <i>SMC 3%: 156,295 USD</i> <i>Total Budget: 5,366,122 USD</i>																	
Location	Syria (Aleppo, Idlib, Hama, Sweida, Daraa, Homs, Damascus and Rural Damascus, Latakia, Tartus)																	
Response Period	Start Date                      1 January 2026 End Date                         31 December 2026 No. of months:                12 months																	
Requesting Forum	ACT Alliance Syria Forum  <input checked="" type="checkbox"/> The ACT Forum officially endorses the submission of this Appeal  ACT Syria Forum Members: MECC, GOPA-DERD, EPDC, LWF, CA, FCA, DCA, NCA, ACT CoS, HEKS/EPER, DKH, FELM.																	
Requesting members (add rows if needed)	<table border="1"> <thead> <tr> <th>Requesting Member</th><th>Budget</th></tr> </thead> <tbody> <tr><td>LWF</td><td>311,182 USD</td></tr> <tr><td>HEKS/EPER (Swiss Church Aid)</td><td>608,972 USD</td></tr> <tr><td>EPDC</td><td>1,017,576 USD</td></tr> <tr><td>MECC</td><td>1,013,793 USD</td></tr> <tr><td>GOPA-DERD</td><td>1,015,186 USD</td></tr> <tr><td>FCA</td><td>769,388 USD</td></tr> <tr><td>NCA</td><td>630,025 USD</td></tr> </tbody> </table>		Requesting Member	Budget	LWF	311,182 USD	HEKS/EPER (Swiss Church Aid)	608,972 USD	EPDC	1,017,576 USD	MECC	1,013,793 USD	GOPA-DERD	1,015,186 USD	FCA	769,388 USD	NCA	630,025 USD
Requesting Member	Budget																	
LWF	311,182 USD																	
HEKS/EPER (Swiss Church Aid)	608,972 USD																	
EPDC	1,017,576 USD																	
MECC	1,013,793 USD																	
GOPA-DERD	1,015,186 USD																	
FCA	769,388 USD																	
NCA	630,025 USD																	
Appeal Coordinator	<table border="1"> <tr> <td>Name</td><td>Jana Nasr</td></tr> <tr> <td>Email</td><td>actalliance.syria.coordinator@gmail.com</td></tr> <tr> <td>Other means of contact (whatsapp, Skype ID)</td><td>+963 959 989 132</td></tr> </table>		Name	Jana Nasr	Email	actalliance.syria.coordinator@gmail.com	Other means of contact (whatsapp, Skype ID)	+963 959 989 132										
Name	Jana Nasr																	
Email	actalliance.syria.coordinator@gmail.com																	
Other means of contact (whatsapp, Skype ID)	+963 959 989 132																	
Implementing partners (add rows if needed)	<p><i>List all implementing partners who will be carrying out the response in collaboration with ACT members</i></p> <table border="1"> <thead> <tr> <th>Requesting Member</th><th>Implementing Partners</th></tr> </thead> <tbody> <tr> <td>LWF</td><td>Al Taalouf Association and Basmeh and Zeitooneh (B&amp;Z) Relief and Development / and LWF Self implementation</td></tr> <tr> <td>HEKS/EPER</td><td>Self Implementation</td></tr> <tr> <td>EPDC</td><td>Self Implementation</td></tr> <tr> <td>MECC</td><td>Self Implementation</td></tr> <tr> <td>GOPA-DERD</td><td>Self Implementation</td></tr> </tbody> </table>		Requesting Member	Implementing Partners	LWF	Al Taalouf Association and Basmeh and Zeitooneh (B&Z) Relief and Development / and LWF Self implementation	HEKS/EPER	Self Implementation	EPDC	Self Implementation	MECC	Self Implementation	GOPA-DERD	Self Implementation				
Requesting Member	Implementing Partners																	
LWF	Al Taalouf Association and Basmeh and Zeitooneh (B&Z) Relief and Development / and LWF Self implementation																	
HEKS/EPER	Self Implementation																	
EPDC	Self Implementation																	
MECC	Self Implementation																	
GOPA-DERD	Self Implementation																	

	FCA	Self Implementation
	NCA	Self-Implementation
Response Strategy Summary (add rows if needed)	Requesting Member	Number of Target Participants per sector
	LWF	Protection: 100 through services, and 2,100 through awareness and initiatives.
	LWF	Health: 5,140 through healthcare services
	HEKS/EPER	Food Security, Agriculture and Livelihoods: 60,000 WASH: 23,000
	EPDC	<u>Livelihood</u> : 100 <u>Health</u> : 10,000 <u>WASH</u> : CFW: 132
	MECC	Education: 295, Health: 570, Livelihood: 75, MPCA: 500, Shelter: 8000
	GOPA-DERD	Education: 500, Protection: 810
	FCA	Education: 4860  Protection: 300 Participants in community led initiative for social cohesion  Livelihoods support: 150 farmers
	NCA	MPCA to 1370 HH, Volunteer training for 25 pax in Hygiene promotion, GBV awareness and PFA,Hygiene promotion and GBV awareness to 6000
Outcome(s)	Outcome 1. People affected by the Syrian Protracted Crises receive multi-sectorial (Food, WASH, Protection, Health, NFI’s, CASH) necessary lifeline humanitarian support. Outcome 2. To strengthen sustainable livelihoods and economic resilience of IDPs, returnees, and host communities by increasing income generation and promoting inclusive access to climate-adaptive and resilient livelihood opportunities, with a particular focus on women, youth, and other marginalized groups. Outcome 3. Amid the urgent need for peace in Syria, communities contribute to reduced tensions and strengthened social cohesion by actively engaging in inclusive protection initiatives, climate-resilient and environmentally safe livelihood practices, disability-inclusive policies, and accessible accountability mechanisms that promote dialogue, trust, and peaceful coexistence among diverse groups.	
Objectives	Crisis-affected populations in Syria – including vulnerable communities, IDPs, returnees – experience improved resilience, social cohesion, and equitable access to basic services, livelihoods, and protection, through integrated, inclusive and accountable interventions.	
Target Participants		
	Profile	

☐ Refugees      ☒ IDPs      ☒ host population      ☒ Returnees  
☐ Non-displaced affected population

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

LWF: 26,200 households indirectly reached (5,240 direct beneficiaries from training or health services \*5)

HEKS/EPER (Swiss Church Aid): 14,590

EPDC: 162,360 Beneficiaries (10,232 direct, 152,128 indirect)

MECC: 15200 beneficiaries (9440 direct and 5760 indirect)

GOPA-DERD: 1310 direct beneficiaries (6550 indirect beneficiaries)

FCA: 720 HH (3,600 direct beneficiaries)

NCA: 1375 HH (6,875 individuals)

**Sex and Age Disaggregated Data:**

Sex and Age								
	0-5	6-12	13-17	18-49	50-59	60-69	70-79	80+
Male LWF	521	263	626	520	32	23	12	0
Female LWF	520	263	268	4,532	63	53	10	0
(HEKS/EPER) Male	5,946	8,030	7,291	14,592	2,373	1,106	650	55
(HEKS/EPER) Female	6,452	7,520	8,899	15,641	2,296	1,275	813	61
EPDC Male	680	530	510	1,132	620	490	246	123
EPDC Female	998	768	748	1,585	918	732	368	184
MECC Male	501	578	580	681	681	628	620	508
MECC Female	501	575	578	651	652	600	600	506
GOPA-DERD Male	35	200	175	134	41	15	15	5
GOPA-DERD Female	40	200	225	139	46	15	15	10
FCA Male	0	1152	960	249	27	12	0	0

FCA Female	0	1440	1248	200	18	4	0	0
NCA Female	1,262	1,296	1,116	3,273	1,023	110	110	222
NCA Male	1,302	1,343	1,158	3,282	1,026	101	100	201
Total Female	10223	12062	13082	26021	5016	2789	1906	983
Total Male	8,985	12096	11300	20590	4800	2375	1643	892
<b>Total</b>	<b>18758</b>	<b>24158</b>	<b>24382</b>	<b>46611</b>	<b>9816</b>	<b>5164</b>	<b>3549</b>	<b>1875</b>
Total number of Beneficiaries supported: <b>134,313</b>								

## Reporting Schedule

Type of Report	Due date
Situation report	15/04/2026 <i>First sitrep due</i>
Interim Report (narrative and financial)	15/7/2026
Final narrative and financial report (60 days after the ending date)	28/02/2027
Audit report (90 days after the ending date)	31/03/2027


**Please kindly send your contributions to this ACT bank account:**

**US dollar**

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

**Account Name: ACT Alliance**

UBS AG  
8, rue du Rhône  
P.O. Box 2600  
1211 Geneva 4, SWITZERLAND  
Swift address: UBSWCHZH80A

Please note that as part of the revised ACT Humanitarian Mechanism, pledges/contributions are **encouraged** to be made through the consolidated budget of the country forum, and allocations will be made based on agreed criteria of the forum. For any possible earmarking, budget targets per member can be found in the "Summary Table" Annex, and detailed budgets per member are available upon request from the ACT Secretariat. For pledges/contributions, please refer to the spreadsheet accessible through this link  [00 Appeals reports](#). The ACT spreadsheet provides an overview of existing pledges/contributions and associated earmarking for the appeal.

Please inform the ACT Secretariat Humanitarian Team <humanitarianfinance@actalliance.org> of all pledges/contributions and transfers, including funds sent direct to the requesting members.

As Syria is a sanctioned country, contributions to this appeal should be communicated to ACT secretariat before any transfer is made.

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**

Interim Regional Representative, George Majaj ([George.Majaj@actalliance.org](mailto:George.Majaj@actalliance.org))  
Humanitarian Programme Coordinator, Jana Nasr ([jana.nasr@actalliance.org](mailto:jana.nasr@actalliance.org))

Visit the ACT website: <https://actalliance.org/>

**Niall O'Rourke**

Head of Humanitarian Affairs  
ACT Alliance Secretariat, Geneva

## Context Analysis

Syria's protracted crisis, now entering its fourteenth year, remains one of the world's most complex humanitarian emergencies. Prolonged conflict, economic collapse, widespread displacement, climate-related shocks, and declining international funding have converged to severely undermine public services, social cohesion, and household coping capacity. As of 2025, an estimated 16.5 million people—over 70% of the population—require humanitarian assistance, while 15.8 million people need primary and secondary health support (OCHA, 2025; WHO, 2025). These multidimensional needs demand an integrated approach that addresses immediate life-saving requirements while strengthening systems, livelihoods, and community resilience.

Syria's health system remains near collapse. Only 57% of hospitals and 37% of primary health care centres (PHCs) are fully operational nationwide, with the remainder partially functioning or non-functional due to damage, staffing shortages, outdated equipment, and funding gaps (WHO, 2025). At household level, 58% report at least one member experiencing health problems in the past six months, and 62% state their health needs were not adequately met (World Vision MSRNA, 2024). Maternal and child health is particularly affected: over half of households report gaps in MCH services, and 52–54% of pregnant women face difficulties accessing antenatal care and safe delivery, largely due to cost, distance, medicine shortages, and lack of specialists (World Vision MSRNA, 2024).

Malnutrition and poor dietary practices are rising amid declining purchasing power and weakened food systems. Nationally, malnutrition rates have tripled over the past four years, placing Syria among the world's most hunger-affected countries (WHO EMRO, 2024). Undernutrition—closely linked to inadequate diets, unsafe water, and poor sanitation—continues to heighten disease risk, particularly for children under five and pregnant and lactating women (WHO, 2024).

Protection concerns dominate the humanitarian landscape. 65% of households struggle to access basic services, and 54% report needing psychosocial support, with 50% experiencing persistent sadness, anxiety, or sleep disorders within the past month (World Vision MSRNA, 2024). Child protection risks are reported in 43% of communities, including child labour, neglect, early marriage, and school dropout. Women and girls face significant barriers to service access: 53% encounter obstacles, and 13% are completely unable to access essential services, particularly protection and GBV response (World Vision MSRNA, 2024; HRP, 2025).

Education outcomes reflect these protection and economic pressures. Between 2.5–3 million children remain out of school, with an additional 1.6 million at risk of dropping out due to poverty, displacement, damaged infrastructure, and psychosocial distress. Over 8,000 schools are damaged or destroyed, and many functioning schools operate double or triple shifts with limited resources (HRP, 2025). These trends threaten long-term human capital and social stability.

Syria continues to experience large-scale displacement alongside complex return movements. Over 7.4 million people remain internally displaced, while more than 6 million refugees reside abroad (UNHCR, 2025). Since the fall of the previous regime, more than 1.5 million internally displaced persons (IDPs) have returned to their areas of origin since early December 2024. Furthermore, according to the latest UNHCR Return movement overview, around 1.2 million individuals have returned from outside Syria since December 8th, and around 1.5 million Syrian refugees are expected to return to Syria in 2025. (UNHCR, 2025; IDP Task Force, 2025). However, returns are often unsustainable due to destroyed housing, lack of services, protection risks, and limited livelihood opportunities.



Social cohesion has been severely eroded by years of violence and displacement. The population profile illustrates this complexity: 69% of surveyed households belong to host communities, 16% are internally displaced persons (IDPs), and 14% are returnees. Even within host populations, 22% have experienced displacement themselves, 85% inside Syria and 15% abroad (World Vision, MSRNA 2024). This overlapping displacement history has strained already-weakened community networks, reduced social trust, and undermined traditional support mechanisms. Competition over scarce resources—jobs, services, housing—frequently fuels local tensions, particularly in urban and peri-urban areas hosting large displaced and returnee populations.

Rural Damascus exemplifies the compounded pressures facing urban host areas. Jaramana, a densely populated and culturally diverse town on the outskirts of Damascus, has absorbed large numbers of IDPs and, more recently, people displaced by insecurity in southern Syria. Since mid-2025, escalating violence in As-Sweida, Dara’a, and parts of Rural Damascus has displaced over 176,000–190,000 people, many of whom sought refuge in urban centres such as Jaramana and Sayyeda Zeinab (UNHCR Regional Flash Update No. 37, July 2025).

This sudden influx has overwhelmed already fragile services. Health facilities face acute shortages of staff, medicines, and diagnostics, while rising medication costs further restrict access for poor households. WASH and waste management systems are under severe strain: Jaramana generates approximately 800 tons of waste daily, yet only 600 tons are transported, due to shortages of vehicles, containers, and workforce. Accumulated waste increases risks of cholera, diarrheal disease, and respiratory infections, disproportionately affecting children, pregnant women, and older persons (WASH Sector Assessments, 2025).

Economic collapse underpins many humanitarian needs. Syria’s economy has contracted by over 60% since 2010, with cumulative GDP losses estimated at USD 226 billion during the early conflict years. Continued inflation, sanctions, infrastructure damage, and climate shocks—particularly drought—have devastated agriculture and livelihoods (World Bank estimates; HRP, 2025). Nationally, 14.6 million people are food insecure, and over 14 million require early recovery and livelihood support, with highest needs in Aleppo, Rural Damascus, Hama, Homs, and Latakia (HRP, 2025).

In displacement-affected urban areas, households increasingly rely on negative coping strategies, including debt, reduced food intake, child labour, and early marriage. Livelihood disruption, combined with protection risks and service gaps, reinforces cycles of vulnerability and dependency on humanitarian aid.

The Syrian crisis is characterized by deeply interconnected health, protection, displacement, WASH, education, and livelihood challenges. Addressing these requires integrated, area-based interventions that combine emergency assistance with system strengthening and social cohesion. Expanding primary health care, integrating mental health and psychosocial support (including mhGAP), restoring basic WASH and waste management services, and supporting livelihood recovery are mutually reinforcing priorities. Community engagement and information-sharing are critical, particularly given that 30% of households cite lack of information as a key barrier to accessing services (World Vision MSRNA, 2024).

The interconnected nature of these challenges offers clear opportunities for a nexus-driven approach. The widespread mental-health burden, affecting half of all households, demands integration of psychosocial support across health and protection interventions. Training local partners through mhGAP contributes simultaneously to humanitarian relief, system strengthening, and peace dividends by empowering national actors. Meanwhile, the 30% of

respondents citing lack of information as a barrier to accessing services demonstrates the importance of community-level engagement and awareness-raising to bridge protection and social-cohesion outcomes.

In the new political and operational context of 2026, Syria requires approaches that transcend sectoral silos. By combining health recovery, protection capacity-building, and community cohesion initiatives, the forum embraces the nexus concept, linking immediate assistance with the foundations of sustainable recovery and resilience.

## Response Strategy

### *Forum response strategy over the Appeal period*

In line with the ACT SYR 261 Appeal Results Framework, the collective response of the ACT Syria Forum aims to improve the resilience, dignity, and wellbeing of conflict-affected and crisis-affected populations across targeted governorates in Syria. The response strategy is designed to ensure that deliverables, outcomes, and objectives are measurable, aligned with humanitarian quality standards, and implemented through a coordinated forum approach that maximizes collective impact while avoiding duplication.

The response is implemented through strong coordination and complementarity among requesting members under the leadership of the ACT Syria Forum. The Forum facilitates joint planning, harmonized monitoring and reporting, shared accountability, and continuous information exchange among members. Coordination is further strengthened through active engagement with national and sub-national clusters and technical working groups, contribution to 5W reporting, and alignment with national authorities and local coordination mechanisms. This collective approach ensures geographic and sectoral complementarity, coherent referral pathways between protection, MHPSS, health, WASH, education, livelihoods, and cash assistance, and a balanced response that addresses priority needs across affected communities.

Gender mainstreaming and inclusivity are integrated across all members' interventions, guided by gender analysis tools and context-specific assessments. The response is designed to ensure equitable access to services for women, men, girls, and boys, with specific attention to women-headed households, persons with disabilities, youth, internally displaced persons, and returnees. Activities incorporate GBV risk mitigation, PSEA, safeguarding measures, and barrier-free access to services, while monitoring systems systematically disaggregate data by sex, age, and disability to ensure inclusive participation and adaptive programming.

LWF's response focuses on strengthening protection, social cohesion, mental health, and access to gender-responsive health services through coordinated action with local partners. Community-based protection and social cohesion activities are implemented with Basmeh & Zeitooneh through the establishment and capacity building of community committees and the support of community-led initiatives that promote inclusion and resilience. Awareness-raising activities address GBV prevention, women's rights, and protection concerns, including campaigns such as the 16 Days of Activism. LWF further strengthens community-based MHPSS through mhGAP training, referral systems, and the integration of Code of Conduct, PSEA, and gender-sensitive approaches. In parallel, LWF supports access to maternal, neonatal, child, and sexual and reproductive health services in partnership with Al Taalouf Association, complemented by subgrants and operational support to ensure continuity and quality of care for women and girls.

HEKS/EPER's response adopts an integrated approach focusing on WASH and food security and agricultural livelihoods to improve access to essential services and strengthen household resilience in Aleppo, Rural Damascus, and Hama. Interventions include the rehabilitation and solarization of water pumping stations, hygiene promotion campaigns with gender-sensitive messaging, and capacity building of local water committees. Food security activities combine cash-for-work for agricultural infrastructure rehabilitation, distribution of agricultural inputs, climate-smart farming training, and support to small-scale food processing initiatives, with priority given to women and youth. The rehabilitation of a public bakery further contributes to stabilizing bread availability and affordability while supporting local employment.

EPDC's response contributes to improved wellbeing through access to essential health services, livelihoods support, and environmental health interventions in Jaramana and Rural Damascus. Health activities focus on operating a Primary Health Care Center providing free consultations, diagnostics, medications, referrals, and health awareness sessions, with services designed to respond to gender-specific health needs and supported by gender- and age-disaggregated monitoring. EPDC also implements livelihood and food security interventions, including skills training and support to vulnerable households, and a large-scale solid waste management project that provides employment opportunities while improving sanitation and public health conditions.

MECC's response addresses multi-sectoral needs through health, livelihoods, education, and cash assistance interventions targeting highly vulnerable populations affected by the Syrian conflict. Health support focuses on covering medical consultations, tests, treatments, and medications for vulnerable cancer patients, ensuring dignified and timely access to lifesaving care. Livelihood interventions provide grants and business management training for youth, women, and men, while education support enables vulnerable children to access quality education in private schools where public capacity is limited. Multipurpose cash assistance supports marginalized families in meeting essential needs, supported by functional feedback and complaints mechanisms. Aside from that MECC will continue as part of its ecumenical program to rehabilitate of faith-based social services & religious infrastructure in several locations which affected by the war.

GOPA-DERD's response strengthens access to education, protection awareness, and social cohesion in Idlib, Homs, and Daraa. Activities include the rehabilitation and equipping of schools to enable access to formal education for vulnerable children, complemented by social cohesion training for teachers, caregivers, and community leaders. Community-led cohesion initiatives are implemented following the trainings, promoting inclusion and peaceful coexistence. Strong coordination with ministries, local authorities, education stakeholders, and humanitarian actors ensures effective implementation, avoidance of duplication, and the promotion of gender equality and female participation.

FCA's response focuses on inclusive education, livelihoods, and social cohesion for crisis-affected children, youth, and small-scale farmers. Interventions include Non-Formal Education catch-up classes for out-of-school and at-risk children, provision of school supplies and winterization support, and teacher training on inclusive, psychosocially supportive methodologies. Community-based education and social cohesion initiatives promote tolerance, coexistence, and dialogue among host and returnee communities. FCA also supports small-scale farmers through technical training and financial grants to improve agricultural productivity and resilience, while advancing disability-inclusive programming through a national-level policy review conducted in coordination with relevant partners.

NCA's response delivers integrated assistance to crisis-affected households in Rural Damascus and As-Sweida through cash assistance, WASH and hygiene support, protection and GBV awareness, and food security and livelihoods interventions. Multipurpose cash transfers enable households to

meet essential needs, while hygiene promotion and GBV awareness activities strengthen knowledge, prevention, and referral pathways. Agricultural inputs, infrastructure rehabilitation, and livelihood training support household self-reliance as conditions allow. Across all interventions, NCA ensures functional feedback and complaints mechanisms and applies a gender justice approach that prioritizes women, girls, and other vulnerable groups.

Across all members, the response prioritizes partnerships with national and local actors through subgrants, capacity strengthening, and shared implementation. Accountability to affected populations is ensured through transparent communication, community engagement, and accessible feedback mechanisms. Through this coordinated forum response, ACT Alliance members collectively deliver a coherent, inclusive, and quality-assured humanitarian response that addresses urgent needs while strengthening community capacities and local systems

ACT places gender equality at the core of its programming, guided by its institutional Gender Justice Policy and Code of Conduct, which affirm equal rights, responsibilities, and influence of women, men, girls, and boys in shaping decisions that affect their lives. This commitment is further reinforced through requesting member's adherence to the ACT Alliance Gender Justice Policy. The response builds on this foundation by integrating gender equality across the entire program cycle, ensuring that the specific needs, risks, and capacities of all gender and age groups are addressed. Particular focus is given to women and girls, especially adolescent girls, female-headed households, and women with disabilities who are disproportionately affected by gender-based violence and systemic inequality.

### ***Capacity to respond***

The ACT SYR 261 appeal is implemented through the coordinated capacities of the ACT Syria Forum requesting members, whose collective experience, geographic coverage, and sectoral expertise enable a timely, principled, and high-quality humanitarian response in line with the Forum's Emergency Preparedness and Response Plan (EPRP). The Forum's shared resources include established coordination structures, technical expertise across sectors, harmonized MEAL systems, surge capacity, and strong partnerships with national and local authorities and community actors.

**LWF:** Within the ACT Syria Forum, the LWF, B&Z, and Al Taalouf partnership operationalizes the EPRP framework by pooling sectoral expertise, geographic reach, and logistical resources. LWF provides overarching coordination, compliance oversight, and MHPSS and protection leadership; B&Z anchors community engagement and social cohesion; and Al Taalouf delivers quality, gender-responsive health services. Together, members ensure comprehensive coverage across humanitarian and early recovery needs, maintaining adherence to protection principles, localization priorities, and humanitarian quality standards. Below a more detailed information about the capacity to respond of this strategic partnership:

LWF brings over 13 years of continuous humanitarian and development experience in the Syria regional response, operating in both Jordan and Syria since 2012. Its programming has evolved from emergency relief to comprehensive, solutions-oriented approaches bridging humanitarian aid and long-term resilience. In Syria, LWF has been operational since 2019, transitioning from partnership-based implementation to direct registration and field operations in 2024, with ongoing programs across Aleppo, Rural Damascus, Homs, and Idlib. LWF's sectoral expertise includes Child Protection,

Mental Health and Psychosocial Support (MHPSS), and Health Services, implemented in line with international standards and national protocols.

**Al Taalouf Association:** Al Taalouf is a well-established, Aleppo-based non-profit with more than a decade of frontline humanitarian experience. Since 2014, Al Taalouf has provided continuous health services to conflict-affected communities in Aleppo, with clinics now operating in Al-Sukkari, focusing on internal medicine, gynecology, and pediatrics. Its programs prioritize women and children, offering accessible and affordable care to the most vulnerable. Under this project, Al Taalouf will deliver maternal, neonatal, and reproductive health services, supported by essential medical supplies and administrative strengthening. Its integration into the ACT response ensures quality service delivery within established community trust networks, while benefiting from LWF's technical support and coordination linkages with the wider health system.

**Basmeh & Zeitooneh Relief and Development (B&Z):** B&Z has a proven record of advancing community-based protection, social cohesion, and civic participation across Syria. Between 2024–2025, B&Z supported over 20 community-led initiatives in Damascus, Rural Damascus, Homs, Aleppo, Idleb, Tartus, and Latakia, empowering committees, particularly women and youth, to identify local priorities and lead inclusive, context-sensitive initiatives. Through structured capacity building in dialogue facilitation, conflict analysis, communication, and community project design, B&Z has cultivated locally owned mechanisms for peaceful coexistence, GBV prevention, and social cohesion. Its strong presence in community mobilization and Disaster Risk Reduction complements LWF's technical and coordination role, ensuring that interventions are community-driven, gender-inclusive, and sustainable.

**HEKS/EPER (Swiss Church Aid):** HEKS/EPER began its interventions in Syria in 2017, initially collaborating with local partners, including faith-based organizations and national NGOs, before formally registering with the Syrian Arab Red Crescent (SARC). In 2021, the organization opened a country office in Damascus to directly implement humanitarian aid across various governorates. Since the establishment of this office, HEKS/EPER has concentrated on providing humanitarian services and sustainably restoring essential services in the country through three strategic pillars:

1. **Food Security:** HEKS/EPER plays a crucial role in transforming the bread value chain in Syria by rehabilitating public bakeries and mills and optimizing production lines to meet local community needs. Solarization of production lines reduces fuel costs and promotes sustainability. HEKS/EPER collaborates with the Directorate of Bakeries (DoB) and various stakeholders to enhance oven energy efficiency and piloted a new fuel-efficient design. Informational materials for bakery operations and worker safety have been developed. Additionally, by rehabilitating dams (Ar-Rastan) and irrigation channels and supporting farmers with agricultural inputs and training, we aim to boost food production in the country.
2. **WASH:** HEKS/EPER seeks to reduce waterborne diseases by enhancing WASH infrastructure and ensuring safe drinking water access. This involves rehabilitating water networks, pumping stations, and elevated tanks, as well as replacing damaged piping. Solarizing water infrastructure decreases fuel dependency, which also has positive environmental impacts. Rehabilitating sewage networks helps prevent disease outbreaks and improves local environmental conditions. HEKS/EPER promotes hygiene practices through the "Surprise Soap" concept to engage community members and stakeholders.
3. **Livelihood:** HEKS/EPER is committed to integrating vulnerable individuals into the labor market through vocational and business training, facilitating water harvesting, distributing toolkits and grants, rehabilitating small businesses and training centers, and creating job opportunities for those affected by conflict and earthquakes.

HEKS/EPER operates in eight governorates, addressing the multi-sectoral needs of affected populations. Operations are coordinated from the Damascus office, with a strong presence in Aleppo, Latakia, Tartous, Homs, Hama, Dar'a, Damascus, and Rural Damascus governorates.

HEKS/EPER proposes to intervene in the 3 most affected governorates to build on the existing operations. Below HEKS/EPER's experience in the targeted governorates is briefly presented:

- **Aleppo:** HEKS/EPER is engaged in multiple locations to respond to the multi-sectoral needs under FSLA (i.e., rehabilitation of public bakeries, production lines, and provision of generators), Livelihood (rehabilitation of training centers for persons with disabilities, 3-4 months extensive vocational training for different cadres, and provision of toolkits), and of critical WASH facilities in these centers.
- **Hama:** HEKS/EPER has a strong presence in Hama governorate, focusing on WASH (rehabilitating boreholes and high-water tanks, sewage networks, and solarizing water treatment plants) and Food Security (rehabilitating public bakeries, and recently we rehabilitated Ar-Rastan dam).
- **Rural Damascus:** In Rural Damascus, HEKS/EPER has rehabilitated boreholes and installed solar solutions, rehabilitated multiple bakeries and production lines, installed generators, introduced innovative bakery oven design, and bakery solarization.

**EPDC :** In accordance with the Emergency Preparedness and Response Plan (EPRP) of the ACT Syria Forum, EPDC exhibits robust institutional and operational capabilities to provide timely, coordinated, and principled humanitarian assistance throughout Syria. As an active member of the ACT Alliance, EPDC contributes extensive expertise, well-established networks, and shared resources that collectively strengthen the Forum's capacity to respond effectively to emergencies on a national scale.

Founded in 2003 as an initiative of the Syriac Orthodox Church to support Iraqi refugees in Syria, EPDC has evolved into a pivotal actor in humanitarian response and resilience-building efforts. In response to the Syrian crisis, EPDC expanded its operations in 2011 and was formally registered as a national non-governmental organization in 2014. Under the guidance of His Holiness Mor Ignatius Aphrem II, Patriarch of Antioch and All the East, EPDC is committed to principles of neutrality, impartiality, and non-discrimination, providing assistance to individuals irrespective of their religious affiliation, ethnicity, or geographic origin.

EPDC's programming aligns with International Humanitarian Principles and the Core Humanitarian Standard (CHS). EPDC operates across all humanitarian sectors and throughout all Syrian governorates. Program implementation is conducted in close collaboration with relevant national ministries and local authorities to ensure compliance, effectiveness, and sustainability.

Since 2017, EPDC has demonstrated a consistent track record in emergency response, including interventions during the COVID-19 pandemic, the cholera outbreak, the 2023 earthquake, and the displacement of families returning from Lebanon to Syria. Moreover, EPDC has continuously delivered humanitarian aid to populations affected by the protracted Syrian crisis, showcasing adaptability, rapid mobilization capabilities, and a profound understanding of community needs.

From an operational perspective, EPDC maintains a strong presence nationwide, with its headquarters located in Damascus and regional offices in Aleppo, Latakia, Homs, Daraa, and Al-Hassakeh. Additionally, EPDC administers multiple community centers in Jaramana, Arbin, and Al-

Qutaifeh (Rural Damascus); Aleppo City (Bustan Al-Qasr, Al-Midan, and Al-Zrbeh); Khan Sheikhoun (Idleb); and Busra Esh-Sham (Daraa). These centers function as critical hubs for the delivery of protection services, education, psychosocial support, and basic services, alongside the operation of dialysis centers.

EPDC has long experience in the Cash-for-work modality, having implemented many projects in this manner in Eastern Ghouta and Jaramana in Rural Damascus. This includes restoration and rehabilitation of public spaces, as well as cleaning, collecting, and transporting waste.

Additionally, similar projects have been carried out in the southern region, particularly in Quneitra Governorate, where schools have been rehabilitated using this approach.

EPDC has a community center in Arbin since 2018, the center has been providing many services like case management, awareness sessions, medical referrals, and others, the PHC operated for 5 years with different services and specialties that has passed on it, all of it ensured that the patients in Arbin, and in distant communities lacking the ability to obtain proper medical care, now have improved access to medical services delivered as fully as possible.

Additionally, the operation of EPDC's center in Arbin for 5 years, has gave its staff, both medical and technical, the combined expertise to all of them, where the medical staff consisted specialized doctors who provided comprehensive care ranging from accurate diagnosis to treatment and follow-up, ensuring patients received quality services, complementing them, the technical team managed awareness sessions, and medical referrals, while also ensuring the smooth operation of the center's programs and outreach activities, demonstrating the center's ability to deliver integrated medical services that address both treatment and community health needs. The combination of specialized doctors and skilled technical staff highlights EPDC's capacity to provide comprehensive care while effectively managing outreach and awareness, strengthening its role as a trusted health provider in underserved areas.

EPDC provided medical services to over 5,000 patients annually, ensuring multiple visits and follow-ups, beginning with thorough diagnosis and continued through treatment, with prescribed medicines supplied free of charge.

Previously, during the project's period from April 2022 to May 2023, the PHC Arbin provided free medical consultations and related services, as follows:

- Medical consultations: 11,298
- Radiographic Imaging: 563
- Medical prescriptions: 5,277
- Laboratory tests: 1,735
- Food kits: 357

Afterwards, the center was reopened with funding from the Syria Humanitarian Fund (SHF), and during this project's implementation period, from December 1, 2025, to December 30, 2025, the services provided are summarized below:

- Medical consultations: 8,800
- Radiographic Imaging: 200

- Medical prescriptions: 4,400
- Laboratory tests: 1,320
- Health education sessions: 300
- First-Aid kits: 300

Since its founding in 1965, the **Middle East Council of Churches (MECC)** has strategically prioritized human dignity through its social, humanitarian, and development programs. These initiatives have evolved to provide relief to forcibly displaced populations affected by civil wars, armed conflicts, and humanitarian crises across the Middle East. MECC works to empower affected communities, support their livelihoods, promote adaptation to changing circumstances, and advocate for their rights.

MECC's humanitarian program in Syria began in 1994 to support Sudanese refugees and expanded in 2003 to assist Iraqi refugees during the Iraq crisis. Following the outbreak of the Syrian conflict in 2011, MECC broadened its response to reach additional geographic areas and vulnerable populations.

MECC's interventions in Syria are context-specific and tailored to the needs of each targeted area. They span multiple sectors, including Early Recovery and Livelihoods, Health and Nutrition, Food Security and Agriculture, Education, Protection, Shelter and WASH.

**GOPA-DERD** is currently the largest faith-based, vetted low-risk organization in Syria. With 25 offices and 58 service centres, GOPA-DERD's total of 1200 main full-time/ implements a wide range of programs in all 14 governorates in Syria that address all the needs of those affected, IDPs and refugee returnees.

After reaching global media visibility and recognition, GOPA-DERD and through its bilateral agreements with 21 UN and international partners has launched its comprehensive set of programs that have today reached 2.5 million beneficiaries every year. These programs fall under the sectors of Livelihood (Long-term: VT, Grants & Short-term: Cash (MPCA)/Voucher-assistance, Agriculture), FI/NFI distribution, Protection, Education, Health, Shelter & WASH.

GOPA-DERD and through its R&D Unit conducts rapid and general assessments reflecting the real needs and conditions of the Syrian population, as well as an efficient and sustainable implementation of its activities with its emergency and humanitarian programmes, projects and activities that take into account integration and sustainability in providing services, and achieve the equation of quantity and quality in terms of meeting the need, reducing the suffering of those affected, and delivering humanitarian support to those who deserve it.

Being a CHS Alliance member and through its comprehensive set of programs more than 3,5 million beneficiaries were reached. The strength of GOPA-DERD lies not only in our targeted interventions but also in its ability to adapt to the evolving needs of the communities we work with. Its long-standing presence in all the Syrian governorates has allowed us to build trust with local populations, which is crucial for effective program implementation. We collaborate closely with community leaders and stakeholders to ensure that our initiatives align with local needs and priorities. GOPA-DERD's has safe and reliable access to affected sites for beneficiaries. After coordination with community leaders and GOPA-DERD's mobile team in these areas, GOPA-DERD



has the ability to enter the areas mentioned in this project to carry out all the mentioned activities. GOPA-DERD has been exempted for over 31 years.

GOPA-DERD is leading in all sectors, especially in Livelihoods, Shelter/WASH, Protection, Education and Health. GOPA-DERD implements humanitarian work through three programming strategies, namely Emergency Response, Early Recovery & Livelihoods and Sustainable Development goals, all of which carry the massive positive impact of psychosocial support.

**FCA:** Finn Church Aid is one of the largest international non-governmental organizations in Finland and a founding member of the ACT Alliance, with more than seventy years of humanitarian and development experience. FCA has been operational in Syria since 2017 and formally registered with the Humanitarian Aid Commission (HAC) and the Ministry of Foreign Affairs (MoFA). The organization has steadily expanded its programming and field presence across Aleppo, Hama, Homs, Latakia, Tartous, and Rural Damascus, with an operational coordination office in Damascus and technical field teams based in Aleppo, Hama and Latakia.

Within the ACT Syria Forum, FCA contributes specialized expertise in Education in Emergencies (EiE), inclusive education, teacher capacity development, disability inclusion, and community-based peacebuilding. FCA's interventions bridge the Humanitarian–Development–Peace (HDP) nexus by linking education recovery, livelihood resilience, and social cohesion. Since 2020, FCA has implemented multi-sectoral programs funded by the Finnish Ministry for Foreign Affairs (MFA), ECHO, BMZ, UNICEF, and UNDP, benefiting more than 150,000 children, youth, and adults through education, vocational training, and community engagement initiatives.

FCA co-leads the Non-Formal Education (NFE) Sub-Working Group in Aleppo and is an active member of the Education and Protection Clusters. Through projects such as "Pathways to Learning and Recovery" (SHF 2024-2025) and "Provision of Inclusive Education and Livelihoods Support for Persons with Disabilities" (UNDP 2025), FCA has rehabilitated over 130 inclusive schools, trained more than 1,000 teachers in Teachers in Crisis Contexts (TiCC) and MHPSS methodologies, and established multiple resource rooms for children with disabilities.

FCA's Education for Peace model integrates participatory learning, community initiatives, and youth engagement. In 2024–2025, FCA supported more than 40 community-led peace and dialogue initiatives and conducted "Civil Peace Boot Camps" in partnership with the Ministry of

culture and local NGOs, demonstrating proven capacity to facilitate community-driven reconciliation and coexistence programming.

FCA works closely with local organizations, including HAND IN HAND, Mobadret Ahl Al Sham, Tastakel Organization, and SARC, leveraging local knowledge and outreach capacities to ensure community-owned and sustainable interventions. Capacity-sharing programs include training local partners on safeguarding, inclusive education, MEAL, and project cycle management, contributing to the localization agenda within Syria's humanitarian response.

FCA remains an active participant in the Early Recovery cluster, Food and Agriculture cluster. In addition to its wide expansion on Syrian geography, building a robust understanding of diverse needs and demands, in addition to the presence of technical staff in Early Recovery and Agriculture.

FCA maintains robust Monitoring, Evaluation, Accountability, and Learning (MEAL) systems aligned with the Core Humanitarian Standard (CHS) and ACT Alliance policies. These systems include digital beneficiary tracking, post-distribution monitoring, baseline and endline studies, and complaint and feedback mechanisms in all field sites, ensuring quality programming and accountability to affected populations.

FCA Syria currently employs 42 qualified staff, including specialists in education, protection, livelihoods, Agriculture, MEAL, logistics, and finance and cooperates with 84 volunteers. The Country Program maintains an updated Emergency Preparedness and Response Plan (EPRP) that enables rapid mobilization of resources, pre-positioning of supplies (school kits, heating equipment, assistive devices), and flexible surge deployment in coordination with ACT Forum members.

Within the ACT Alliance Syria Forum, FCA complements other members' sectoral strengths, contributing technical leadership in Education and Social Cohesion while ensuring that humanitarian interventions link with recovery and peace outcomes. The Forum's shared resources—technical specialists, joint training modules, and harmonized MEAL frameworks—allow coordinated, efficient, and high-quality response delivery. Through its operational capacity, experienced staff, and long-term partnerships with national and international actors, FCA is well positioned to deliver an inclusive, quality, and nexus-driven education and peacebuilding response under this ACT Alliance Appeal.

**NCA:** Since 2012, Norwegian Church Aid (NCA) has been actively responding to the Syrian crisis through humanitarian interventions both directly and through partners. Over the years, NCA has built strong operational systems, developed extensive contextual understanding, and established trusted relationships with local authorities, community leaders, enabling effective and contextually informed programming.

NCA applies a community-driven and participatory approach, ensuring beneficiaries are involved throughout the project cycle. The organization utilizes feedback mechanisms, including hotlines and email channels, to ensure accountability and responsiveness to community priorities. All NCA interventions are based on needs assessments and context analyses, which inform the design of tailored, multi-sectoral, and area-based responses.

NCA has demonstrated robust capacity in implementing multi-purpose cash assistance (MPCA), WASH, food security, and livelihoods programmes that promote resilience. Its integrated programming approach links Climate Resilient WASH, Food Security and Livelihoods (FSL), and GBV components to maximize impact. Through initiatives such as the rehabilitation of irrigation canals, training of farmers in improved agricultural techniques, and provision of agricultural inputs via cash and voucher assistance (CVA), NCA enhances local food production and strengthens household self-reliance.

The organization has strong technical expertise in infrastructure rehabilitation, including wells, sanitation networks, schools, and clinics and the installation of solar energy systems in community and public facilities, improving access to essential services while promoting environmental sustainability. NCA also invests in capacity building of community structures and individuals to ensure the sustainability of its interventions, including the training and deployment of volunteers as local technical resources.

NCA through its partners and some direct implementation has operational presence in the proposed project locations of Rural Damascus and As Sweida.

Through these approaches, NCA demonstrates strong institutional capacity to design and deliver integrated, community-centered, and context-appropriate humanitarian and early recovery responses that enhance resilience, protect the most vulnerable, and restore livelihoods.

### ***Appeal response plan in the first three months***

SYR 261 members will have an integrated approach implementing a focused three-month response that prioritizes life-saving assistance, protection, and continuity of essential services for conflict-affected and vulnerable populations. Below is a breakdown of this approach:

#### **LWF**

During the first three months, LWF will initiate protection, social cohesion, and mental health activities through community engagement, partner capacity strengthening, and systems establishment. In partnership with Basmeh & Zeitooneh, LWF will provide technical, logistical, and financial support to community committees to design and implement locally driven initiatives such as dialogue sessions, awareness forums, and artistic activities that promote social cohesion and protection awareness. These initiatives will be implemented inclusively, with active participation of women and youth, and monitored through surveys and community feedback mechanisms. In parallel, LWF will deliver mhGAP capacity-building trainings for local partners to strengthen community-based mental health support, improve case identification, and reinforce referral pathways. LWF will also conduct trainings on Code of Conduct, Prevention of Sexual Exploitation and Abuse (PSEA), and gender-sensitive approaches to ensure accountability, safeguarding, and ethical service delivery from project inception. Activities will be delivered through in-person trainings, mentoring, and coordination with relevant authorities and local structures.

#### **HEKS/EPER**

During the first three months, HEKS/EPER will implement early recovery activities focusing on agriculture, livelihoods, and WASH. This includes distributing agricultural inputs such as seeds, fertilizers, and tools to selected farmers, combined with short technical training sessions delivered in collaboration with the Directorate of Agriculture to support successful completion of the first agricultural cycle.

HEKS/EPER will also initiate the establishment or rehabilitation of food processing units to reduce post-harvest losses, enhance food availability, and create short-term employment opportunities. In parallel, HEKS/EPER will rehabilitate a drinking water system to restore access to safe potable water and conduct hygiene promotion sessions in communities and schools, including the distribution of “surprise soaps” to encourage handwashing practices among children. Activities will be coordinated with relevant authorities and implemented through local contractors and community-based approaches.

#### **EPDC**

During the first three months, EPDC will prioritize livelihoods, health, cash-for-work, and accountability activities. Initial actions will include participant orientation and accountability briefings to ensure transparency, clarify eligibility criteria, and operationalize the Complaints and Response Mechanism. EPDC will then conduct intensive business development training for selected participants, covering financial planning, marketing, and feasibility analysis, followed by business plan submission and evaluation. Baseline data will be collected prior to grant disbursement to inform monitoring and evaluation.

Health services will be delivered through the Primary Health Care Center in Jaramana, providing free medical consultations across key specialties, nutrition consultations with MUAC screening,

free medications, laboratory tests, radiology services, and health awareness sessions with first-aid kit distribution. Cash-for-work activities will commence with daily solid waste collection and neighborhood cleaning, supported by routine supervision, follow-up with workers, and regular equipment inspections to ensure continuity and quality of service delivery.

#### MECC

In the first three months, MECC will implement activities across health, livelihoods, education, and multi-purpose cash assistance. Health activities will include procurement and distribution of essential medications to conflict-affected populations, alongside systematic data collection and beneficiary feedback. Livelihood activities will begin with enrollment of beneficiaries in basic and advanced business start-up training, selection of viable projects, and preparation for grant support. MECC will also be contacting several churches to nominate faith-based social services & religious infrastructure to be rehabilitated.

Education activities will include contracting private schools, partial payment of tuition fees for vulnerable students, and monitoring of educational progress through school visits and engagement with parents. Cash assistance activities will be delivered through coordination with financial institutions, ensuring transparent disbursement, documentation, and collection of lessons learned.

#### GOPA-DERD

During the first three months, GOPA-DERD will focus on preparatory and foundational activities. These include finalizing the selection of targeted schools, launching procurement processes for rehabilitation and equipping, and initiating tendering procedures to contract specialized trainers. In parallel, GOPA-DERD will begin organizing social cohesion and peacebuilding trainings within the same communities targeted for school rehabilitation, laying the groundwork for subsequent community-led initiatives.

#### FCA

During the first three months, FCA will continue education and social cohesion activities to stabilize learning environments and strengthen community engagement. This includes launching and completing the second cycle of non-formal education catch-up classes, distributing school kits, and supporting student reintegration into formal education in coordination with the Ministry of Education.

FCA will also initiate Education for Peace awareness sessions for students, teachers, and parents, and deliver refresher and peer-to-peer mentoring sessions for teachers to strengthen inclusive and child-centered pedagogic practices. Community-level activities will include continued awareness sessions and the initiation of community-led initiatives that promote dialogue, volunteerism, and peaceful coexistence, positioning schools as community learning hubs.

#### NCA

Within the first three months, NCA will implement water, agriculture, and accountability activities. Water-related interventions will include rehabilitation or repair of existing water systems in As-Sweida, installation or upgrading of solar-powered pumping systems, establishment of water quality monitoring, and training of water committees on operation and maintenance. Agricultural activities will include identification and registration of vulnerable farming households, distribution of agricultural inputs through cash-based modalities, and delivery of farmer trainings on climate-resilient and water-efficient practices, followed by technical support visits. In parallel, NCA will operationalize feedback and complaints mechanisms through community sensitization sessions, orientation on confidential channels, and systematic review and integration of community feedback into programme implementation.

### ***Response plan after first three months***

Following the initial emergency phase, the programme will progressively transition from immediate relief toward early recovery and stabilization, with a strong emphasis on strengthening local capacities, systems, and community-based structures. This transition will prioritize continuity of essential services, reinforcement of local actors' ability to respond, and gradual handover of responsibilities where feasible, while maintaining flexibility to respond to ongoing humanitarian needs.

LWF's intervention beyond the first three months will focus on sustaining community protection, social cohesion, and mental health and psychosocial support through locally anchored approaches. Community initiatives will be supported through technical guidance, logistical and financial assistance, and inclusive implementation modalities, enabling local committees and partners to plan, implement, and sustain awareness, dialogue, and protection-focused activities. Continued engagement around gender equality and the prevention of gender-based violence will be emphasized through community campaigns, youth engagement, and collaboration with local partners and media to amplify protection messaging. In parallel, LWF will continue strengthening community-based mental health support through targeted capacity building for local partners, enhancing identification, referral, and integration of psychosocial care within existing local services, while reinforcing accountability, safeguarding, PSEA, and gender-sensitive practices across all partners.

During the next phase of implementation, response priorities will focus on strengthening local systems and capacities in protection and mental health, enhancing women's participation and leadership in community recovery processes, expanding access to essential and gender-responsive health services, fostering social cohesion through inclusive community-led initiatives, and institutionalizing safeguarding and accountability mechanisms across partner organizations.

The programme is aligned with the Syrian Government's National Emergency Response Plan and relevant sectoral priorities under the Ministry of Social Affairs and Labor and the Ministry of Health. LWF's registration and coordination with national and regional authorities ensure compliance with national frameworks and coherence with government-led humanitarian and early recovery efforts. At the operational level, interventions are consistent with the Humanitarian Response Plan and relevant cluster strategies, contributing to national objectives related to essential service continuity, resilience, and localization.

HEKS/EPER's intervention will transition from relief to early recovery with a focus on strengthening agricultural self-reliance, food security, and community resilience. Support will include the provision of agricultural inputs to enable farmers to complete productive cycles, complemented by short training sessions delivered in coordination with the Directorate of Agriculture to promote improved farming practices. Community resilience will be further strengthened through the establishment or rehabilitation of food processing units, contributing to reduced post-harvest losses, diversification of food products, stimulation of local markets, and creation of employment opportunities. In parallel, HEKS/EPER will rehabilitate a drinking water system to ensure access to safe water, alongside hygiene promotion activities in communities and schools conducted in coordination with relevant water authorities, supporting public health and sustainable water management.

EPDC's intervention in the next phase will prioritize accountability, livelihoods recovery, and economic self-reliance. Comprehensive orientation and accountability briefings will be conducted to ensure transparency around project components, selection criteria, and the complaints and response mechanism. Livelihoods support will focus on strengthening entrepreneurial capacities through structured business development training, mentorship, and a transparent, merit-based grant selection process. Grants will be disbursed through secure financial service providers in phased installments to promote responsible financial management, accompanied by close follow-

up and monitoring. Baseline, post-distribution, and endline data collection will be undertaken to track progress, assess effectiveness, and document lessons learned and success stories.

Cash-for-work activities will, in the second phase, emphasize sustained daily operations aimed at improving environmental sanitation and public health, including waste removal and neighborhood cleaning. Continuous supervision, follow-up with workers, and regular equipment inspections will be conducted to ensure effectiveness, safety, and continuity of services, reinforcing the sustainability of achieved results.

Health interventions will continue through the operation of primary health care services, providing free medical consultations across key specialties, nutrition services including MUAC screening, access to essential medications, laboratory and radiology services as needed, and health awareness sessions. These services will contribute to maintaining access to essential health care for conflict-affected and vulnerable populations, particularly in Jaramana and surrounding areas.

MECC's intervention will continue supporting conflict-affected populations through coordinated health assistance, livelihoods support, education continuity, and multi-purpose cash assistance. Health support will focus on the procurement and distribution of essential medications, accompanied by systematic feedback collection. Livelihoods support will include business training, grant provision, and follow-up to support sustainable income generation. MECC will start the rehabilitation of faith-based social services & religious infrastructure in different governorates. Education assistance will ensure continued access to quality education for children through tuition support and regular monitoring of educational progress, while cash assistance will address basic needs for the most vulnerable households through coordinated and accountable delivery mechanisms.

GOPA-DERD's intervention beyond the initial phase will focus on education infrastructure rehabilitation alongside social cohesion and peacebuilding. Following the completion of school selection and procurement processes, rehabilitation and equipping activities will proceed in parallel with the delivery of social cohesion and peacebuilding trainings. Trained participants will play a central role in facilitating community-based initiatives that engage women, children, persons with disabilities, and broader community members, ensuring inclusive participation and locally driven implementation.

FCA's intervention will transition into a recovery-oriented and capacity-strengthening phase that consolidates early education gains and builds sustainable foundations for learning, peacebuilding, and livelihoods support. The focus will be on continuity and quality of education through non-formal learning, teacher development, and education for peace activities, alongside community engagement initiatives that position schools as community learning hubs. In parallel, FCA will support small-scale farmers through training on climate-adapted agricultural practices and financial support to strengthen livelihoods and mitigate drought-related risks. Inclusive education and disability mainstreaming will be integrated through accessibility measures and partnerships with specialized actors.

NCA's intervention beyond the first three months will focus on improving access to safe and sustainable water through rehabilitation of existing systems, integration of renewable energy solutions, water quality monitoring, and capacity building of local water committees. In parallel, agricultural support will strengthen household self-reliance and food security through the provision of agricultural inputs using cash-based modalities, complemented by training, technical support, and follow-up. Accountability will remain a cross-cutting priority, with continued operation of feedback and complaints mechanisms to enable affected communities to safely raise concerns and influence programme decisions.

Overall, response priorities across members during the continuation of the appeal period will focus on sustaining essential services, strengthening local capacities, supporting livelihoods recovery,

enhancing social cohesion, and ensuring alignment with national response frameworks, while maintaining strong coordination with government authorities, clusters, and local partners.

### ***Primary participants***

Requesting Members will be identifying participants based on a comprehensive context and needs analysis that combines field assessments, secondary data reviews, and continuous coordination with relevant sector clusters, local authorities, and community structures.

Geographic prioritisation will focus on governorates and districts experiencing high concentrations of internally displaced persons and returnees, as well as governorates that have faced prolonged disruption of basic services, damaged or overstretched infrastructure, elevated protection risks, and limited availability of health, education, WASH, and livelihood support.

Consideration is also given to accessibility, security conditions, and the presence of trusted local partners to ensure timely and effective implementation in line with national response frameworks and the Humanitarian Response Plan.

Participant identification follows transparent, participatory, and community-based approaches implemented in close coordination with local councils, community committees, schools, and service providers. Clear vulnerability criteria are applied to prioritise households and individuals facing the greatest risks, including displaced and returnee families, female-headed households, women and girls exposed to protection concerns, children who are out of school or at risk of dropping out, persons with disabilities, elderly individuals, households affected by chronic illness, and families with limited or no sustainable sources of income. Where relevant, suitability criteria are also used to ensure participants can meaningfully engage in and benefit from the assistance provided.

Across all locations and sectors, gender, age, and disability analyses systematically inform targeting to ensure inclusivity, conflict sensitivity, and equitable access. Selection processes are supported by community verification, orientation sessions, and accessible complaints and feedback mechanisms to reduce exclusion and inclusion errors, promote accountability, and prevent duplication of assistance. This approach strengthens community ownership, enhances trust, and ensures that support is responsive to evolving needs while remaining aligned with national coordination structures and sector priorities.

Verification will be conducted in coordination with local authorities, community committees, and relevant sector working groups to avoid duplication and ensure inclusion of the most vulnerable.

This targeted and multi-layered approach is designed not only to deliver support to those most in need but also to foster social cohesion and promote shared recovery between displaced and host communities.

### ***Monitoring and evaluation***

Following appeal launching, ACT Syria Forum members develop detailed implementation and MEAL plans aligned with the agreed Results Framework. These plans define indicators, baselines, targets, data sources, collection frequency, verification methods, and reporting responsibilities. Members will develop a detailed monitoring and evaluation plan, where it will be indicated the monitoring data and how the information will flow from activity to output, and intended

outcomes. Activity implementation plans and timelines enable early identification of delays and corrective action, ensuring deliverables remain on track throughout the project cycle. Progress is monitored at activity, output, and outcome levels, allowing members to track whether assistance is delivered on time, to the intended populations, and at the required quality.

Forum members apply mixed quantitative and qualitative monitoring approaches to ensure accuracy, inclusiveness, and accountability. Monitoring tools commonly include registration records, attendance sheets, service-utilization logs, beneficiary databases, baseline and endline surveys, post-distribution monitoring (PDM), and structured observation checklists aligned with Sphere technical standards.

**Field Monitoring:** In addition to third-party monitoring activities, regular field monitoring visits will be conducted by MEAL staff and ACT Secretariat as part of the Monitoring, Evaluation, and Learning (MEL) plan. These visits will ensure that the activities are being implemented as planned. The monitoring will include the collection of supporting documentation, such as session attendance sheets, training pre and post-tests, distribution tables, and other relevant records to ensure transparency and accountability in implementation. The visits will verify service quality, targeting accuracy, and adherence to humanitarian principles, with particular attention to inclusion of women, children, older persons, and persons with disabilities.

In line with CHS Commitments 4 and 5, ACT Syria Forum members place communities at the centre of quality assurance. Complaints and feedback mechanisms (CFMs) are established across interventions, allowing beneficiaries to safely and confidentially raise concerns, complaints, or suggestions. Feedback is collected through hotlines, suggestion boxes, focus group discussions, surveys, and direct follow-up visits or calls. All feedback is systematically recorded, analysed, and integrated into programme adjustments, ensuring services remain relevant, dignified, and responsive to evolving needs. A confidential feedback system will allow individuals to report grievances, ensuring transparency, and promoting accountability.

Community participation is embedded throughout the project cycle through regular consultations, focus group discussions, and satisfaction surveys, conducted with women, youth, elderly, and other vulnerable groups. Monitoring findings are reviewed through monthly and quarterly internal reviews, enabling adaptive management and real-time course correction. Baseline, endline, and evaluation processes generate evidence on relevance, effectiveness, efficiency, and sustainability, supporting learning and continuous improvement in line with CHS Commitment 7.

Technical quality is ensured through the use of standardised tools and sectoral benchmarks, including Sphere minimum standards and relevant cluster guidelines (e.g. health, WASH, education, protection). Regular technical site inspections and peer reviews help verify compliance. Monitoring findings and lessons learned are shared within the ACT Syria Forum to promote harmonisation, coherence, and mutual accountability, while coordination with relevant clusters and local authorities helps avoid duplication and strengthens overall response quality.

ACT Syria Forum members submit regular narrative and financial reports that link progress against indicators with expenditure tracking. Financial monitoring systems, budget-versus-actual reviews, and internal controls ensure that resources are used efficiently and transparently, in line with ACT Alliance policies and zero tolerance for fraud and corruption.

The ACT Syria Forum provides an added layer of quality assurance by holding Lessons learned discussions, good practices, and challenges, facilitated by the Forum Coordinator and Secretariat, strengthening joint adherence to CHS and Sphere standards and reinforcing a culture of accountability, timeliness, and continuous improvement across the response.

### ***Risk Management***

Key negative risks include access and security constraints arising from fluctuating security conditions within Syria and the Region, administrative restrictions and changes in local authority control, which may disrupt implementation timelines or limit access to target areas. To minimise



these impacts, the response will rely on close coordination with local authorities, OCHA, clusters, and community structures; flexible implementation modalities (including remote management where required); and continuous context and security monitoring supported by clear SOPs. Operational and regulatory risks, such as delays in approvals or evolving administrative requirements, are mitigated through early engagement with relevant ministries and directorates, proactive follow-up, and reliance on established registration and coordination mechanisms.

Financial risks linked to inflation, currency volatility, or market disruptions are addressed through conservative budgeting, regular financial and market monitoring, adaptive prioritisation of activities, and, where relevant, adjustment of transfer values in line with agreed guidance. Given Syria's volatile economic situation and the frequent fluctuation of the Syrian Pound (SYP), there is a moderate likelihood that exchange rate variations may result in overbudgeted offers from suppliers or contractors. This could affect the project's cost-efficiency and implementation timelines.

Programmatic and quality-related risks include variations in partner capacity, supply chain delays, seasonal and environmental constraints such as Harsh winter conditions/Fires/Droughts, and potential disruption to service delivery. These risks are mitigated through capacity strengthening, joint monitoring, prequalification of suppliers and contractors, buffer timelines, technical supervision, and early planning aligned with seasonal calendars. Protection, safeguarding, and reputational risks—such as GBV, SEA, misinformation, or perceived bias in targeting—are treated as critical and are mitigated through strict enforcement of Codes of Conduct and PSEA standards, transparent and participatory selection processes, community sensitisation, functional feedback and complaints mechanisms, and confidential referral pathways, all guided by a do-no-harm approach. THE ACT Syria Forum members and the ACT Alliance enforce a zero-tolerance policy toward SEA and have robust safeguarding mechanisms in place. All staff are trained on ACT's Protection from Sexual Exploitation and Abuse (PSEA) Policy, Child Protection Policy, and Code of Conduct (CoC).

As faced previously by some members, a misinformation campaign spreads rumors of bias in beneficiary selection, leading to community resentment, in order to mitigate that, Members will implement a proactive and transparent communication plan in order to establish a rapid response mechanism to address rumors, ensure the selection process is community-owned and its criteria are widely understood.

Opportunities are also recognised, particularly those related to strengthened local coordination, increased community engagement, and effective inter-agency collaboration. The appeal recognizes the importance of the ACT Syria Forum and the coordination needed to utilize it to allow messages to be reached. This creates opportunities to enhance localisation, sustainability, and programme quality. To maximise these opportunities, good practices and lessons learned are systematically documented and shared through coordination platforms, local leadership is reinforced through mentoring and joint planning, and successful community-led approaches are integrated into subsequent recovery-oriented programming. This balanced risk management approach ensures the response remains adaptive, accountable, and capable of mitigating threats while leveraging opportunities to improve impact.

### ***Safety and Security plans***

All members will adhere to the ACT Alliance Safety and Security Guidelines and apply their respective organizational safety policies, ensuring that security management is context-informed, regularly updated, and embedded throughout implementation. Security risk assessments are conducted on a continuous basis, drawing on internal monitoring, coordination forums, and external security

analysis, to inform planning, staff movement, information management, and community engagement. Operational areas such as Aleppo, Idlib, Homs, Rural Damascus, and parts of Latakia present elevated or moderate risks due to volatile local dynamics, administrative constraints, and access challenges, while relatively more stable areas still require close monitoring of social sensitivities and evolving conditions.

Frontline staff, volunteers, and partners may face risks related to road travel, checkpoints, movement restrictions, harassment, and the cumulative stress of operating in fragile and unpredictable environments. Duty of Care measures include movement tracking and approval systems, regular security briefings, incident reporting mechanisms, first aid and safety training, and access to psychosocial support and debriefing following high-stress assignments. Several members have designated security focal points and trained staff overseeing compliance, coordination, and follow-up, and ongoing capacity strengthening supports partners to integrate safety and well-being practices into daily operations.

Program activities may also pose unintended risks to partner organizations or participants, particularly in contexts marked by political sensitivities, factional dynamics, or inter-community tensions. To uphold Do No Harm principles, all interventions are guided by conflict sensitivity, community acceptance, and neutrality, with strict attention to confidentiality, informed consent, and responsible data management. Community engagement and visibility are carefully designed to avoid stigmatization, targeting, or perceptions of bias, and activities are implemented in coordination with local actors to reduce the risk of misunderstandings or tensions related to assistance.

Coordination with the ACT Security Team, inter-agency security networks, and ACT Forum security focal points will continue to ensure shared situational awareness, technical support, and alignment with ACT Alliance safety and security standards throughout the response period.

**Security Risk Assessment:** Operational areas, particularly in Aleppo, Idlib, Homs and Rural Damascus, present elevated risks due to volatile conditions, localized conflict dynamics, and access limitations. Damascus, Latakia, and Tartus remain relatively stable but require continued monitoring of social and administrative sensitivities. Member's security risk assessments consider access, staff movement, information sensitivity, and community perceptions to guide mitigation planning and decision-making.

## Budget

actalliance	Appeal Total	MECC	GOPA-DERD	Lutheran World Federation	HEKS-EPER	EPDC	NCA	FCA
		USD	USD	USD	USD	USD	USD	USD
<b>Direct Costs</b>	<b>4,728,350</b>	<b>902,280</b>	<b>843,534</b>	<b>271,393</b>	<b>508,296</b>	<b>905,887</b>	<b>585,333</b>	<b>711,627</b>
1 :Project Staff Salaries	606,453	86,190	78,239	56,873	30,115	166,129	34,863	154,053
2 :Project Activities	3,788,939	787,400	624,091	183,620	450,000	694,031	535,424	514,374
2.1 :Advocacy	50,000	-	-	-	-	-	-	50,000
2.2 :Education	761,251	50,150	522,727	-	-	-	-	188,374
2.3 :Food and Nutrition	278,688	-	-	-	135,000	-	143,688	-
2.4 :Health	339,128	99,750	-	102,820	-	136,558	-	-
2.5 :Livelihood	841,200	307,500	-	-	95,000	207,700	-	231,000
2.6 :Multipurpose Cash	265,531	50,000	-	-	-	-	215,531	-
2.7 :Protection and Psychosocial	253,789	-	101,364	80,800	-	-	26,625	45,000
2.8 :Shelter and Settlement	280,000	280,000	-	-	-	-	-	-
2.9 :WASH	719,353	-	-	-	220,000	349,773	149,580	-
3 :Quality and Accountability	125,564	18,200	19,364	22,500	11,500	25,455	10,545	18,000
4 :Logistics	139,666	9,500	67,750	8,400	16,680	7,636	4,500	25,200
5 :Assets and Equipment	67,727	1,000	54,091	-	-	12,636	-	-
<b>Indirect Costs</b>	<b>481,477</b>	<b>81,985</b>	<b>142,084</b>	<b>30,725</b>	<b>82,939</b>	<b>82,050</b>	<b>26,342</b>	<b>35,352</b>
Staff Salaries	367,715	51,227	135,084	28,003	55,155	61,917	13,386	22,942
Office Operations	113,762	30,758	7,000	2,722	27,784	20,133	12,955	12,410
<b>Total Budget</b>	<b>5,209,827</b>	<b>984,265</b>	<b>986,618</b>	<b>302,118</b>	<b>591,235</b>	<b>987,938</b>	<b>611,674</b>	<b>746,979</b>
ACT Secretariat management cost SMC @	156,295	29,528	29,569	9,064	17,737	29,638	18,350	22,409
<b>Total Budget + SMC</b>	<b>5,366,122</b>	<b>1,013,793</b>	<b>1,015,186</b>	<b>311,182</b>	<b>608,972</b>	<b>1,017,576</b>	<b>630,025</b>	<b>769,388</b>

## Quality and Accountability

ACT Alliance members adhere to the ACT alliance Code of Good Practice and in line, adhere to the Core Humanitarian Standards (CHS). ACT YSR 261 appeal will be implemented with adherence to CHS commitments.

Furthermore, five out of the seven requesting members are signatory to the Core Humanitarian Standard (CHS). In direct alignment with this certification, this appeal and all related project activities will be implemented with strict adherence to the commitments of the Core Humanitarian Standard (CHS). This ensures that our interventions are consistently accountable to the people we serve, promote meaningful participation, and are delivered with a focus on effectiveness and quality throughout the entire project cycle.

## Code of Conduct

ACT members are committed to guard against the abuse of power by those responsible for protection and assistance to vulnerable communities. Especially in humanitarian crises, the dependency of affected populations on humanitarian agencies for their basic needs creates a particular ethical responsibility and duty of care on the part of ACT members and their staff and volunteers. Therefore, ACT members have a responsibility to ensure that all staff and volunteers are aware of this code of conduct, sign it, and understand what it means in concrete behavioral terms. ACT members ensure that there are proper mechanisms in place to prevent and respond to sexual exploitation and abuse. ACT member staff, volunteers, and visitors are expected to sign and adhere to the ACT Code of Conduct as well as to special code of conduct of ACT requesting members. In case any incident occurs, a complaints response mechanism is in place to address beneficiary feedback, including addressing violations of the ACT Code of Conduct. Disciplinary measures are in place to address a staff member or volunteer who violates the Code of Conduct. ACT members will continue to ensure that the principles of the Code of Conduct are incorporated into planning and implementation of activities under the ACT SYR261 Appeal. Moreover, the ACT Code of Conduct will be communicated to the beneficiaries and they will be made aware of the complaint mechanisms available for their use.

ACT Syria Forum Members have a Safeguarding Policy Framework in place, with appropriate mechanisms and procedures to prevent, report and follow up on potential misconduct of staff members. Member' staff, volunteers and partners have to adhere to their organizational policy, aiming at protecting children and vulnerable adults. All Members' staff received trainings on safeguarding mechanisms, its policy and child protection, and sign and commit to the related documents. Clear safeguarding protocols in place prevent exploitation, harassment, and abuse, particularly through the use of PSEA standards, and therefore guide interactions with vulnerable populations, ensuring that the most at-risk groups are protected. Safeguarding mechanisms are integrated within the program as during the implementation processes as PSEA, CFRM and MEAL focal points will be present to explain all mechanisms and channels within members' organisations to the direct beneficiaries and to improve awareness related to the before mentioned matters.

Members maintains multiple reporting channels to handle Code violations, including a dedicated email address, designated focal persons, human resources staff, and country-specific mechanisms. Members treat all reports confidentially while conducting prompt investigations and responses. It considers failure to report known violations as itself a breach of the Code, establishing an obligation for all staff to speak up when they witness problems. Disciplinary measures based on violation severity are also implemented, from corrective actions and additional training to contract termination.

Finally, code compliance extends beyond internal operations through contractual requirements in all employment agreements, consultancy contracts, and partnership arrangements

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

## ***Safeguarding***

ACT Syria Forum Members uphold a strong commitment to safeguarding, child protection, and the prevention of sexual exploitation, abuse, and harassment in line with the ACT Safeguarding Policy Framework, ACT Alliance Child Safeguarding Policy, and relevant international humanitarian standards. All members apply a zero-tolerance approach to any form of abuse, exploitation, neglect, or misconduct and require all staff, volunteers, consultants, partners, and contractors to adhere to organizational safeguarding policies and Codes of Conduct.

Safeguarding commitments are systematically integrated across the project cycle. ACT Syria Forum Members ensure that all personnel receive mandatory safeguarding, child protection, and PSEA training upon recruitment, with regular refresher sessions to reinforce ethical conduct, accountability, and survivor-centered practices. Safe recruitment measures, including reference checks and safeguarding screening, are applied. Activities involving children are risk-assessed and implemented in line with the Child Protection Minimum Standards, with practical measures such as avoiding one-to-one situations where possible, ensuring safe and appropriate venues, obtaining informed consent from parents or guardians, and maintaining strict confidentiality in data and communications. Safeguarding clauses are embedded in partner agreements, and designated safeguarding or PSEA focal points support oversight and compliance.

Clear protocols are in place to respond to safeguarding concerns or incidents. ACT Syria Forum Members maintain accessible, confidential Complaint and Feedback Mechanisms that are communicated to communities, staff, and partners. Any allegation or concern is reported

immediately through secure channels and handled promptly, confidentially, and in accordance with organizational procedures and ACT standards. Responses prioritize the safety, dignity, and wishes of survivors, with referral pathways in place for psychosocial, medical, legal, and protection services. Corrective, disciplinary, and preventive actions are applied as appropriate, and lessons learned are used to strengthen safeguarding systems.

Safeguarding measures are adapted to the Syrian context through continuous risk assessments and collaboration with local actors to ensure cultural appropriateness and adherence to Do No Harm principles. Through these commitments and measures, ACT Syria Forum Members ensure that all interventions are delivered in a safe, inclusive, and accountable manner that protects the rights and dignity of children, women, and other vulnerable groups.

### ***Conflict sensitivity / do no harm***

ACT Syria Forum Members recognize that humanitarian assistance can unintentionally influence conflict dynamics and are therefore committed to systematically applying conflict sensitivity and the Do No Harm principle throughout the entire project cycle. This commitment is grounded in the ACT Alliance Code of Conduct, humanitarian principles of neutrality, impartiality, and independence, and members' respective humanitarian and protection policies. From design through implementation, monitoring, and adaptation, members actively analyze how assistance may interact with local tensions, power relations, and community perceptions, and take steps to minimize any potential harm.

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

Prior to implementation, ACT Syria Forum Members conduct context and conflict sensitivity analyses to identify key dividers and connectors, including competition over resources, perceived inequalities between groups, political or social sensitivities, and local capacities for cooperation and social cohesion. These analyses inform decisions on geographic targeting, beneficiary selection, modality choice, staffing, and engagement approaches, ensuring that assistance is needs-based, inclusive, and equitable. Transparent criteria and clear communication with communities help reduce misunderstandings, perceptions of favoritism, or exclusion.

Throughout implementation, members integrate Do No Harm considerations into day-to-day operations and MEAL systems. Community engagement is prioritized through regular consultations with community leaders, local authorities, and diverse community groups, enabling local ownership and early identification of risks. Inclusive participation of women, men, youth, displaced persons, host communities, and persons with disabilities is actively promoted. Assistance delivery remains neutral and impartial, with careful attention to avoiding market distortion, reinforcing harmful power structures, or exacerbating social tensions.

ACT Syria Forum Members maintain accessible and confidential Complaints and Feedback Mechanisms, allowing affected populations to safely raise concerns, report grievances, or flag unintended negative effects. Feedback is reviewed promptly and used to adapt programming where risks of harm or conflict escalation are identified. Staff and partners receive training on conflict sensitivity, Do No Harm, and neutral communication, enabling them to recognize early warning signs of tension and respond appropriately in the field.

Through continuous monitoring, adaptive management, and coordination with other humanitarian actors and local stakeholders, ACT Syria Forum Members ensure that interventions minimize the risk of causing harm, reduce tensions where possible, and support resilience and social cohesion within communities. This approach allows humanitarian assistance to meet urgent needs while remaining sensitive to the complex and evolving conflict context in Syria.

### ***Complaints mechanism and feedback***

ACT Syria Forum Members will maintain a harmonized Complaints, Accountability, and Response Mechanism (CARM/CFM) to ensure that target groups and stakeholders can safely raise concerns, provide feedback, and report misconduct related to project activities and staff behavior at all stages of the project cycle. The mechanism is grounded in ACT Alliance accountability commitments, the Core Humanitarian Standard (CHS), and members' safeguarding and accountability policies, and is designed to be accessible, confidential, inclusive, and responsive.

Multiple feedback and complaint channels will be available to accommodate different needs, preferences, and levels of access. These include in-person reporting through trained community or organizational focal points, dedicated phone hotlines and WhatsApp numbers, email addresses, secure complaint and feedback boxes at project sites, helpdesks during registrations or distributions, and periodic community meetings. Where relevant, online platforms and HQ-level whistleblowing channels will also be available. All channels will be clearly communicated in Arabic through community meetings, posters, verbal briefings, and awareness materials to ensure broad understanding, including among individuals with low literacy levels. Special measures will be taken to ensure safe access for women, children, persons with disabilities, and other vulnerable groups, including separate feedback sessions where appropriate and the option to submit complaints anonymously.

Target groups and stakeholders will actively participate in the mechanism through regular community consultations, feedback sessions, and engagement with community leaders, parent committees, teachers, and local stakeholders. Communities will be informed of their right to provide feedback and how their input will be used to improve programme quality and accountability. Community representatives may also support awareness-raising and help identify barriers to access, ensuring the mechanism remains culturally appropriate and trusted. Staff and partners will receive training on accountability, respectful communication, and confidential handling of complaints to support meaningful participation.

All feedback and complaints will be received, logged, and managed according to clear standard operating procedures. Submissions will be categorized (e.g. programmatic issues, staff conduct, safeguarding or PSEA concerns) and referred to the appropriate teams or focal points. Sensitive complaints, particularly those related to safeguarding or PSEA, will be handled under strict confidentiality protocols and survivor-centered approaches, with referrals to appropriate support services when needed. Acknowledgement of receipt will be provided within defined timelines, and follow-up actions will be tracked to ensure timely and appropriate responses.

ACT Syria Forum Members will ensure delivery of feedback to communities through direct responses, follow-up meetings, notice boards, or community briefings, while respecting confidentiality requirements. Feedback trends will be regularly reviewed and analyzed to inform adaptive management, strengthen accountability, and improve trust between communities and implementing organizations. Through Forum-level oversight and coordination, members will promote consistency, learning, and continuous improvement in accountability practices, ensuring that affected populations' voices meaningfully shape project implementation and conduct. Requesting members will also ensure that their local implementing partners also have the necessary mechanisms in place to receive complaints and feedback. They 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 Syria Forum Members will ensure appropriate visibility and communication of ACT Alliance support in full compliance with the ACT Alliance Branding Policy and Guidelines throughout all stages of the Project Management Cycle. The Forum will promote a coherent ACT Alliance identity by applying agreed branding standards across all project-related communications and visibility materials, while remaining sensitive to context, security, and the dignity of affected communities.

ACT Alliance branding and donor acknowledgment will be integrated into project documentation and activities wherever feasible. This includes the use of ACT Alliance and relevant back-donor logos on attendance sheets, training materials, information leaflets, posters, banners, registration forms, reports, and other project tools, in line with co-branding requirements. At project sites in host communities and camps, staff and volunteers will wear identifiable vests and IDs that reflect both their organization and ACT Alliance support. ACT Alliance contributions will also be acknowledged verbally during community meetings, awareness sessions, and public events, ensuring transparency with affected populations.

Forum members will communicate project progress, achievements, and impact to donors and stakeholders through regular narrative reporting, situation updates, and coordinated communication products. Success stories, human-interest narratives, photos, and short videos will be collected and shared through ACT Alliance channels to demonstrate collective impact, subject to informed consent, data protection, and ethical communication standards. A low-visibility approach will be applied where required due to protection, security, or sensitivity considerations.

In addition, Forum members will maintain active communication with local and regional authorities, UN agencies, and other relevant stakeholders to support coordination, clarify mandates, and reinforce the collective ACT Alliance presence. Through these measures, ACT Syria Forum Members will ensure consistent recognition of ACT Alliance and donor support, strengthen accountability, and contribute to a strong and credible evidence base highlighting ACT's response to the Syria humanitarian context.