

# Syria Community Consortium (SCC) - Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria

## Key results:

The overall goal of the SCC is to strengthen resilience capacities and promote the socio-economic well-being and self-reliance of at-risk crisis-affected communities in Syria by capitalizing on positive capacities and reducing reliance on negative coping strategies while addressing larger contextual challenges. The project aims to support farmers and rural households to increase food production and cope with food insecurity using climate-sensitive practices. The project will seek to support communities to generate sufficient income from wage-employment or self-employment by providing access to capital, skills training, and support for economic growth. Market systems will be strengthened in order to support inclusive, sustainable, and active participation of crisis-affected households in the labour market, and to increase access to affordable, appropriate, and high-quality basic services including health, education, shelter, WASH, and protection. Lastly, it will promote cohesive, inclusive, equitable, and safe communities by empowering marginalized and at-risk groups to participate meaningfully in decision-making.

## Justification for support:

The SCC builds on the experiences from the Syria Resilience Consortium (SRC) and it aims to continue supporting resilience and recovery efforts in Syria. SCC puts in place a coordinated operational platform through which long-term resilience-focused programming can be delivered that is cost-effective and replicable, creating sustainable solutions for target populations.


















The programme will foster strong partnerships with relevant sectors, including humanitarian agencies, NGOs, local authorities, and umbrella organizations to address the protracted and multi-faceted nature of the Syrian crisis.

## Major risks and challenges:

A key risk of the project is the deterioration of the security situation precludes access to areas of implementation as well as the increased control of operational space and resources by parties to the conflict and increase in restrictions on the activities or operations of the SCC. Another key risk is the increased inflation and the fragility of national banking system that can affect liquidity and exchange rates.

File No.	23/27346						
Country	Syria						
Responsible Unit	The Royal Danish Embassy in Beirut						
Sector	Multi-sector						
Partner	Danish Refugee Council, International Medical Corps, Norwegian Refugee Council, and Oxfam						
DKK million	2023	2024	2025	2026	2027	Total	
Commitment	30.1					30.1	
Projected disbursement	15,1	15				30.1	
Duration	December 2023 – 31 December 2024						
Previous grants	None						
Finance Act code	06.32.02.10						
Head of unit	Kristoffer Vivike						
Desk officer	Thomas Thomsen						
Reviewed by CFO	YES: Katja Staun Thøgersen						

## Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

## Strategic objectives [for projects under a Country Strategic Framework – Choose as relevant.]

SCC aims to strengthen resilience capacities and promote the socio-economic well-being and self-reliance of at-risk crisis-affected communities, including displace people, in Syria by capitalizing on positive capacities and reducing reliance on negative coping strategies while addressing larger contextual challenges

## Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	50	50	0	0 %
Total green budget (DKK)	0	0	0	0

## Justification for choice of partner:

The SCC members have been present in Syria for over a decade, responding initially to the Iraq refugee crisis, and then adapting to respond to the Syria crisis since 2011. The SCC members have engaged in resilience programming for a number of years in various capacities, and are establishing the SCC to build on those capacities and leverage the complementary experiences, technical expertise and access gains and advantages of the different organisations to build a resilience model that can be adapted, based on continuous learning, and scaled up to effectively and efficiently support at-risk communities and ultimately enhance the socio-economic wellbeing of Syrian communities.

## Summary:

The SCC will utilise the Resilience Programme Framework (RPF) to enhance the socio-economic well-being, resilience, and self-reliance of crisis-affected communities in Syria. Integrated, area-based interventions will increase resilience capacities across five pathways to support food production, support income generation, strengthen market systems, improve access to basic services, and promote safe communities by empowering marginalized and at-risk groups to participate meaningfully in decision-making.

## Budget (engagement as defined in FMI):

Engagement 1 – the development project	30,100,000.-
Engagement 2 - auxiliary activities, such as advisors, M&E and reviews (repeat as relevant)	
Engagement 3 – un-allocated funds	
Total	30,100,000.-

*Danida Project document for a contribution from  
The Embassy of Denmark in Beirut to*

## **Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria**

*Implemented by*

**Syria Community Consortium**

**(consisting of the Danish Refugee Council, the Norwegian Refugee Council, Oxfam and the International Medical Corps)**

### **1. Introduction**

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation between the Syria Community Consortium (SCC) and the Royal Danish Embassy in Lebanon (RDE) focused on *Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria*. This project document together with the documentation specified below constitutes the documentation for the grant from RDE to SCC.

“The Documentation” refers to the SCC’s programme document for the supported intervention, which is attached to this document along with annexes covering the work plan, the budget, the Results/Logical Framework and the Terms of Reference for the Steering Committee in which the RDE will participate.

### **2. Context, strategic considerations, rationale and justification**

Attached to this project document is the project document created by SCC along with annexes. In addition, enclosures include an external appraisal conducted by a consultant from the Nordic Consulting Group (NCG).

#### **2.1. Background and Context**

After more than twelve years, the Syria conflict drags on with no immediate cessation to hostilities or politically brokered solution in sight. Despite relatively stable frontlines since 2020, violence and military exchanges continue between armed actors (including Syria government forces, non-state armed actors and foreign governments with a military presence) in areas of the country. While the Syrian government today controls roughly 70 percent of the territory, parts of the country to the northwest, northeast and the south remain under the control of opposition groups, continually resulting in the destruction of civilian infrastructure and casualties.

The conflict has resulted in one of the world’s most complicated humanitarian and development crises, which year on year compounds the needs of the civilian population even further and continues to hinder their ability to meet immediate needs for food, livelihoods etc. According to the UN, more than 15 million people in Syria rely on humanitarian assistance while 90 percent of the population live below the poverty line. In recent years, civilian needs inside Syria have been exacerbated by the advent of the COVID-19 pandemic, seasonal droughts and shortages of clean drinking water, a nationwide outbreak

of cholera disease and the devastating earthquakes that hit the northern parts of the country in early 2023. Approximately 6.8 million people are internally displaced and an additional 12 million have fled Syria to countries in the region and beyond.

The dilapidated state of infrastructure in Syria continues to be a key impediment to alleviating suffering and meeting basic needs of the civilian population. Services that before the armed conflict were readily available in most parts of the country – e.g. water and sanitation networks, electricity grids, hospitals and health clinics, schools etc. – are no longer fully functioning (and in some areas not at all). Similarly, livelihood opportunities are increasingly restricted, not only because of conflict but also the impact of sanctions and worsening economic crisis that has manifested in a rapidly depreciating currency, high inflation and a shortage of many goods, including petrol.

In addition, the institutional capacity of the state, especially at the local level, is low, leading to a lack of strategic long-term planning of the response, including a lack of evidence-based approaches, community-inclusion in decision making, monitoring etc. This is compounded by donor policies that rule out any support for reconstruction of Syria. As a result, dialogue with and support to the central authorities is banned. Working with local technical line agencies are increasingly accepted, however.

Given the protracted nature of the conflict, there is increasingly a recognition by humanitarian actors and donors on the need to shift the response in Syria away from a humanitarian one and to provide more sustainable solutions that can lead to long-term sustainable reductions in the vulnerabilities of affected populations. This, in turn, is intended to reduce dependency on humanitarian services in the longer term and thereby lead to more cost-effective approaches. The need for this is reinforced by the fact that humanitarian funding for the crisis is, at best, stagnating while the needs of the civilian population are rising and are now at their highest point since the start of the crisis.

The enhanced focus on resilience and early recovery is fully reflected in the Pillar III of the Humanitarian Response Plan for Syria that forms the basis for overall planning and coordination of international assistance efforts through UN agencies and NGOs operating in Syria.

## **2.2. Justification for the selection of the project and the implementing partner**

The SCC is a newly established Consortium consisting of the Danish Refugee Council (DRC), the Norwegian Refugee Council (NRC), Oxfam and International Medical Corps (IMC). All of these organisations have been present in Syria for over a decade, responding initially to the Iraq refugee crisis, and then adapting to respond to the Syria crisis since 2011.

The SCC members have engaged in resilience programming for a number of years in various capacities, and are establishing the SCC to build on those capacities and leverage the complementary experiences, technical expertise and access gains and advantages of the different organisations to build a resilience model that can be adapted, based on continuous learning, and scaled up to effectively and efficiently support at-risk communities and ultimately enhance the socio-economic wellbeing of Syrian communities in government-controlled areas for years to come. In particular, the SCC builds on the experiences and lessons learned from the Syria Resilience Consortium (SRC) as detailed in chapter 3.2 in the attached project document. The Syria Resilience Consortium has been supported by Denmark since its inception in 2016 (see PMI and 2019-40507) and has been subjected to several reviews and an external evaluation.

Whereas SRC implemented activities in all parts of Syria without ensuring internal coherence or synergies among its members, SCC is undertaking a major shift to area-based programming in order to ensure sustainable impacts to a much greater extent. Hence, it will adopt a coordinated, and principled approach in carefully selected project areas, building upon early recovery efforts and existing local capacities while

striving towards the durable and lasting solutions of resilience and self-reliance. In this way, the SCC puts in place a coordinated operational platform through which members work synergistically towards a shared vision, based on joint analysis, planning and learning. With such an approach, the ambition is to ensure that long-term resilience-focused programming can be delivered in a cost-effective, efficient and replicable manner, creating sustainable solutions for vulnerable, conflict-affected target populations in government-controlled areas in Syria. Leaving No-one Behind is thus a core principle in this approach, and the programme design also reflects other Danish cross-cutting priorities, including a clear focus on age and gender, environment and climate adaptation (see chapters 4.12-4.16 in the project document).

Two of the members of SCC (Danish Refugee Council and Oxfam) are also Danish Strategic NGO Partners and hence subject to rigorous quality assurance as carried out by HCE. Under these partnership agreements, they have both received substantial funding for humanitarian activities in Syria during the past several years. The Danish Refugee is also a partner under the ongoing 3SN programme, implementing a GBV-focused project in Lebanon and Jordan.

The Norwegian Refugee Council is a recognised international NGO with a presence in most complex crises in the world. It is already a partner under two 3SN engagements, in Jordan and Lebanon respectively and has also partnered with Denmark in Iran and Afghanistan in past years.

Like the other members, IMC is an international NGO with a solid track record, both in Syria and in most other humanitarian crises across the world.

### **3. Project Objective**

The overall objective of the SCC is to strengthen resilience capacities and promote the socio-economic well-being and self-reliance of at-risk crisis-affected communities in Syria by capitalizing on positive capacities and reducing reliance on negative coping strategies while addressing larger contextual challenges.

The overall objective is supported by the following five pathway-specific objectives:

1. Crisis-affected households have increased food production for consumption and/or income by using climate-sensitive agriculture production practices
2. Crisis-affected households generate sufficient income from employment or self-employment
3. Markets utilized by crisis-affected communities are functional, inclusive and accessible
4. Crisis-affected households and communities benefit from affordable, appropriate, accessible, equitable and high-quality basic services
5. Crisis-affected communities are more cohesive, inclusive, safe and equitable

Indicators in respect of the objectives are provided below.

### **4. Theory of change and key assumptions**

The Theory of Change for the SCC project is as follows:

- **IF**: Crisis-affected agricultural communities are equipped with advanced knowledge and inputs for diversified, cost-effective crop production, enabling them to effectively respond to changing weather patterns and local market demands; and **IF** livelihood initiatives are collaboratively developed with trained community-based protection structures, offering comprehensive skills training, capital support, and opportunities for employment and business growth; and **IF** a culture

of positive business norms is fostered, alongside the restoration of market infrastructure; and IF community infrastructure, health services, and protection mechanisms are rehabilitated and strengthened; and **IF** communities actively engage in dialogue, training, and awareness campaigns on Explosive Ordnance (EO) risks, while also receiving tailored assistance for protection concerns; and **IF** advocacy efforts around improved access, service delivery, and diversified donor funding are introduced;

- **THEN:** Crisis-affected communities will develop robust capacities to anticipate, absorb, adapt, and transform in the face of challenges. Through the integrated efforts of knowledge-driven agriculture, diversified livelihoods, and market linkages, communities will be better equipped to navigate market fluctuations and climatic uncertainties. They will adeptly adjust their livelihood strategies to swiftly respond to economic shocks, foster strong cooperative networks, and develop innovative market approaches. The restoration of infrastructure and protective measures will contribute to their ability to withstand shocks and adapt to evolving circumstances.
- **THEREFORE:** Crisis-affected communities in Syria will achieve an elevated level of resilience, marked by their adaptive capacities, and enhanced socio-economic well-being. Their cohesiveness, income generation, food security, market access, and public health services will tangibly improve, setting a strong foundation for their ability to thrive and transform in the face of adversities, ultimately culminating in a community that is empowered, self-sustaining, and well-prepared for a more secure future

Underpinning the theory of change are the following five outcome areas that form the core of the project:

- **Pathway of Change/Outcome 1** will support farmers and rural households to increase their food production, and to better cope with the drivers of food insecurity using climate-sensitive production practices.
- **Pathway of Change/Outcome 2** is designed to support crisis-affected individuals and households, to generate sufficient income from wage-employment or self-employment.
- **Pathway of Change/Outcome 3** strengthen the functionality of relevant market systems (i.e., environment, business models, linkages, and infrastructure) and accessibility for all community members.
- **Pathway of Change/Outcome 4** enhance crisis-affected communities' access to affordable, appropriate, and equitable basic services (i.e., health, education, shelter, WASH, and protection)
- **Pathway of Change/Outcome 5** to achieve cohesive, inclusive, equitable, and safe communities in Syria

## 5. Summary of the results framework

The SCC has developed a joint monitoring and evaluation framework to track progress and measure the impact of interventions, as detailed in 'ANNEX 02 SCC Resilience Programme Framework' and reflected in the above Results Framework. For the RDE's own reporting purposes, the following objective, key outcome and outputs have been selected to document progress:

<b>Project title</b>	Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria
<b>Goal: The adaptive capacities and socio-economic well-being of people, households and</b>	% of participants who report a strengthened sense of socio-economic well-being as a result of program activities (disaggregated by GAD)

communities in Syria have been strengthened	
<b>Objective 1: Crisis-affected households have increased food production for consumption and/or income by using climate-sensitive agriculture production practices</b>	% change in the proportion of households into the acceptable FCS category as compared to baseline (disaggregated by GAD)
<b>Outcome 1.1:</b> Increased production capacities and improved resilience to climate shocks	% of farmers reporting increased production in their respective crops/livestock
<b>Objective 2: Crisis-affected households generate sufficient income from employment or self-employment</b>	% of HHs whose income from employment or self-employment is sufficient to cover their basic and protection needs (disaggregated by GAD)
<b>Outcome 2.1:</b> Improved access to livelihoods and income generating opportunities	% of participants reporting employed/self-employed
<b>Objective 3: Markets utilized by crisis-affected communities are functional, inclusive and accessible</b>	% of community members who report that barriers to accessing local markets have been successfully mitigated (disaggregated by GAD)
<b>Outcome 3.1:</b> Improved capacities of markets to provide equitable needed employment and input services for the targeted communities	% of communities reporting increased access to improved market services within the selected market systems/value chain
<b>Objective 4: Crisis-affected households and communities benefit from affordable, appropriate, accessible, equitable and high-quality basic services</b>	% of community members who report that the perceived quality of basic services has improved as compared to baseline (disaggregated by GAD)
<b>Outcome 4.1:</b> Crisis-affected populations have improved access to safe and dignified housing	% of target population living in safe and dignified shelters in secure settlements

<b>Outcome 4.2:</b> Crisis-affected populations have improved their access Water, Sanitation, and Hygiene facilities	% of crisis-affected population are provided with equitable, safe and dignified access to adequate water, sanitation and hygiene services that enable them mitigate impact and build resilience from public health risks, disease outbreaks and climate related-risks
<b>Outcome 4.3:</b> Learning Environments for crisis-affected communities are enhanced through safe, conducive, and child-friendly learning environments that foster better learning outcomes	% of the students and teachers who are satisfied with the school rehabilitation
<b>Outcome 4.4:</b> Crisis-affected populations have improved access to health and MHPSS services	% of patients report satisfaction with health services
<b>Objective 5: Crisis-affected communities are more cohesive, inclusive, safe and equitable</b>	% of community members who report barriers to meaningful participation in community structures have been successfully mitigated (disaggregated by GAD)
<b>Outcome 5.1:</b> Crisis-affected communities have increased opportunities and avenues for community engagement	% targeted community members reporting improved social connectedness
<b>Outcome 5.2:</b> Crisis-affected communities have increased access to participation in community-based social enterprises	% of targeted beneficiaries who report safe, dignified and effective participation in community-based social enterprises
<b>Outcome 5.3:</b> Tailored protection response services (case management and IPA) have supported at-risk individuals to prevent and respond to protection threats and violations	% of IPA/case management beneficiaries who report increased ability to meet unique protection need as a result of receiving cash assistance (disaggregated by sex, age, disability)
<b>Outcome 5.4:</b> Crisis-affected communities have increased capacity for self-protection and are more resilient to the stresses associated with population movement (return and displacement).	% of individuals reporting the information received will be used in their daily life
<b>Outcome 5.5:</b> To reduce the impact of mines, cluster munitions, and other ERW on crisis-affected communities	% of land released used for livelihoods, agricultural, critical infrastructure and to enable IDP safe returns process

The framework is to be adapted and refined to the vulnerability profiles and resilience capacities determined through joint assessments and context analysis in localized areas of Aleppo and Rural Damascus governorate, once the pilot project kicks off. In this there is a very strong focus on contextual analysis and learning at all relevant levels, not least feeding into the refinement of the SCC strategy which will happen in close consultation with the Steering Committee, including the RDE.

Once the SCC moves into other areas in Year 2 and beyond, a baseline, mid-line, and end-line assessment will be conducted in each new area.

## **6. Overall budget for SCC**

The grant to the SCC amounts to DKK 30,1 million and will be based on a bilateral Financing Agreement between the RDE and SCC (through the Danish Refugee Council as the Administrative Agent acting on behalf of the Consortium). The grant will go towards funding the project budget of USD 5.5 million (equal to DKK 38,23 million at a rate of DKK 6.95/USD):

		Amounts in DKK
<b>Activity Costs</b>		<b>26,757,500</b>
<b>Pathway 1</b>	Increased food production	<b>4,204,101</b>
<b>Pathway 2</b>	Income generating activities	<b>4,844,842</b>
<b>Pathway 3</b>	Strengthened market functionality	<b>3,364,087</b>
<b>Pathway 4</b>	Access to services (health, education, water, shelter, protection)	<b>12,106,789</b>
<b>Pathway 5</b>	Cohesive, inclusive, equitable, and safe communities	<b>2,237,681</b>
<b>Shared support cost</b>		<b>8,966,799</b>
<b>HQ indirect costs</b>		<b>2,500,701</b>
<b>TOTAL</b>		<b>38,225,000</b>

‘ANNEX 03 SCC Year 1 Indicative Budget’ also outlines the costs for operation of the Consortium Management Unit (CMU) based on the identified staffing requirements, operational costs, and consortium-led activities outlined for the initial 6 months of the consortium. The budget for first 6-months mainly contributes towards the establishment and management of the consortium, as well as to costs associated with participatory needs assessments and the technical design of resilience programming based on their findings. The entire Year 1 budget has been presented as an indicative overview, as the exact budget will be dependent on the findings of the needs assessments. Once the assessments are complete, the budget for 6-month implementation of pilot projects to trial the Resilience Programme Framework will be presented to SCC donors.



## **7. Institutional and Management arrangement**

SCC will be governed by the Steering Committee comprising of two layers – a Strategic Steering Committee (SSC) and an Operational Steering Committee (OSC). While members will be members of both steering groups, SSC will also include members of the donor group, including Denmark. As such, during the first year the SSC will have 4 INGO members and 2 donor representatives. If the members of the consortium expand, either through new donors or I/NGOs joining, representation within the consortium shall be on a rotational basis to maintain the ratio of 65/35 for existing and new members. Members will take turns Chairing Steering Committee meetings. The Terms of Reference for the Steering Committee are attached as Annex 4. The Consortium Manager (hosted by DRC-Syria) who leads the CMU, will serve as the secretariat of the consortium, and make necessary preparations.

The Strategic Steering Committee is the highest decision-making body and provides strategic direction, making high-level decisions, and ensuring that the consortium's objectives always align with the resilience consortium vision and the operational principles. The Operational Steering Committee will play a key role in ensuring the project's success by guiding its implementation, addressing challenges, and making important decisions to keep the project on track. The Consortium Management Unit (CMU) will set the strategic direction of implementation, monitoring, capitalization of learning as well as ensure harmonized approaches to quality program standards, and report on projects under the RPF as well as measure impacts and outcomes along the five resilience pathways.

## **8. Financial Management, planning and reporting**

The grant will be based on a standard Danish MoFA grant agreement to be signed by the RDE in Beirut and the Danish Refugee Council, which is acting as the responsible administrative body on behalf of the SCC. The agreement will incorporate Danish MoFA's general guidelines for financial management.

The grant will be disbursed in two instalments, based on agreed work plans and budgets along with satisfactorily semi-annual reporting:

- DKK 15,1 million upon signature of the grant agreement
- DKK 15 million in the 3rd quarter of 2024 or as required, considering expenditure

Reporting will include a semi-annual narrative report, to be submitted halfway through the implementation period, followed by a project completion report to be submitted by 1 March 2025 along with audited accounts by 30 June 2025.

## **9. Risk Management**

Reference is made to chapter 4.12 of the SCC project document in which a detailed Risk Management Matrix is presented. Among others, it highlights the risk of increased inflation and the fragility of national banking system that can affect liquidity and exchange rates will influence the project. Another key risk is the deterioration of the security situation precludes access to areas of implementation as well as the increased control of operational space and resources by parties to the conflict and increase in restrictions on the activities or operations of the SCC. Increased frequency of natural disasters such as drought or irregular rainfall is another risk identified of the project.

The SCC's proposed programme has been designed to pre-empt and reduce certain risks, considering the political instability, climate changes, and movement of the population. Among the possible mitigating actions by the project are: conduct and regularly update market assessments in order to

monitor for price increases and parallel exchange rates as well as their fluctuation, regular monitoring of conflict dynamics in the areas of interventions in order to identify when a loss of access is becoming increasingly likely, identify key stakeholders who may have the ability to push back on government restrictions, ensuring that agricultural inputs are locally adapted (e.g., seeds), and by promoting adapted production techniques.

## **10. Closure**

The project is designed to set up a unique organisational framework for the consortium as a basis for developing a full range of coherent and synergetic activities under the five pathways as described above. It is expected to lead to the development of a full-scale multi-year programme that may be considered for further funding by Denmark and other contributing donors.

# Syria Community Consortium

Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria



*Sameer - a participant in DRC Economic Recovery activities as part of the Syria Resilience Consortium (SRC) - taking care of his land and crops. Al Ghouta, Rural Damascus governorate, Syria, May 2023. Photo @DRC / Sara Alhamouri*

# Contents

Acronyms.....	3
<b>1. Overview.....</b>	<b>5</b>
1.1 Executive Summary.....	5
<b>2. Background.....</b>	<b>7</b>
2.1 Needs Analysis .....	7
2.2 Gender & Inclusion Analysis.....	15
<b>3. About the Syria Community Consortium.....</b>	<b>18</b>
3.1 Consortium Rationale .....	18
3.2 Applying Lessons Learned .....	20
3.3 Consortium Governance .....	22
<b>4. Intervention Logic .....</b>	<b>26</b>
4.1 Workplan .....	28
4.2 Selection Criteria & Needs Assessment .....	29
4.3 Theory of Change.....	31
4.4 Logical Framework.....	41
4.5 Monitoring & Evaluation.....	41
4.6 Accountability to Affected Populations.....	42
4.7 Coordination .....	43
4.8 Partnership .....	44
4.9 Humanitarian Access.....	45
4.10 Learning Priorities .....	45
4.11 Policy & Advocacy .....	46
4.12 Conflict Sensitivity & Do No Harm .....	48
4.13 Disaster Risk Reduction.....	48
4.14 Age, Gender, & Diversity Mainstreaming.....	49
4.15 Sustainability & Exit Strategy .....	50
4.13 Environment & Climate Adaptation .....	51
4.12 Risk Management .....	51
<b>5. Budget.....</b>	<b>54</b>
<b>6. Annexes .....</b>	<b>55</b>

## Acronyms

ABA	Area-Based Approach
APM	Anti-Personnel Mines
BAC	Battle Area Clearance
CBOs	Community Based Organisations
CDR	Collaborative Dispute Resolution
CHA	Confirmed Hazardous Areas
CMR	Cluster Munition Remnants
CMU	Consortium Management Unit
CSI	Coping Strategies Index
DRC	Danish Refugee Council
EOD	Explosive Ordnance Disposal
EORE	Explosive Ordnance Risk Education
EOs	Explosive Ordnance
ERW	Explosive Remnants of War
FCS	Food Consumption Score
FFS	Farmer Field Schools
FGD	Focus Group Discussion
GAD	Gender, Age, and Diversity
GBV	Gender-Based Violence
GCAs	Government (of Syria)-Controlled Areas
GEM	Gendered Enterprise and Markets
GoS	Government of Syria
HHFAs	Harmonized Health Facility Assessments
HI	Humanity & Inclusion
HMA	Humanitarian Mine Action
HNO	Humanitarian Needs Overview
HWS	Handwashing Facilities
ICRC	The International Committee of the Red Cross
IDPs	Internally Displaced Persons
IED	Improvised Explosive Device
IEDD	Improvised Explosive Device Disposal
IMC	International Medical Corps
INGOs	International Non-Governmental Organisations
IRC	International Rescue Committee
KIIs	Key Informant Interviews
LMAs	Labour Market Assessments
MDF	Multi-Donor Fund
MEAL	Monitoring, Evaluation, Accountability, and Learning
MEB	Minimum Expenditure Basket
MFI	Microfinance Institutions
MHPSS	Mental Health and Psychosocial Support
MMC	Manual Mine Clearance

MoA	(Syrian) Ministry of Agriculture
MoE	(Syrian) Ministry of Education
MoFA	(Syrian) Ministry of Foreign Affairs
MoH	(Syrian) Ministry of Health
MoSAL	(Syrian) Ministry of Social Affairs and Labour
MoU	Memorandum of Understanding
MoWR	(Syrian) Ministry of Water Resources
MSNA	Multi-Sector Needs Assessment
NES	North-East Syria
NFIs	Non-Food Items
NRC	Norwegian Refugee Council
NTS	Non-Technical Survey
NWS	North-West Syria
OSC	Operational Steering Committee
PDM	Post-Distribution Monitoring
PLW	Pregnant and Lactating Women
PSS	Psychosocial Support
RPF	Resilience Programme Framework
SARC	Syrian-Arab Red Crescent
SCC	Syria Community Consortium
SEA	Sexual Exploitation and Abuse
SHA	Suspected Hazardous Areas
SRC	Syria Resilience Consortium
SRI	Self-Reliance index
SSC	Strategic Steering Committee
ST	Syria Trust
SYP	Syrian Pound
TFGBV	Technology-Facilitated Gender-Based Violence
ToC	Theory of Change
TS	Technical Survey
TVET	Technical Vocational and Educational Training
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USD	United States Dollar
VHI	Vegetation Health Index
WASH	Water, Sanitation, and Hygiene
WB	World Bank
WeD	Well-Being in Developing Countries
WFP	World Food Programme
WHO	World Health Organisation
WoS	Whole of Syria



# 1. Overview

<b>Project title:</b>	Syria Community Consortium (SCC) - Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria.
<b>Geographical scope:</b>	Government-Controlled Area (GCA) of the Syrian Arab Republic, with an initial focus on pilot locations in Jebel Saman district, Aleppo governorate, and Duma district, Rural Damascus governorate.
<b>Target Population:</b>	<p><b>Direct target group</b> consists of individuals and households in crisis-affected communities who benefit directly from resilience strengthening activities across the SCC's five intervention pathways.</p> <p><b>Indirect target group</b> constitutes members of crisis-affected communities who indirectly benefit from the SCC's resilience and market systems strengthening activities in their community.</p> <p><b>Ultimate target group</b> includes the communities of Syria who have been affected by conflict, displacement, and crisis for over a decade, and aspire to meaningful and sustainable access to basic services, livelihoods, and resilience capacities for their households and communities.</p>
<b>Intervention:</b>	The SCC will utilise the Resilience Programme Framework (RPF) to enhance the socio-economic well-being, resilience, and self-reliance of crisis-affected communities in Syria. Integrated, area-based interventions will increase resilience capacities across five pathways to support food production, support income generation, strengthen market systems, improve access to basic services, and promote safe communities by empowering marginalized and at-risk groups to participate meaningfully in decision-making. Resilience programming criteria and principles, including integration, complementarity, coordination, learning, flexibility, innovation, and participatory approaches are applied in all stages through design, implementation, and monitoring.
<b>Partners:</b>	The Danish Refugee Council (DRC) will be the consortium lead and grant-holder for this intervention, in partnership with the International Medical Corps (IMC), the Norwegian Refugee Council (NRC), and Oxfam, to form the Syria Community Consortium.
<b>Budget:</b>	\$5,500,000 USD for 12 months inclusive of a six-month set-up and needs assessment phase, and a 6-month pilot phase. Achievement of intended resilience outcomes will require continued funding for an additional 2-4 years given the long-term intervention strategy necessary to strengthen resilience and self-reliance.

## 1.1 Executive Summary

Since the Syria crisis began in March 2011, millions of women, men, girls, and boys have been impacted by conflict, displacement, and rapid economic decline. There is no clear path to political stability and a severe reduction in humanitarian funding, compounded by geopolitical and economic crises, and multiple natural disasters. As of December 2022, over 5.6 million have fled the country, and a further 15.3 million who have remained in Syria are currently in need of humanitarian assistance across all sectors, with 6.8 million people experiencing internal displacement.<sup>1</sup> Layers of multiple crises have ultimately resulted in the decline of household welfare, continued erosion of living standards, reduction of coping capacities, and increased protection risks, and put stress on already compromised public infrastructure and social safety networks. The outbreak of COVID-19 in 2020, a devastating earthquake in February 2023, and ongoing Cholera outbreaks continue to exacerbate vulnerabilities for the people of Syria. In addition, hostilities in the South, and in the contested North-West, have continued to escalate during 2023.

<sup>1</sup> UNOCHA, 'Syria Humanitarian Needs Overview' (HNO), December 2022.

To address the protracted and multi-faceted nature of the Syria crisis, the SCC is proposing a solutions-oriented Resilience Programme Framework (RPF) to strengthen the resilience<sup>2</sup> and self-reliance of at-risk crisis-affected communities<sup>3</sup> in Syria. Based on generated learning to date, the SCC will apply the proposed RPF through coordinated, principled, integrated, and area-based interventions to build resilience across five pathways to:

- Support farmers and rural households to increase food production and cope with food insecurity using climate-sensitive practices. This will include strengthening community-managed early warning systems and community-managed disaster reduction initiatives to ensure sustainable early warning information collection and dissemination in target communities.
- Support communities to generate sufficient income from wage-employment or self-employment by providing access to capital, skills training, and support for economic growth.
- Strengthen market systems to support inclusive, sustainable, and active participation of crisis-affected households in the labour market.
- Increase access to affordable, appropriate, and high-quality basic services including health, education, shelter, WASH, and protection.
- Promote cohesive, inclusive, equitable, and safe communities by empowering marginalized and at-risk groups to participate meaningfully in decision-making.

Building on early recovery efforts and existing local capacities while striving towards the durable and lasting solutions of resilience and self-reliance, the SCC puts in place a coordinated operational platform through which long-term resilience-focused programming can be delivered that is cost-effective and replicable, furthering the development of sustainable solutions for populations in Government Controlled Areas (GCAs) of Syria.

The overall goal of the SCC is to strengthen resilience capacities and promote the socio-economic well-being and self-reliance of at-risk crisis-affected communities in Syria by capitalizing on positive capacities and reducing reliance on negative coping strategies while addressing larger contextual challenges. The SCC will adopt a coordinated, integrated, and principled Area-Based Approach (ABA) to build upon early recovery efforts and existing local capacities while striving towards durable and lasting solutions for resilience and self-reliance. The proposed model adopts inclusive lenses, ensuring that all population groups, including individuals experiencing vulnerabilities or marginalization, are a central part of programme design and implementation. The SCC will actively involve the community and local actors in decision-making processes, ensuring their voices and needs are heard and integrated into the programme, fostering local ownership and sustainability. The success relies on collaboration and cooperation among various sectors and stakeholders. The programme will foster strong partnerships with relevant sectors, including humanitarian agencies, NGOs, local authorities, and umbrella organizations including the Syrian Arab Red Crescent (SARC) and Syria Trust (ST). By leveraging the expertise and resources of four leading INGOs and leveraging on learnings from previous resilience consortia and throughout this project's implementation, the programme can provide comprehensive and complementary services, ensuring a more effective and sustainable impact on at-risk crisis-affected communities in Syria. Community engagement will be central to identify needs and inform the program's resilience initiatives, while ensuring a balanced and sustainable implementation approach.

This document and accompanying annexes outline the SCC's proposed RPF and details the six-month set-up and needs assessment phase, and a 6-month pilot phase. The development of the RPF has drawn on the complementary expertise of four leading International Non-Governmental Organisations (INGOs) who form the consortium and have been providing humanitarian assistance and early recovery activities in the complexities of the Syrian context for over a decade. This approach has been developed as a model, which will be adapted based on the needs of selected communities, identified through participatory needs assessments during the

<sup>2</sup> The Syrian Community Consortium defines resilience as the capacity of an individual, a household, a community, a country, or a region to absorb, adapt, and quickly recover from shocks and stresses, as outlined in section '4. Intervention Logic', below.

<sup>3</sup> 'Community' or 'area' is here defined as a geographically contiguous locality and comprises all residents of the given locality. In Syria, the definition is based on admin level 3 (sub-district) or 4 (village, or city neighborhood). Given the agriculture / food security resilience focus of the SCC, the pilot locations will be rural, and therefore more sparsely populated, making admin level 3 more relevant as an 'area' boundary. The definition of community does not include demographic segmentation beyond a geographically contiguous locality such as ethnic communities within a specific geographic area or households within a community.



first 6 months of the project.<sup>4</sup> The SCC technical teams will then adapt the RPF and prepare a detailed workplan and budget to address the specific needs of these communities, designing integrated activities to provide a holistic and participatory response. While an indicative workplan for the remainder of the project is also included, this serves to demonstrate the sequenced and layered implementation of the RPF, however this will be adapted based on the identified needs and participation of selected communities and will be presented to consortium donors along with a detailed budget towards the end of the initial 6-month set-up phase. Following the successful set-up of the consortium and the launch of the intervention in pilot communities, further fundraising will be needed to continue resilience programming in the target communities and complete the 3-4-year RPF to reach resilience outcomes.<sup>5</sup> However, the SCC also aims to expand beyond the 2 pilot locations and apply lessons learned on an ongoing basis to launch activities in other areas in Year 2 and beyond.

## 2. Background

Since the crisis began, Syria has been ravaged by multiple conflicts, both international and internal, exacerbated by the ongoing global climate crisis, and multiple other regional and global shocks including the Economic Collapse in Lebanon, the global COVID-19 pandemic, the Russian invasion of Ukraine, and the February 2023 earthquake in Türkiye and Syria, all of which have contributed to Syria's ongoing economic deterioration. The inability to reach a joint international agreement amongst the conflict parties in Syria, and the continued division amongst global communities around Syria, as well as the Ukrainian crisis, have substantially contributed to the deepening of the international disunion. The economy continues to decline, poverty continues to rise, and additional shocks and stressors could potentially increase in the coming years, including mass forced returns of refugees from neighbouring countries increasing the strain on resources and furthering social tension. Violence has continued to escalate in the South and North-West, another potential driver of displacement and further destruction. In May 2023, IDP movements across Syria were 37% higher than in April, most concentrated in North-West Syria (NWS), mainly due to access to services and livelihoods. While the OCHA Spontaneous Returns update recorded 10,000 return movements again with the highest movements in NWS, mainly Idlib.<sup>6</sup> Despite ongoing humanitarian response, there is no clear end in sight for the Syrian crisis. A political solution remains unlikely, with no inclusive peace agreement, and sanctions preventing investments and reconstruction efforts in Syria. Traditional donors continue to limit the scope of engagement with state authorities and the type of aid that they will provide, particularly around resilience and development funding, as outlined further in section '3.1. Consortium Rationale', below. Lack of engagement of development actors means that aid cannot transition across the nexus effectively. This is compounded by the lack of civic space and independent civil society, and the lack of accountable or resourced government to meet the needs of its population. It is clear the current humanitarian response in the global climate of reduced funding and multiple simultaneous crises is not enough to support the subsistence of the people of Syria. It is therefore the responsibility of the humanitarian community to look towards alternative and resourceful approaches to sustainably strengthen the resilience of Syrian communities to cope with the multiple shocks and stressors they continue to face.

### 2.1 Needs Analysis

The SCC defines resilience as 'the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.' Shocks are defined here as 'slow- or rapid-onset events causing non-standard situations for people, households, within a community, countries or systems with immediate increased

<sup>4</sup> Details on needs assessments and selection criteria of pilot locations are outlined in section '4.2. Selection Criteria and Needs Assessment', below.

<sup>5</sup> The SCC recognizes that the timeframe for achieving resilience outcomes will differ across communities, based on the specific contexts and needs, as well as the resources and capacities available. However, as specified throughout this document, the RPF will be adapted to work towards reaching resilience outcomes in individual communities, while also providing the basic resources and empowering communities to continue increasing their own resilience capacities once the specific interventions under this project have ended.

<sup>6</sup> UNOCHA, 'Syria Arab Republic: IDP Spontaneous Returns', April 2023

vulnerability'; while stresses are defined as 'long-term trends or pressures that undermine the stability of people, households, a community, country or systems and increases the vulnerability of those within it.' Environmental and conflict-related stresses and shocks are therefore defined as negative events or long-term trends that increase vulnerability. As detailed above, in Syria these stresses and shocks include the ongoing conflict and related displacement and returns,<sup>7</sup> the climate crisis including ongoing incidences of drought, and the economic crisis, and natural disasters including the COVID-19 pandemic, the ongoing cholera outbreak, and the February 6th 2023 earthquake in addition to more localised shocks and stressors experienced at a community level, although largely related to one or many of the main factors. The SCC has characterised these shocks and stressors to be addressed along five resilience pathways. The below analysis looks at the shocks and stressors which most impact each pathway, however participatory needs assessments will also be conducted in selected communities during the 6-month project initiation phase to support the development of specific interventions along these pathways based on community needs and preferences in target areas, as outlined in section '4.2 Selection Criteria and Needs Assessment' below.

### Shocks and Stressors Affecting Resilience Pathway 1: Food Security and Climate-Sensitive Production

*[Shocks and Stressors]: Climate crisis and weather extremes (including drought), weakened global supply chain (largely related to the Ukraine crisis, loss of purchasing power, weakening or collapse of state support systems for agricultural production (including agricultural extension services, input subsidies, irrigation infrastructure etc.), loss of productive assets, loss of access to education/skill building opportunities.*

Pre-crisis, Syria was one of only a few agriculturally self-sufficient and exporting countries in the region, with a particular emphasis on wheat and barley production. Traditionally, about 60% of cultivated land in Syria was used to grow wheat with production concentrated in northern Syria.<sup>8</sup> While before the crisis, agriculture accounted for 30% of Syria's exports, half of all grain requirements are now met through imports.<sup>9</sup> Between 2006-2010, a severe drought aggravated the rural economy, causing immediate poverty and mass migration to cities, leading to social tension and discontent. In 2009, it was estimated that over 800,000 individuals lost their livelihoods due to drought, while 40,000 to 60,000 household had fled their lands and migrated from East Syria to Aleppo and Damascus suburbs.<sup>10</sup> While the severity of the drought declined, rainfall has continued to decrease against pre-drought levels, and the agriculture and domestic food production sectors have been severely disrupted by the conflict. Before the conflict, the GoS instructed farmers on how much of which crop to plant, provided extension services, and purchased the wheat harvest from farmers at a subsidized price. Subsidized flour and yeast were provided to wheat-to-bread actors, such as mills and bakeries. The conflict completely dismantled Syria's wheat-to-bread market system and damaged or destroyed all the country's wheat value chain. While bakeries countrywide still provide bread to at-risk groups at subsidized prices, the level of subsidies is decreasing yearly, while the overall increase in the price of raw materials, as well as the decreased capacity of production have contributed to an increase in bread prices. These higher prices have also increased the cost of fodder for livestock and severely impacted livestock numbers, which are half of the pre-conflict levels, as farmers have sold off their livestock to cope with the financial burdens.

In late 2020, the second devastating drought in less than 15 years hit Syria when rain failed in the winter of 2020, and from October 2021 to May 2022 reached levels 75% to 95% lower than historical averages.<sup>11</sup> While violence overall has decreased since the government retook much of the territory in 2018, further drought in 2021 and 2022, in addition to the lack of services in rural areas have increased migration from rural areas to urban areas in search of work. This has hampered rehabilitation efforts and initiatives of the agricultural sector, left destroyed irrigation systems, and resulted in the loss of expertise as a result of over a decade of conflict and displacement. Water deficits have been exacerbated due to drier than average conditions in the 2020/21 and

<sup>7</sup> IDP returns in Syria are largely involuntary and pushed by economic factors.

<sup>8</sup> Duke University, 'Syria Wheat Value Chain and Food Security', March 2016

<sup>9</sup> Safwan A. M., Ali A., Janos N., Endre H., 'Syrian Crisis Repercussions on the Agricultural Sector: Case Study of Wheat, Cotton and Olives', July 2019.

<sup>10</sup> UNOCHA, 'Syria Drought Response Plan', 2009.

<sup>11</sup> Al-Monitor, 'Double blow: Syria braces for historic drought after earthquake', February 2023.

2021/22 rainy seasons, but also by increasing evaporation associated with above-normal temperatures during the July-September hot and dry season. According to Vegetation Health Index (VHI) products, the vegetation conditions have deteriorated since April 2022 and there was an intensification of drought in most of Syria. The situation in the first week of October 2022 was worse than during the same period of 2021 and VHI high-risk drought classes three and four prevail in large areas of the country.<sup>12</sup> Syria imported more than 500,000 tonnes of wheat in 2022 from Russian-annexed Crimea, 17 times more than it imported in the previous year. Due to increased rainfall in early 2023, wheat production in 2023-24 is estimated to reach 2.8 million tonnes, up from 2 million tonnes in 2022-23, but down from the five-year average of 3.1 million tonnes. Prior to the crisis, Syria was producing 4 million tonnes of wheat per year.<sup>13</sup> Low rainfall, in combination with low water levels reported in the Euphrates River, also increase the concentration of biological and chemical contaminants.

A direct and immediate consequence of the war in Ukraine is the uncertainty about the global supply of grain and vegetable oil, further compounded by the rampant inflation and currency depreciation in Syria. The national average price of WFP's Minimum Expenditure Basket (MEB), the standard reference for food security, has increased by an average of 74% in June 2023 compared to the same month in 2022, and 160% since before the Russian invasion of Ukraine. Over 12.1 million Syrians are now food insecure.<sup>14</sup> In the first half of 2023, the national average price of standard reference food basket has increased by a further 27%, reaching 530,028 SYP for a family of five as of June 2023. This is likely to further increase as the year continues, with the Black Sea grain initiative and the recent rice export ban by India, which account for 40% of global trade by volume, likely to exert upward pressure on domestic food prices in the coming months. In addition, the rapid loss in value of the Syrian pound will continue to make imported food commodities more expensive.<sup>15</sup>

Despite agricultural input support to farmers, a combination of poor rainfall and climate-induced aridity and the deterioration of irrigation channels have had a severe impact on wheat grain harvests and have caused cycles of wheat crop failures across north-east Syria. The climate crisis exacerbates the challenge of crop and livestock pests and diseases that reduce wheat/cereal crop and livestock yields and cause losses in wheat crop and livestock production. Livestock has also not been spared from the impact of the prevailing water shortage, with limited access to livestock production inputs especially feed and generally unfavourable weather conditions.<sup>16</sup> The unfavourable 2021 – 2022 rainfall season resulted in a sharp decline in pasture growth and development, increased demand for fodder, limited supply, and high prices, especially for imported feed. Poor animal health services across Syria further impact livestock due to lack of medicine, lack of skilled professionals, low coverage of services in addition to the inability of small livestock keepers to provide adequate fodder for their herds. The mentioned challenges continue to severely undermine the health and nutrition of livestock and reduce the viability of livestock-based food production and livelihood systems. This is further exacerbated by migration from rural to urban areas, with fewer human resources available for agricultural production, as people move to cities in search of more viable means of economic subsistence.

## Shocks and Stressors Affecting Resilience Pathway 2 – Household Income & Financial Services

*[Shocks and Stressors]: Collapse of the Syrian economy, loss of livelihoods, loss of productive assets, and loss of access to education/skill-building opportunities, worsening household economy leading to harmful coping strategies.*

The economic crisis together with hyperinflation and the destruction of productive sectors in Syria have had a devastating effect on livelihoods and living conditions in the country. The economic crisis, resulting from years of conflict and destruction, a sharp decline in domestic production, crippling international sanctions, and

<sup>12</sup> UN FAO, 'Earth Observation – Syrian Arab Republic'.

<sup>13</sup> World-Grain.com, 'Country Focus: Syria', June 2023.

<sup>14</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>15</sup> WFP, 'Market Price Watch Bulletin', June 2023.

<sup>16</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

economic collapse in Lebanon,<sup>17</sup> is characterized by high inflation and rising commodity prices. The Syrian economy continued to contract with severe macro-economic deterioration throughout 2022 and the first half of 2023. The Syrian Pound (SYP) continues to fluctuate, with a steady downward depreciation undermining any attempts by the Central Bank to stabilize foreign currency reserves and informal market exchange rate. Since the beginning of 2023, the Syrian Pound has formally decreased in value from 4,522 SYP for 1 USD to 8,500 SYP for 1 USD in July, with informal exchange rates reaching over 12,000 SYP for 1 USD – a stark increase from 500 SYP for 1 USD in 2019. The rapid and constant depreciation of the currency has made life increasingly unaffordable for many Syrians, driving them towards poverty and reliance on humanitarian aid. The combined effects of currency depreciation, soaring prices, reduced fiscal spending and economic sanctions have plunged additional sectors of the population into humanitarian need, including in areas historically less affected by hostilities and displacement. Inflation also relates directly to the market exchange rate, as suppliers and vendors set their prices on that rate and not on the official exchange rate. This has a direct effect on the purchasing power of households and individuals who cannot keep up with the rising inflation. The World Bank (WB) further notes that high inflation has continued due to Syria's heavy reliance on imports and the impact of currency falls, which feed higher domestic prices. The crippled economy has also forced people to resort to harmful negative coping mechanisms, such as buying on credit and borrowing to cover the essential needs, applying harmful food consumption practices (reducing size of the meals, consuming cheaper and less nutritious food) as well as child labour and child marriage.<sup>18</sup> Over 90% of the population of Syria are now living below the poverty line. Despite this, humanitarian funding continues to be cut, with devastating impacts on the populations in Syria who are facing high severity needs. In July 2023, the UN World Food Program (WFP) was forced to cut food aid for 2.5 million individuals due to a lack of funding.

With a lack of sufficient and sustainable income, and depleted savings, households across the country rely heavily on purchasing goods on credit, borrowing and remittances. They continue to develop harmful coping mechanisms to meet their needs such as begging, child labour, child marriage as well as removing children from school (for example, to provide help at home or with the household's work). Dependence on humanitarian assistance (in-kind and cash) has increased since last year, especially for newly displaced people. 36% of households report relying on humanitarian assistance (the fourth most cited coping mechanism), up from 21% last year.<sup>19</sup> While humanitarian assistance is a lifeline for crisis-affected households facing severe needs in Syria, it also has the potential to trap people in chronic dependency. Approximately 90% of households in Syria consistently experience a gap between their income earned and the expenditure required to meet basic needs, with household income only covering 40% of expenses for the average Syrian household.<sup>20</sup> In Syrian communities across the governorates of Rural Damascus, Deir ez-Zur, Idlib, and Aleppo, certain economic stressors and protection incidents in Syria have gendered impacts on different segments of the population, particularly on youth and women who are heading households and seeking livelihood opportunities.<sup>21</sup> These stressors and incidents, when not addressed carefully, make it challenging for affected individuals to connect with opportunities to support themselves and their families, and can have long-lasting negative impacts on their well-being, mental health, and economic prospects.

As a result of the crisis life is increasingly unaffordable, with the destruction of livelihoods, erosion of savings, and price increases for basic commodities that have almost doubled, driving needs severity and new displacement in and out of Syria. More people are being driven towards poverty, making them more reliant on humanitarian assistance or resorting to harmful coping mechanisms, to the extent that some population

<sup>17</sup> The economic collapse in Lebanon had significant repercussions on the economic situation in Syria. The two economies are closely linked due to their geographical proximity, historical trade relations, and the substantial flow of goods and services between the two countries. The economic collapse in Lebanon exacerbated the existing challenges faced by Syria and introduced new dynamics that further strained its economy. Lebanon historically served as a significant trading partner for Syria, providing a vital route for imports and exports. The collapse of Lebanon's economy led to disruptions in cross-border trade, affecting the availability of goods and increasing their prices in the Syrian market. In addition, the Lebanese pound's sharp depreciation against major currencies, including the US dollar, affected Syria's exchange rate stability. The Syrian pound also faced depreciation, contributing to inflation and higher prices for imported goods.

<sup>18</sup> UNOCHA 'Syria Humanitarian Needs Overview', December 2022.

<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

<sup>21</sup> Oxfam, 'Community Gendered Protection Analysis', 2022.

movements in Syria are triggered by the search for better access to basic services and livelihood opportunities. Overall, 51% of all households across the country only have one member earning an income. Between 65%-75% of households declared that their debts had increased compared to 2021.<sup>22</sup> Furthermore, ongoing electricity and fuel rationing compounded with declining economies has resulted in reduced income and employment opportunities for Syrians. In Rural Damascus, 15% of the households surveyed perceived being completely unable to meet basic needs, while 81% of households surveyed perceived it being insufficient. In Aleppo, 5% of households surveyed perceived being completely unable to meet basic needs, while 64% of households surveyed perceived it being insufficient. In Hama, 3% of the households surveyed perceived being completely unable to meet basic needs, while 81% perceived it being insufficient.

### Shocks and Stressors Affecting Resilience Pathway 3 – Functioning Markets

*[Shocks and Stressors]: Collapse of the Syrian economy, disruption of market systems, and destruction of market infrastructure.*

Functionality of markets in Syria is low, and market demand is affected by high commodity prices, inflation, infrastructure damages, inactive financial institutions, and a heavily normative environment, in addition to physical barriers caused by widespread checkpoints, preventing the ability of people and goods to move freely between areas. In returnee areas, often lacking social cohesion and mutual trust, it is difficult to establish a local trade network, information sharing, nor collective action for livelihoods. Damaged and non-functional market infrastructure are also common. The widespread lack of electricity and fuel has also reduced the production capacity of local businesses, industries, and markets, which also likely discourages investment. In turn, this hinders the potential expansion of local production of essential items and services related to the priorities of other sectors such as Food, Shelter/Non-Food Items (NFIs), WASH, Health, and Education. Standalone livelihood interventions by humanitarian actors will likely be insufficient to change the negative income/expenditure gap significantly in the medium term. The economic challenges faced by these markets are multifaceted and deeply interconnected. Addressing their functionality requires a holistic approach that takes into consideration the broader economic environment, infrastructure rehabilitation, and strategies to predict, plan, prepare against inflationary pressure at individual, household, and market systems level, as well as to enhance income generation. Through a coordinated effort, the SCC aims to contribute to the revival of these markets and the restoration of income opportunities for the affected communities.

Economic challenges have further manifested in the degradation of livelihoods and the lack of income opportunities, continuing to hamper recovery efforts. Diminished purchasing power, economic contraction, inflation in essential goods and services, and low productivity of inputs put further strains on these markets. Moreover, the impact of sanctions on the availability and price of basic commodities, particularly fuel, has added to the difficulties. Local markets also play a vital role in providing jobs and income to the population, primarily in the agricultural sector. This encompasses agriculture sales, livestock trading, and wage labour. While some areas still maintain regular market operations with a reasonable availability of both food and non-food items, certain districts such as Duma in Rural Damascus and Jebel Saman in Aleppo reported distinct challenges. These include the high prices of goods and services, locations distant from main city markets, and partial damages to markets.<sup>23</sup>

### Shocks and Stressors Affecting Resilience Pathway 4 – Basic Services

*[Shocks and Stressors]: Collapse of the Syrian economy, disruption of service delivery systems, destruction of basic infrastructure, and loss of adequate shelter.*

<sup>22</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>23</sup> DRC, 'Multi-Sector Needs Assessment in Rural Damascus, Daraa, Aleppo, Homs, Idlib, and Deir-Ez-Zour Governorates of Syria', January 2023



In Rural Damascus and Aleppo individuals and households face risks to their safety and dignity while attempting to access basic services, protection, and life-saving assistance.<sup>24</sup> These risks are often attributable to the weak, if not non-present, national social protection system, combined with socio-economic vulnerabilities and a lack of financial resources to seek responsive and remedial assistance. The challenge of availability, accessibility, and affordability of basic, protection, and life-saving assistance is adding to the stresses faced by individuals, households, and communities, and is leading to negative coping strategies such as child labour and child marriage, or to additional distress and social tensions. Both outcomes generate additional vulnerabilities and make it a continuous struggle, which further limits the capacities of affected individuals and communities to break from shocks, process, absorb, and recover. To address these challenges, it is crucial to facilitate safe and dignified access to adequate and accessible basic services (Resilience Pathway 4), and protection (Resilience Pathway 5) assistance for crisis-affected individuals and communities, particularly at-risk women, and youth. This requires a comprehensive approach that addresses the underlying socio-economic vulnerabilities that intersect with risks to safety and dignity, but recognizes the importance of harnessing local capacities, opportunities, and ownership in the pursuit of resilience. Rather than inducing change from external sources, the SCC is committed to co-creating solutions with local communities. By collaborating with community leaders and representatives from the community, including the school community, the SCC aims to empower communities to actively participate in shaping their own pathways toward resilience. This approach ensures that interventions are not imposed but are instead rooted in the strengths and aspirations of the communities we serve. From the needs assessment to continuous consultation and change, the SCC aims to also address the issue of lack of information, trust, or willingness to request services and life-saving assistance. In summary, the SCC aims to enable communities to take control of their own journey toward resilience by providing them with the support, resources, and opportunities they need to thrive.

The ongoing conflict, economic crisis, and damage to critical infrastructure have severely impacted access to basic services including electricity, water, and healthcare. Widespread power outages and non/reduced-functioning healthcare facilities further exacerbate the challenges faced by the population. Most infrastructure has been destroyed or damaged during the conflict, hindering safe and dignified access to services, including for those impacted by protection risks and seeking remedial assistance. The energy/electricity crisis is impacting all sectors, from agriculture and livelihoods to education and mental health. Fuel, electricity, food, and water have become increasingly scarce and, when available, unaffordable, and public infrastructure is often damaged or destroyed. GoS continues to face budget shortages with direct impact to their social support services, leading to the continued reduction of subsidies on basic items such as bread, fuel, and electricity. The series of earthquakes that struck North-West Syria on the 6<sup>th</sup> of February 2023 have further deteriorated access to services for many urban populations that were already struggling, further compounding the humanitarian needs, and highlighting the extreme vulnerabilities of communities due to the protracted socio-economic crisis and weakened infrastructure. Impacts of this include substantial loss of life (approx. 6,000), injuries (approx. 13,000) and significant damage to shelter and infrastructure (over 46,500 buildings) as well as the displacement of over 360,000 people<sup>25</sup> in parts of Aleppo, Idlib, Latakia, and Hama governorates.

Basic services and other critical infrastructure are on the brink of collapse or have already collapsed in some areas. Widespread power outages are frequent, with around 73% of people surveyed by the HNO 2023 MSNA reported having less than eight hours of electricity per day. Electricity shortages have had a substantial impact on critical services, by impeding the availability and quality of education, health, and WASH services, including emergency and intensive care units in hospitals, potable water/irrigation supply systems and wastewater treatment plants. The shortage of electricity is further driven by lack of fuel for power plants, the destruction of the main electricity infrastructure, and the reduced Euphrates River flow which has drastically diminished hydroelectric potential. Furthermore, the GoS increased the price of petrol by 130% in August 2022 to 2,500 SYP, while the cost of non-subsidized petrol rose to 4,000 SYP.

<sup>24</sup> Oxfam, 'Community Gendered Protection Analysis', 2022-2023.

<sup>25</sup> UNDP, 'Syria Earthquake Recovery Needs Assessment', June 2023.

At the beginning of 2023, 5.7 million people in Syria required some kind of shelter support. This figure has further increased since the devastating February 6th Earthquake, with an estimated 78,000 households residing in buildings that are at risk of collapse, and approximately 255,430 households are in need emergency non-food items (NFI) assistance.<sup>26</sup> Lack of access to electricity/lighting, poor insulation from heat and cold, deterioration of shelter integrity (notable increase in damages to windows/doors) and lack of privacy are the top shelter adequacy issues identified. Syria's significant economic downturn and inflation has also increased construction material costs and put additional strain on household and partner capacity to implement shelter activities, most notably repairs and rehabilitation, further burdening recovery efforts.

Almost seven million people only had access to their primary water source between two and seven days per month in June 2022.<sup>27</sup> Nearly two-thirds of water treatment plants, half of all pumping stations, and one-third of water towers have been damaged in the conflict.<sup>28</sup> Water networks are unable to provide full water supply to the population due to the lack of a stable power supply, the high cost of diesel to operate the power generating systems, and fixed budgets. Faced with acute shortages of safe, public drinking water, more than half of people in Syria rely on alternative and often unsafe water sources to meet or complement their water. Water treatment and distribution networks have continued to degrade, with 52% of Syrians relying on often unsafe alternatives to piped water, up from 47% in 2021. At least 70% of sewage is being discharged untreated and at least half of sewerage systems are not functional, with devastating implications for both public and environmental health, such as the latest cholera outbreak in September 2022. Further cholera outbreaks have already been witnessed as the weather gets warmer and in the aftermath of the February 2023 earthquakes.

According to UNICEF, over 7,000 schools have been damaged or destroyed, limiting the ability of children to access accredited educational services, and leaving over 2 million children out of school and another 1.6 million children at risk of dropping out.<sup>29</sup> Schools and learning spaces are not conducive to learning due to overcrowding with dilapidated school buildings and classrooms, teacher shortages (especially in rural schools), poor school furniture/school supplies, insufficient lighting and heating within schools and classrooms, and inadequate availability and quality of WASH facilities. There is a critical shortage of schools after primary level, especially secondary schools, and quality Technical and Vocational Education and Training (TVET). While humanitarian actors have been providing vocational training for over a decade, this has largely been in the framework of emergency response, in line with donor reluctance to fund programming that could be seen as 'development'. As a result, trainings have largely been characterized by too few hours and inputs to effectively train participants in the skilled labour needed to provide critical services and rebuild the damaged infrastructure essential for supporting resilience in Syrian communities.

The Syria crisis has had a devastating impact on access to healthcare and mental health support. Only 59% of hospitals, 57% of primary health care facilities, and 63% of specialized health centres are fully functioning. Only 59 of 1,559 partially and fully functional health facilities offer renal dialysis services, 24 offer cancer diagnosis/treatment, and 377 offer tuberculosis treatment.<sup>30</sup> Electricity shortages force most public and private health facilities in the country to rely on backup generators or on solar energy systems to operate., posing a threat to the continuity of health services. The Governorates of Al-Hasakeh, Hama, Ar-Raqqa, Deir ez-Zor, Aleppo, and Rural Damascus have experienced greater barriers and service non-availability in comparison with other areas of Syria, with 94% of households in these governorates facing significant access barriers to health services such as consultations, laboratory, and diagnostic procedures. Approximately 1 in 10 people in Syria lives with a mild to a moderate mental health condition, 1 in 10 people need focused mental health care, and 1 in 30 is likely to be suffering from a more severe condition. The protective environment for individuals is further weakened by the limited availability of MHPSS, including specialised services, case management, and other care options. Reliance on humanitarian aid is reported highest in Damascus, Hama, Homs, Idlib and

<sup>26</sup> UNOCHA, 'Earthquake Rapid Assessment - HCT Response Areas', May 2023.

<sup>27</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>28</sup> Ibid.

<sup>29</sup> UNICEF, 'Syrian Arab Republic – Education'.

<sup>30</sup> World Health Organization (WHO), 'Health Sector Bulletin – Syria', May 2022.

Quneitra Governorates.<sup>31</sup> During an assessment visit conducted by IMC in Aleppo from 28-30 March 2023 it was noted that most health facilities in this governorate still report shortages of essential supplies, including non-communicable diseases medications, due to increased needs and depletion of the strategic storage in the governorate. Although MHPSS needs have increased, no primacy healthcare centre was able to provide basic mental health services due to lack of capacity and stock out of psychotropic medications. There has been reported unavailability of vaccines in earthquake-hit areas and those hosting displaced people especially Hama, Latakia and Aleppo.<sup>32</sup>

## Shocks and Stressors Affecting Resilience Pathway 5 – Enabling Community Environment

*[Shocks and Stressors]: Displacement, conflict, changes to social norms and behaviours, destruction of social fabric and safety nets.*

Throughout the conflict, there have been numerous reports of human rights violations, including attacks on civilians and infrastructure, arbitrary detentions, torture, and the use of chemical weapons. All sides have been accused of committing war crimes, and accountability for these violations has been a major challenge. Two in three families in Syria are psychologically distressed about their living conditions. Environmental risks due to the ongoing drought and water crisis, with low water levels in the Euphrates River, dry conditions during the wet season, and damaged water infrastructure, have led to ongoing cholera outbreaks since September 2022, as well as other impacts to the health, livelihoods, safety, and well-being of millions of Syrians.

The conflict and displacement in Syria have cut off connectivity in public service delivery systems and supply chains in previously integrated communities, leading to eroded social networks and community participation, trust, and shared values and attitudes. This has damaged social cohesion and degraded community governance structures, further reducing resilience capacities and creating additional obstacles to economic activity.<sup>33</sup> In 2021, Syria ranked 178th out of 180 countries in corruption perception index, down from 127th out of 178 countries in 2010.<sup>34</sup> At the beginning of 2023, 5.3 million Syrians were living in internal displacement. While the number of new displacements decreased significantly in 2022 compared to the previous year – 130,724 new displacements were registered from January to August 2022 versus 456,000 for the same period in 2021 – crises in 2023 including the February earthquake and an escalation of violence in the South and North-West, in addition to continued economic crisis making life more and more difficult in rural communities, are all likely to contribute to further internal displacement. In addition to this, returns of Refugees from surrounding host countries may increase due to pressure from host governments, although there is little interest from Refugees in these countries to return to Syria, however poor their conditions are. Social tensions are increasingly common, especially with newly displaced and returning populations who compete with host communities for humanitarian support, resources, and livelihood opportunities. While social and local government structures are still in place, communities are experiencing higher levels of competition for very limited resources and tensions are rising. Local governance structures are challenged by reduced subsidies and are often unable to provide even the most essential services. Displacements from areas still facing hostilities to relatively more stable areas are likely to further limit employment opportunities available and may increase the risk of intra- and inter-community tensions involving residents and displaced people.

Populations in Syria experience widespread gender-based violence (GBV) in its different forms, including partner and family violence, technology facilitated violence, sexual violence, and harassment, early and forced marriage, and incidents of sexual exploitation and abuse (SEA). This is exacerbated by the economic and food crises, which lead many households to adopt negative coping strategies conducive to GBV. Approximately 8.5 million people need GBV assistance (a 1.2 million increase from 2022). Overall, 33% of households (compared to 19% in 2021) stated that women and girls do not feel safe in specific areas of their community (markets,

<sup>31</sup> Ibid.

<sup>32</sup> Ibid.

<sup>33</sup> The World Bank, 'Syria Economic Monitor – Lost Generation of Syrian', Spring 2022.

<sup>34</sup> The World Bank, 'Worldwide Governance Indicators'.



public transportation, checkpoints, and to a lesser extent distribution points, community centres, and on their way to work or school).<sup>35</sup>

Crisis-affected communities in Syria continue to face safety risks from Explosive Ordnance. As a result of the ongoing conflicts, Syria has been heavily contaminated by Anti-Personnel Mines (APM) Anti-Tank Mines (AT) Improvised Explosive Devices (IEDs) and in general Explosive Remnants of War (ERW), in addition to legacy mines from the Arab-Israeli wars from 1948 to date. The full extent of Explosive Ordnance (EO) contamination is unknown. Assessments and surveys have shown a large scale of contamination from APM and ERW as well as limited Anti-Vehicle Mine contamination. Massive improvised EO contamination, including landmines, has been found in areas previously under the control of the Islamic State and its affiliated groups that controlled large swathes of North-East Syria until their defeat in 2018–19. Areas that experienced intense hostilities, including Aleppo, Daraa, Deir ez-Zur, Idlib, Raqqa, and Rural Damascus, were found to be particularly hard hit.<sup>36</sup> In 2020, the UN recorded an average of 76 explosions per day, equating to an explosion every 20 minutes.<sup>37</sup> The extent of contamination disaggregated by type of device is not known. Contamination is most frequently reported on agricultural land, on roads, on private property, as well as in and around schools, hospitals, and other public infrastructure. The International Committee of the Red Cross (ICRC) and the Syrian Arab Red Crescent (SARC) conducted a joint mine risk needs assessment of 573 communities in Al-Hassakeh, Aleppo, Daraa, Deir ez-Zur, Hama, Homs, Idlib, Quneitra, and Sweida governorates in 2021. According to the assessment, 530 (92%) of the assessed communities reported the presence of ERW. Of the assessed communities, 57% reported the presence of anti-personnel mines, 46% of cluster munition remnants (CMR), and 25% of other explosive ordnance.<sup>38</sup>

While there have been no reports of renewed use of cluster munition in Syria since February 2021, one third of Syria's populated communities are said to be affected by EO, which includes cluster munition remnants (CMR).<sup>39</sup> The full extent of CMR contamination is unknown but is certainly widespread due to the repeated use of cluster munitions during the decade-long conflicts. During 2020 and the first quarter of 2021, cluster munition attacks were recorded in Aleppo, Hama, and Idlib governorates. Thirteen of the country's fourteen governorates (all except Tartus) have experienced persistent use of cluster munitions since 2012.<sup>40</sup> The Syrian Network of Human Rights recorded at least 492 cluster munition attacks in Syria between July 2012 and 25 February 2020,<sup>41</sup> and the deaths of 176 civilians, including 74 children and 25 women, since the beginning of 2021 as a result of both mines and CMR. It is estimated that EO contamination affected one third of populated communities. Areas that experienced intense hostilities, including Aleppo, Daraa, Deir ez-Zur, Hama, Homs, Idlib, Raqqa, and Rural Damascus, were found to be particularly hard hit.<sup>42</sup> The number of incidents caused by explosive remnants of war (ERW) in 2022 increased by 23% compared to 2020.<sup>43</sup> Despite the devastating impact of EO contamination on crisis-affected communities, there has historically been a lack of Mine Action actors in Syria due to the multiple challenges faced with establishing Mine Action presence, particularly due to the complex political environment and bureaucracy, as well as challenges with importing equipment due to international sanctions, and the expenses associated with training teams in Technical/Non-Technical Survey (TS / NTS), Battle Area Clearance (BAC), Manual Mine Clearance (MMC), Improvised explosive device disposal (IEDD), and Explosive Ordnance Disposal (EOD).

## 2.2 Gender & Inclusion Analysis

The shocks and stressors described above have exacerbated needs and vulnerabilities among Syrians in different ways at the individual, household, and community levels. At the individual level, Syrians are experiencing

<sup>35</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>36</sup> UNOCHA, 'Syria Humanitarian Needs Overview', March 2021.

<sup>37</sup> Ibid.

<sup>38</sup> ICRC and SARC, 'Mine Risk Needs Assessment and Education', May 2021.

<sup>39</sup> UNOCHA, 'Syria Humanitarian Needs Overview', February 2022.

<sup>40</sup> The Landmine and Cluster Munition Monitor website, 'Syria Cluster Munition Ban Policy', November 2020.

<sup>41</sup> The Syrian Network of Human Rights, 'Cluster Munitions in Idlib Governorate', 2020.

<sup>42</sup> UNOCHA, 'Syria Humanitarian Needs Overview', February 2022.

<sup>43</sup> Ibid.

personal loss, illness, and severe psychological stress. At the household level, Syrian families deal with inflation, protracted displacement, food, water, and fuel shortages as a result of the socio-economic crisis. At the local level, communities are struggling with continued instability and insecurity, international sanctions, restricted access to markets and limited availability of food and non-food items, social tensions, and climate change impacts; all putting a strain on local infrastructure, networks, and services. Female-headed households, women, elderly, children and adolescents, youth, and people living with a disability are disproportionately impacted. Out of the 15.3 million Syrians in need, 29% are women, 46% are children (including adolescents), and 17% are people living with a disability.<sup>44</sup>

Increasingly, these shocks/stressors are linked to the deterioration in the macroeconomic situation, combined with a persistent lack of access to basic services and infrastructure. Vulnerability profiles are complex with newly displaced populations, protracted IDPs, IDPs and returnees that have returned to their place of origin, as well as host communities who are all affected by the lack of access to basic services, thus putting additional strain on systems that cannot cope with the demand, and who also seek scarce access to income-generating opportunities and livelihoods in areas such as Rural Damascus and Aleppo Governorates.

## Women & Girls

Economic deterioration and the lack of livelihood opportunities continue to contribute to the risk of domestic violence, early marriage, TFGBV, sexual violence, and exploitation for women and girls. These forms of violence are increasingly linked to levels of poverty and food insecurity. This is ongoing and perpetual since displacement and continues to take their toll on the well-being and resilience of women and girls, with rates of suicide also increasing amongst this group.<sup>45</sup> Gender, age, displacement status, disability and marital status have been identified as factors that most expose the population to GBV risks. Together with widows and divorcees, older women and female IDPs are most vulnerable to protection risks, especially if combined with disabilities. These risks are compounded for women who are the heads of households and responsible for meeting the financial/material needs of their families. Female-headed households are more likely to express concerns around safety and security at home, and discrimination based on race, political beliefs, religion, class, age, sex, marital status, and disability. Female-headed households are also more likely to report safety and security concerns related to displacement and threats of exploitation and abuse (including sexual), further highlighting the dangerous nature of the risks they are likely to face.

Women continue to be subjected to a higher percentage of unpaid labour, with 67% of women engaging in most of the household work and childcare, as opposed to 2% of men. Only 12% indicate sharing work between women and men in a private domain, while 12% report girl children being responsible for household chores.<sup>46</sup> However, shifting gender roles have begun to affect social norms as well. In some communities, women working is no longer regarded as something new. On the contrary, women are empowered and encouraged to work, though this must be taken with caution. Due to the crises, many women have the opportunity or are pressured to adopt new productive roles mostly for casual labour, unskilled labour, and underpaid jobs. Despite these changes, many harmful gender norms prevail and/or are being exacerbated due to the crises. The primary barriers to women's economic empowerment lie in the economic decline, limited job opportunities, and deeply rooted gender inequalities, such as legal barriers to inheritance and Housing, Land, and Property (HLP) rights. Data indicates a decline in women's workforce participation, particularly in formal sectors, which reflects the impact of the crisis on their economic engagement. In rural areas, both women and men can work in agriculture and restrictive social norms are uncommon, however in general women are paid at least 20% less than men of at least 20%.<sup>47</sup> Despite this, a large portion of farming is carried out by women. A woman can own land inherited from her husband but is not allowed to keep land inherited from her father, based on the practice that the land should remain within the same family and thus it should go to the brothers, not the sisters who will marry

<sup>44</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>45</sup> UNFPA, 'Voices from Syria 2023', March 2023.

<sup>46</sup> Oxfam, 'Gender Analysis Syria - Aleppo Study', 2021.

<sup>47</sup> Oxfam, 'Gender Analysis Syria – Rural Damascus Study', 2021.

outside of the family. One of the main challenges for women to participate in farming activities or any other suitable livelihood activities is the unavailability of financial capacity and agricultural inputs. In urban areas, there are opportunities for women's entrepreneurship. Encouraging women's involvement in community-based initiatives, vocational training, and skill development programs can enable them to access diversified income sources, enhancing their economic autonomy.

## Children

More than six million children, including those with disabilities, are at heightened risk of violence, abuse, and exploitation, and in need of critical education and child protection services. Yet, the more than a decade long conflict has put tremendous stress on an already overstretched education system, negatively impacting pre-conflict progress. The ongoing hostilities, protracted displacement and limited access to basic services continue to have a significant effect on the physical, mental, and social well-being of children, education personnel and caregivers. Grave violations against children remain a major concern, including the risk of being killed, injured, used in hostilities, tortured, detained, abducted, or sexually abused. During 2022, over 2,400 grave violations, including recruitment by armed groups and conflict-related deaths and injuries, were verified by the Monitoring and Reporting Mechanism on Grave Violations in Syria. Insecurity and economic hardship exacerbate child protection concerns and fuel harmful coping mechanisms, such as child labour. Child protection issues are spread across all 14 governorates at generally increased levels.<sup>48</sup> The February 2023 earthquake has further added to this fragility and vulnerability, resulting in 2.4 million children currently out of school, and 1.6 million at risk of dropping out. 93% of women-headed households reported that they were unable to meet their basic needs, relying on their children to generate income, further impacting their ability to attend school.<sup>49</sup>

## Adolescents & Youth

Adolescents (ages 10-18) and youth (ages 15-24) are subjected to forced recruitment into the armed forces and detention. Child marriage was reported in 71% of communities surveyed in 2023, while 84% of communities surveyed reported child labour.<sup>50</sup> Adolescent girls are exposed to child marriage for traditional mechanisms of protection, financial hardship, social/cultural practices, and sharing shelter with other households. Adolescent boys are more likely to be killed and injured, separated from family, detained, and recruited by armed groups or involved in child labour. Syrian government forces, militias and other armed non-state actors use these recruits for forced labour and as informants, exposing them to retaliation and extreme punishment. Recruitment of youth and adolescent boys by all parties to the conflict has become increasingly normalized. Many Syrian adolescents have missed multiple years of education and have not completed primary or secondary school. The critical lack of access to secondary education in many areas limits the ability of adolescents to continue their education; the lack of vocational education prevents adolescents who will not return to school from learning skills needed for expanding their economic opportunities. A lack of decent and safe livelihoods for family members often results in adolescents being removed from learning and sent to work to support the daily needs of their families. Limited participation in community life and decision-making processes by adolescents and youth (especially girls) is observed across the country.

## People with Disabilities

Disability prevalence in Syria is much higher than the global average at 24% for individuals two years and older (and reaching almost 40% in North-East Syria (NES)). According to the 2023 HNO, 92% of individuals over 59 years old have disabilities. Children with disabilities are more likely not to attend or to drop out of school. 90% of households with a disability report that they are unable or insufficiently able to meet their household's basic needs. One-third (34%) of them also report feeling unsafe or very unsafe in their daily life, compared to 21%

<sup>48</sup> UNICEF, 'Whole of Syria Humanitarian Situation Report – End of Year 2022', February 2023.

<sup>49</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>50</sup> Ibid.

for households without members with disabilities.<sup>51</sup> Households with a disabled member are more likely to be food insecure (60% as compared to 51% for households not reporting members living with disability). Persons with physical/mental impairment and injuries, including direct victims of explosive ordnance incidents and their families, face urgent needs and are at greater risk of developing additional acute needs due to lack of sufficient and continuous specific care. Female heads-of-households living with a disability report employing negative coping strategies at the highest frequency of any population group. Moreover, the reported challenges in meeting household's basic needs and the higher likelihood of feeling unsafe among households with members with disabilities can create additional barriers. The impact of these challenges can extend to transportation difficulties, a lack of accessibility in workplaces, and employers' potential hesitations to hire individuals they perceive as having limitations, creating barriers to accessing job opportunities and labour markets and further exacerbating the unemployment rate among this group. Addressing these challenges requires a holistic approach that involves education, skills development, accessible workplaces, and targeted support to empower individuals with disabilities to enter and succeed in the workforce.

### 3. About the Syria Community Consortium

#### 3.1 Consortium Rationale

The SCC members have been present in Syria for over a decade, responding initially to the Iraq refugee crisis, and then adapting to respond to the Syria crisis since 2011.<sup>52</sup> Throughout this time, the situation has continued to deteriorate, and while continuing to meet the urgent humanitarian needs of the most at-risk communities in Syria remains an imperative aspect of the overall country response, the number of at-risk individuals who are dependent on humanitarian aid for survival is increasing each year, and now makes up almost 70% of the entire population. It is therefore essential that the humanitarian community not only meet basic needs but build the capacity of individuals, households, and communities to withstand, adapt to, and recover from shocks and stresses, to break the cycle of aid dependency.<sup>53</sup> Accordingly, resilience programming needs to be scaled-up across the country to limit future aid dependency and support sustainable integration of IDPs<sup>54</sup> and reintegration of IDP/Refugee Returnees.

Resilience programming has historically been politicised in the Syria response, both by the donor community and by the authorities within Syria. Conversations in the humanitarian community are now looking towards Early Recovery, over a decade since the crisis began. Many donors have been clear on their reservations regarding reconstruction inside Syria until some form of political transition is under way and consider early recovery very close to reconstruction. There are growing concerns that political positions are overshadowing necessary, technical discussions on transitioning from solely emergency responses to dignified, sustainable, cost-effective support for fragile communities. In other contexts, reconstruction has tended to focus on the state and its capacity, not on people. By contrast, early recovery – like all humanitarian assistance – is needs-based, gender-responsive, targets vulnerable communities, is based on humanitarian principles, has a clear focus on protection and is implemented in a conflict-sensitive manner. The concerns around reconstruction in Syria are valid – but they do not mean there should be no early recovery or support for community-level resilience work, including for populations living in government-controlled areas of the country.<sup>55</sup> The SCC members have engaged in resilience programming for a number of years in various capacities, and are establishing the SCC to build on those capacities and leverage the complementary experiences, technical expertise and access gains and advantages of the different organisations to build a resilience model that can be

<sup>51</sup> UNOCHA, 'Syria Humanitarian Needs Overview', December 2022.

<sup>52</sup> Both DRC and IMC arrived in Syria in 2008 in response to the Iraq crisis. NRC and Oxfam arrived in Syria in 2011 at the beginning of the Syria crisis.

<sup>53</sup> Shocks are defined here as 'slow- or rapid-onset events causing non-standard situations for people, households, within a community, countries or systems with immediate increased vulnerability'; while stresses are defined as 'long-term trends or pressures that undermine the stability of people, households, a community, country or systems and increases the vulnerability of those within it.' This is explored further in section 4. Intervention Logic

<sup>54</sup> Where IDPs wish to remain within their host community as the durable solution of their choice

<sup>55</sup> DRC/Oxfam, 'Aid in Limbo', March 2019

adapted, based on continuous learning, and scaled up to effectively and efficiently support at-risk communities and ultimately enhance the socio-economic wellbeing of Syrian communities for years to come.

The SCC will adopt a coordinated, and principled area-based approach (ABA) that builds upon early recovery efforts and existing local capacities while striving towards the durable and lasting solutions of resilience and self-reliance. In this way, the SCC puts in place a coordinated operational platform through which long-term resilience-focused programming can be delivered that is cost-effective and replicable, creating sustainable solutions for target populations in GCAs. The rationale that the SCC is well placed to successfully implement resilience programming is based on the following:

- Resilience programming takes a broader view of the underlying causes of vulnerability and seeks to address them through integrated, multi-sectoral interventions across the continuum of needs in support of the triple nexus. Rather than just providing short-term relief in response to emergencies, it aims to address the root causes of vulnerability, such as poverty, inadequate infrastructure, and socio-economic inequalities within the remit of early recovery within communities. This requires a holistic approach, which the SCC can provide by drawing on the complementary expertise of the consortium members, from Food Security and Agriculture, Economic Recovery and Livelihoods, Market-Systems, Shelter and Infrastructure, WASH, Health, Education, Protection, and Social Cohesion.
- While initial investments in resilience programming may be higher, the long-term benefits outweigh the costs. By building adaptive capacities and disaster risk reduction measures, communities can minimize the impacts of future emergencies. By investing in coordinated and integrated ABA programming, the SCC will be able to capitalize on access gains that comes with different registration models, and navigate challenging access constraints, by using certain sectors as entry points to provide other services, and ultimately creating sustainable outcomes that empower communities to manage future challenges independently.
- Recognizing that initial investments in resilience programming may carry higher costs, the long-term benefits significantly outweigh these expenditures. The approach focuses on building a foundation of resilience that supports prevention of the escalation of crises, subsequently minimizing the demand for expensive emergency responses. This in turn, translates into the conservation of vital resources. Resilience programming equips communities with the tools and knowledge to proactively cope with and manage future shocks and stresses. By establishing adaptive capacities and integrating disaster risk reduction measures, communities are empowered to reduce the adverse impacts of potential emergencies. This proactive stance reduces the severity of future crises and the consequent need for extensive external intervention. Furthermore, the proposed integrated and coordinated approach will capitalize on synergies between different sectors, optimizing resource allocation and ensuring a holistic response. By fostering collaboration among partners, the SCC aims to create sustainable and lasting transformations within Syrian communities.
- Resilience programming emphasizes the participation of affected communities in the design, implementation, and evaluation of interventions. This participatory approach ensures that solutions are context-specific, culturally appropriate, driven by the needs and priorities of the people themselves, and can be sustained over time. The SCC will draw on members experience working with communities across the country, in addition to working with government line ministries, as well as the Syrian Arab Red Crescent (SARC) and Syria Trust (ST), however ultimately decision making will need to be centred around the preferences of ordinary Syrians in target communities.
- While all four INGOs have strong experience in advocacy work around the Syria crisis, either at a national, regional, or global level, the SCC provides an opportunity to strengthen this capacity by pooling resources, knowledge, and influential power to support stronger and more effective advocacy for the needs of the people of Syria.



## 3.2 Applying Lessons Learned

The SCC builds on the experiences and lessons learned from the Syria Resilience Consortium (SRC) and aims to continue supporting resilience and recovery efforts in Syria. The SRC was established in 2016 by six partner organizations: CARE, DRC, Humanity & Inclusion (HI), International Rescue Committee (IRC), Mercy Corps (MC), and NRC. The consortium's vision was to strengthen the resilience of conflict-affected Syrians, focusing on resilience, livelihoods, coordination, and collaboration, taking a Whole of Syria (WoS) approach. The SRC played a crucial role in testing and implementing resilience programming in Syria when the focus was primarily on integrated humanitarian needs. This shift allowed the consortium to explore recovery and reliance programming focused on reviving local economy, increasing employability and employment opportunities, and supporting basic infrastructure. It was also an opportunity to learn from each other. Despite its achievements, the consortium had limitations. The Theory of Change (ToC) ended up being superficial due to the vastly different contexts in each hub. This led to projects running independently instead of working synergistically toward a shared vision. Joint learning and sharing stories from GCA areas were also hindered, impacting the consortium's ability to influence the broader resilience discussions. Over time, the consortium's focus shifted from its original vision to becoming a fundraising tool for sustaining itself. This led to the inclusion of offshoot projects that didn't align with the core vision and ToC. Furthermore, the consortium was unable to adapt to changing circumstances on the ground. While the GoS regained ground in Syria, the hub model continued to operate without significant adjustments. The SCC will therefore incorporate the following lessons learned from the SRC to ensure the effectiveness and the efficiency of the new consortium:

### Hub-Based programming utilising the Area-Based Approach

While the SCC recognises the extreme importance of the Whole of Syria (WoS) approach to humanitarian response, for the purposes of resilience, integrated area-based programming in GCAs will ensure that all SCC members have access and can provide target communities with holistic and complementary support, therefore increasing the success of resilience outcomes. As suggested by the SRC Multi-Donor Fund (MDF) Evaluation, a hub-based, more agile consortium can lead to increased efficiency and easier collaboration among its members. Additionally, it will optimize resources, streamline decision-making processes, and enhance the overall effectiveness of the consortium's interventions. Most importantly, the hub-based consortium allows for ABA, considering the specific needs and context of intervention areas. As such, SCC is a collaboration among four of the biggest INGOs operating in GCA, allowing for the implementation of programming based on the complementarity of programmatic expertise, access openings and geographic coverage. The programme recognizes the importance of leveraging its long-standing presence in the region to better understand the local conflict dynamics and protection risks at the outset to inform the programme design and implementation. The continuous analysis will facilitate adaption of the local level ToC, reflecting the ground realities based on specific needs, access openings, barriers, gatekeepers of access and capacities of local communities. Full details of the ABA are outlined in section '4. Intervention Logic', below.

### Integrated Programming

Under the SRC, the value-add for being in a consortium was only partially achieved. Despite having similar activities across hubs (e.g., vocational training, cash-for-work initiatives, SME support, community awareness sessions), the consortium members operated in silos rather than integrating programming and working together at the activity level. SRC did not put sufficient focus on the operational differences faced by members between hubs, nor support with centralised strategic guidance on partnerships and ways of working and could tend to be quite cross-border dominated. While the area coordination function (driven mainly by partners) was an important way members engaged with each other at the hub level, the results (meetings, workshops) did not always inform how SRC prioritised its strategic focus or strengthen partner coordination. Rather than a strategic and coordination platform, SRC was valued more – by both its members and donors – for its grant management function: the ability for three financial members to access and fund resilient livelihood programming for six organisations. While these challenges will be addressed through the switch to an ABA with

members operating in the same location, utilising integrated and complementary programming, the SCC also recognises the need to develop a set of consortium-wide approaches aiming to harmonise a consistent way of working. A strategic partnership approach with local stakeholders developed during the 6-month set-up, inception, and assessment phase will detail how members will engage and strengthen local-level partnerships towards integrative programming. This includes an updated list of existing local actors and their operating domains. In addition, a strategic partnership approach between members will be adopted, detailing how members engage and coordinate with each other, towards layering their individual technical domains, joint targeting and maximising sharing resources and staff capacity in programming, and the role of the Consortium Management Unit<sup>56</sup> is to facilitate this engagement between partners. This will also entail assessment of the access environment in target pilot locations, including the gatekeepers of access, power dynamics, stakeholder analysis against each partner's access opening whether related to registration, sector and/or acceptance with gatekeepers of access. This will inform/determine the access process and the order in which services are provided and by who.

## Governance

The SRC faced consistent governance challenges related to strategic change management. Frequent turnover and a restructure led to inconsistencies in leadership style and messaging. This impacted members engagement with the SRC in strategic decision-making (i.e., among the steering committee). It was further challenging for SRC to implement mid-term review recommendations in a timely manner or address some explicit donor requests, particularly around demonstrating sufficient strategic value-add to justify a consortium approach. To avoid facing this challenge, the SCC has moved away from the governance structure of the SRC and will focus on a light Consortium Management Unit (CMU) with a focus on the involvement of both donors and members across levels to ensure strategic, technical, and operational coordination. In this way, donor engagement will be increased at the steering committee level, and there will be more opportunity to incorporate the strategic objectives of donors into the consortia priorities. Clear communication channels will be set up between the donors and the CMU, with ensured transparency across donors and partners.

## Integrated MEAL Systems

The SRC was not sufficiently capacitated to meet consortium-level needs for reflection and learning; SRC relied on the individual MEAL systems of the partner to understand its own programme achievements. This meant that opportunities for learning could not be deliberately and efficiently enabled, as gathering the necessary programming information was a time and resource intensive process. This was compounded by a lack of dedicated technical MEAL staff to manage these functions. For this reason, the SCC CMU will include a MEAL Manager who will be responsible for the coordination of MEAL activities across partners, allowing for the development of an internal knowledge and learning function that continuously tests the implementation assumptions that underpin programming effectiveness. Data will be captured on a regular basis and used to inform lessons learned which in turn inform programmatic changes and best practices on an ongoing basis. Learnings will be widely disseminated with members and fed back into programme design, including through quarterly learning events. This will also include learnings related to community engagement and consultation to foster community leadership and ownership of project design and outcomes.<sup>57</sup>

## Advocacy and Thought Leadership

Despite the widespread knowledge and capacities of SRC members, the consortium failed to become a thought-leader on resilience – perhaps also because of very different contextual hubs – missing the opportunity to lead on the policy debate on resilience and early recovery, and in doing so contributing to an improved environment for the implementation of resilience programming in Syria. The SCC will avoid missing this opportunity by having

<sup>56</sup> See section '3.3. Consortium Governance', below.

<sup>57</sup> See section '4.6. Monitoring and Evaluation', below.

a dedicated Policy and Communications Specialist as part of the Consortium Management Unit (see section ‘3.3 Consortium Governance’, below), as well dedicated outputs on advocacy and policy, as detailed in the ‘ANNEX 02 SCC Resilience Programme Framework - Logical Framework’. The SCC will continue to be active in seeking to influence the work of other actors including the UN, INGOs, donor governments, and national and local authorities where possible, to widen the space for resilience programming in Syria.

### 3.3 Consortium Governance

To help targeted communities along the five resilience pathways identified, the SCC will leverage the collective capacities (resources, know-how, learning to date and access) of members through a coordinated, integrated, and principled ABA. The first 6 months during Year 1 of the consortium will be dedicated to the establishment and set-up of the consortium, including establishment of the Steering Committee and the CMU, securing of consortium agreements and line ministry approvals, context and stakeholder analysis of potential pilot locations, participatory needs assessments, access strategies for each location and the finalization of the RPF including a MEAL framework and indicators, and development of detailed pilot project proposals to be implemented during the last 6 months of Year 1. The second 6 months of the inception year will include the implementation of the pilot projects with the objective of testing the Pathways of Change/Outcomes under the RPF in selected areas/communities, conducting research towards the consortium’s learning priorities, as well as developing advocacy messages that contribute to the programme.

As the interventions outlined in the activity matrix are indicative at this stage, these will be made clearer during the inception phase after assessments and context analyses have been conducted. These will focus on specific criteria which are deemed crucial for building resilience such as 1) options - having diversified options ensures that there is a greater chance for people to cope and do well when a shock/stress occurs, 2) learning - gaining knowledge and awareness of shocks/stresses faced, and 3) flexibility - having a low degree of interdependence. Furthermore, interventions will aim to be innovative, follow a multi-stakeholder process, employ a participatory approach, and be evidence-based.

The consortium will be governed by the Steering Committee comprising of two layers – Strategic Steering Committee (SSC) and Operational Steering Committee (OSC). While members will be members of both steering groups, SSC will also include members of the donor group. As such, the first year will have 4 INGO members and 2 donor representatives. If the members of the consortium expand, either through new donors or I/NGOs joining, representation within the consortium shall be on a rotational basis to maintain the ratio of 65/35 for existing and new members. Members will take turns Chairing Steering Committee meetings. The Consortium Manager (hosted by DRC-Syria) who leads the CMU, will serve as the secretariat of the consortium, and make necessary preparations.

#### Strategic Steering Committee

The SSC is the highest decision-making body and provides strategic direction, making high-level decisions, and ensuring that the consortium's objectives always align with the resilience consortium vision and the operational principles. SSC also plays a key role in representing the consortium externally, fundraising, and advocacy at various forums. The SSC will meet every six months as per ‘ANNEX 04 SCC Steering Committee – Terms of Reference’. More specifically, SCC has the following responsibilities:

- Provide strategic oversight and guidance
- Monitor and advice on internal and external risks at the strategic level.
- Fundraise for SCC programming,
- Support to unblock any major access challenges.
- Guide learning priorities of the SCC and support the CMU in dissemination of the same – inside and outside of the country.



### Operational Steering Committee<sup>58</sup>

The OSC will play a key role in ensuring the project's success by guiding its implementation, addressing challenges, and making important decisions to keep the project on track. The OSC will meet every month as per 'ANNEX 04 SCC Steering Committee – Terms of Reference'. OSC is responsible ensure operational excellence throughout programme implementation through following responsibilities:

- Decide on programmatic approaches that align with the consortium vision of efficiency and effectiveness.
- Consortium engagement towards joint access negotiations.
- Represent the consortium during external engagements with both government and umbrella organizations.
- Resolve issues and conflicts of interest, including providing recommendations to the SCC on red lines and access approaches.
- Provide Guidance to the CMU, Technical Units, and Area Based Coordination Units.
- Agree on allocation of funds to implementing agencies.<sup>59</sup>
- Approve the resilience programme workplan for each area.
- Monitor the workplan implementation and burn rates of SCC partners, in coordination with the CMU.
- Facilitate a forum where SCC members exchange information on implementation challenges, solutions, and learning across all levels.
- Decide on the expansion/contraction of the SCC, entry of new partners/donors, geographic expansion.
- Agree on programming red lines/bottom lines.

---

<sup>58</sup> See 'ANNEX C - Terms of Reference for the Steering Committee'.

<sup>59</sup> For Year 1, funding will be divided equally between all four INGOs. Going forward, there may be minor changes in this split to reflect the needs of target communities identified through participatory needs assessments.

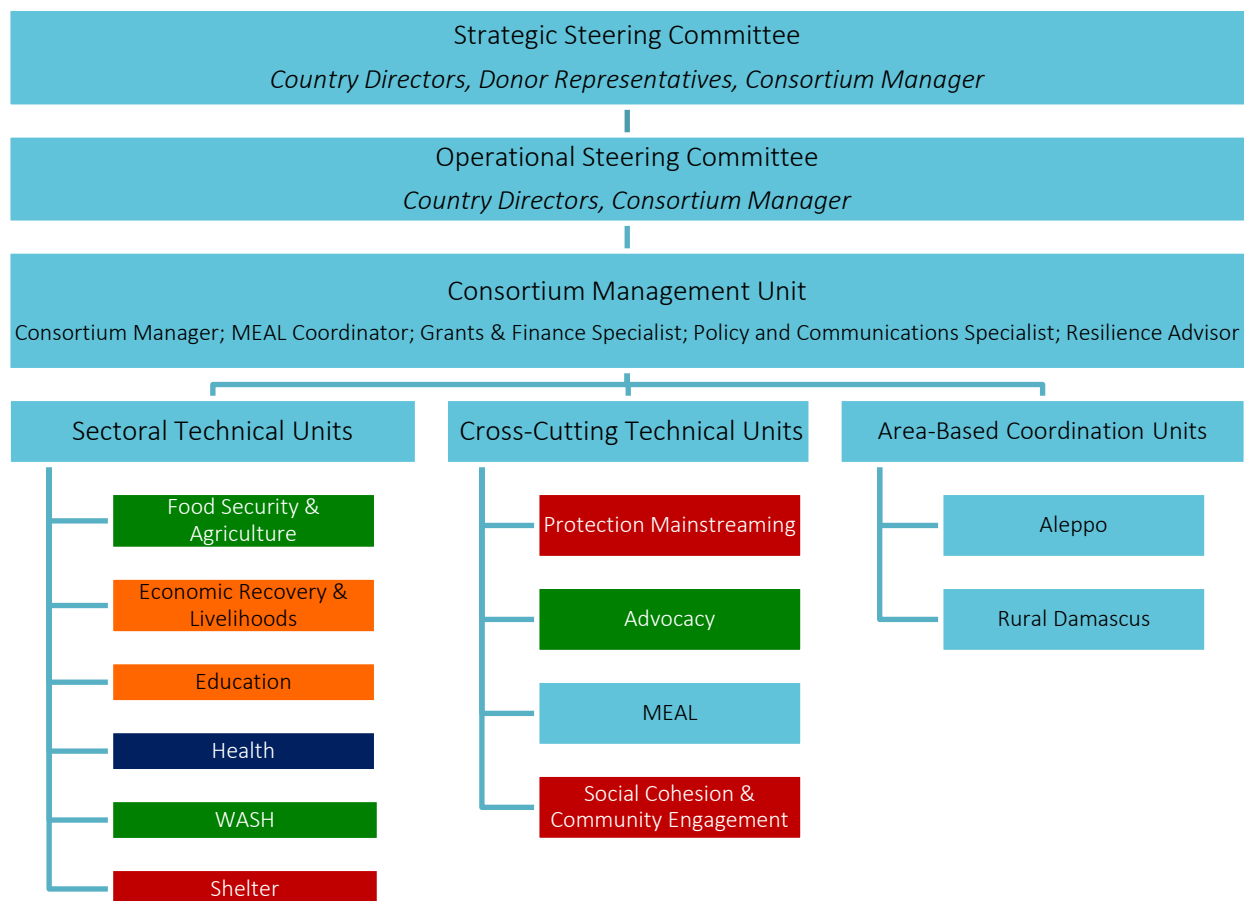


Figure 1 - Consortium Governance Structure

CMU will be to set the strategic direction of implementation, monitoring, capitalization of learning as well as ensure harmonized approaches to quality program standards, and report on projects under the RPF as well as measure impacts and outcomes along the five resilience pathways. This coordination structure will be established during the first 6 months of Year 1. The CMU will include the following functions:

- **Consortium Manager** (hosted by DRC Syria - 100% LOE): The Consortium Manager will be overall responsible to ensure the programme is running smoothly and flag challenges in a timely manner to OSC; monitor workplan and burn rates of the members and raise concerns to the OSC as necessary; ensure compliance and donor regulations are adhered to by all partners; facilitate and promote consortium level learning, sharing of information and serve as a focal point to ensure various coordination mechanisms are functioning optimally.
- **MEAL Coordinator** (hosted by DRC Syria - 100% LOE): The MEAL Coordinator will work with members to implement standard outcome and output indicators to measure progress towards outcomes/impacts of the consortium's resilience programme framework, coordinate the development of data collection tools to report on these outcomes/impacts, synthesize and analyse data collected by partners, support the documentation of lessons learned and success stories to help tell stories about target communities, and support the management of consultants. This will include establishing streamlined and harmonized baseline, midline, and endline evaluations in close coordination with the MEAL Managers of respective INGOs.
- **Grants & Finance Specialist** (hosted by DRC Syria - 100% LOE): The Grants/Finance Specialists will monitor progress of individual project outputs/targets, budgets, and spending plans, consolidate narrative and financial reports for presentation to donors, and ensure compliance with donor requirements.

- **Policy and Communications Specialist** (hosted by DRC Syria - 100% LOE): The Policy and Communications Specialist will be recruited by Month 7 and focus on developing in-depth policy vision and written papers, developing communications materials. While the consortium will build on partner's expertise and networks to deliver advocacy activities through existing partner advocacy capacity, However, the Policy and Communications Specialist will generate direct evidence from target communities and inform advocacy positions activities. This person needs to be fluent in Arabic and English.
- **Resilience Advisor** (TBD - 100% LOE): The Resilience Advisor will be hired in Month 6 to guide the consortium through the pilot phase testing different pathways of the resilience framework, adjusting the Theory of Change as necessary. The RA will also document lessons from the pilot phase and support the development of Year 2 workplan, MEAL framework, and programme adjustments.

## Coordination Structure

This coordination structure will be established during the first 6 months of year 1. In addition to the governance bodies outlined above, the consortium will establish Sectoral Units, Thematic Units, and Geographic Units. The coordination leads have been identified based on partners' thematic strengths.

The **Sectoral Technical Units** will be a Damascus level Working Group (WG) comprised of technical experts from each partner, closely linked with the pathways of change outlined in the RPF to ensure programme quality, harmonize operations, harvest learning, strengthen influencing and document results and impacts. The CMU Resilience Advisor will also participate in all unit meetings to ensure the Resilience focus is streamlined throughout. Sectoral Technical Units are responsible for the technical coordination between members within their sector. Unit meetings will be monthly at minimum, or more regularly when needed. In addition, the unit lead is responsible for attending the monthly Area-Based Coordination Unit meetings (as outlined below). Each unit will be led by a lead organisation, identified based on expertise, as follows:

1. Food Security and Agriculture – Oxfam
2. Economic Recovery – NRC
3. Education – NRC
4. Health – IMC
5. WASH – Oxfam
6. Shelter – DRC

**Cross-Cutting Technical Units** will also be established to ensure technical guidance on cross-cutting themes. Similar to the Sectoral Technical Units, a Damascus-level WG will be comprised of the relevant technical experts from each relevant partner, in addition to the CMU Resilience Advisor. The MEAL unit will lead on monitoring the programme as per the Resilience MEAL Framework, and joint assessments and analysis, as well as learning, while the Policy and Advocacy unit will lead on developing advocacy messages and campaigns that may influence donors and duty-bearers alike. The Protection Mainstreaming unit will ensure mainstreaming of protection considerations across programming, while the Social Cohesion and Community Engagement unit will be responsible for ensuring participation of targeted communities, community engagement plans, and conflict sensitivity. Unit meetings will be monthly at minimum, or more regularly when needed. In addition, the organisation lead will be responsible for attending the monthly Area-Based Coordination Unit meetings (as outlined below). In addition, the unit lead will be responsible for attending the monthly Area-Based Coordination Unit meetings (as outlined below). Each unit will be led by a lead organisation, identified based on expertise, as follows:

7. Protection Mainstreaming - DRC
8. Policy and Advocacy – Oxfam
9. MEAL – CMU MEAL Coordinator
10. Social Cohesion – DRC and Oxfam jointly-lead

The **Area Based Coordination Units** (ABCU) will be the primary coordination group to ensure an integrated, participatory ABA is implemented in line with the RPF. The unit will consist of the Consortium Manager, the Consortium Resilience Advisor, the lead focal point for all 10 technical units, and the relevant Area/Base Manager and area-based Projects Managers from each INGO. The ABCU will provide necessary support to the CMU and technical units to conduct joint analysis and develop area level Theory of Change and programme design during the inception phase. The ABCU will monitor the joint workplan closely and flag risks and challenges to CMU in a timely manner. The ABCU will also represent the consortium to the local stakeholders and negotiate access at the local level as necessary. The lead focal point for each ABCU will be developed during the inception of the ABCU, but it is likely that an Area or Base Manager from one of the partner organisations will be selected given their extensive knowledge of and engagement with the community.

## 4. Intervention Logic

Through multi-year resilience programming, the SCC will initially work to build anticipatory and absorption capacities to strengthen communities' resilience against mild/short-term shocks and stresses, working towards adaptive capacities which can identify and manage risks and lead to self-reliance over the longer term, and ultimately transformative capacities which can mitigate the underlying causes of shocks and stressors or why the impact a community. As outlined in the sections below, the success of the integrated and holistic ABA applied by the SCC will be achieved through a jointly developed theory of change, coordinated and participatory needs assessment, inclusion of local actors, and clear and coordinated work plan that draws on the complementary technical expertise and operational capacities of the consortium partners. While the initial intervention will be adapted to each area following the needs assessment, a solid MEAL framework will allow for continuous feedback and learning between members to continuously adapt and improve project implementation and adapt to changing contexts to adjust interventions based on evolving needs and emerging challenges.

**Anticipatory capacities** refer to the ability of people, households, and communities to actively anticipate and reduce the impact of shocks and stresses. Anticipatory capacities enable Syrians to foresee shocks and stresses before they occur, while acting in advance to mitigate their impact. Anticipatory capacities rely on knowledge and access to information to guide decisions, and as such, require learning from past experiences and applying those learnings to future similar shocks and stressors. These may include weather forecasts and market forecasts with thresholds for risks that could potentially affect their livelihoods and alert them to take early action and implement preparedness measures. Activities that build anticipatory capacities for Syrians can include disaster preparedness planning, early warning systems, where available utilizing seasonal weather forecasts and market price information, financial literacy and planning, and monitoring market trends and shifts in supply and demand.

**Absorptive capacities** refer to the ability of people, households, and communities to take intentional protective action and to cope with impact of known shocks and stresses. Absorptive capacities enable Syrians to manage and deal with shocks and stresses when they occur. These may include social connections and networks, financial income and savings, diverse skills, stocks, productive assets, or other capacities that help to endure the impacts of potential future shocks and stresses. For example, reliance by households upon remittances from family members is an important resilience strategy and has increased since the start of the conflict. Activities that build absorptive capacities for Syrians can include remittances from family networks, inputs/skills for food production, humanitarian assistance, business development skills/support, and work opportunities. Provision of individual assistance in the form of generic information, accompaniment, cash, in-kind and/or close-loop referral, is essential to help individuals take intentional protective action to cope with the impact of shocks and stresses generated by clearly identified protection risks or traumatic events e.g., cover the fees of psychological/psychiatric assistance, assistive devices for people with disabilities who experience risks to their safety and dignity or with limited participation in their communities on equal basis with others, covering the lawyer and/or registration fees to claim their legal rights to civil documentation and inheritance as per the

Syrian legal framework and whenever Syria Trust and Syrian Arab Red Crescent (SARC) - the only authorized legal aid actors inside Syria, cannot provide the needed legal aid.

**Adaptive capacities** refer to the ability of people, households, and communities to make intentional adjustments to mitigate/avoid the impact of shocks or stresses. Adaptive capacities enable Syrians to mitigate and avoid the impacts of shocks and stresses when they occur. For example, when traditional livelihoods are disrupted, Syrians may use adaptive capacities such as learning new skills, starting a new business, and adopting new livelihoods practices. Syrians most commonly diversify their livelihoods by performing casual work, sometimes alongside a full-time job. People with medical or mechanical skills generally fare better economically because their skills continue to be in demand. In rural communities, some households have adapted by planting crops that require less irrigation and are more tolerant of rain-fed production, or by reducing the amount of land they cultivate or by ceasing cultivation activities altogether while investing in non-agricultural livelihood activities. Households may also relocate to communities, where they believe economic opportunities may be greater. Activities that build adaptive capacities for Syrians can include climate-smart agriculture practices, new or diversified crops/livestock/farming methods, technical vocational and educational training (TVET) for new skills, emotional management skills, and social behaviour change. Regarding the social behaviour change, community-based protection structures can help their communities overcome mental blocks and address hidden protection and gender issues. They help individuals identify, anticipate, and analyse risks to their safety and dignity, and understand the dynamics of conflict and violence in their community. By developing action plans to address and mitigate these risks, community-based structures can become a valuable resource for their communities. Supporting community-based structures to lead on and replicate the Community Gendered Protection Analysis exercise among their communities can help identify and build local solutions and sustain the knowledge and capacity to anticipate and mitigate risks. This can help communities become more resilient and better equipped to address challenges and threats to their safety and well-being. Building on the community gendered protection analysis, social enterprises can be identified, designed, and supported.

**Transformative capacities** refer to the ability of individuals, households, and communities to make intentional change to stop or reduce the root causes of shocks or stresses or systemic barriers to further wellbeing. Transformative capacities influence the enabling environment and drivers of shocks/stresses to create individual and systemic changes in behaviours, local governance and decision-making structures, market economics, and policies and legislation. When vulnerable members of the community understand their rights, this knowledge supports them to become more involved in both household and community decision-making. Sensitizing community members and businesses to the harmful effects of discriminatory practices and sharing positive examples of the contributions that women and people living with a disability can make to a local economy help create more inclusive communities, which are supportive of transformative change. Activities that build transformative capacities for Syrians can include strengthening social safety networks, encouraging inclusive community decision making, and capacity building of local duty bearers. Empowered and trained community-based protection structures can serve beyond anticipating, absorbing, and adapting with shocks, towards promoting inclusive mindsets and positive social behaviour change. They can facilitate awareness sessions/campaigns, facilitate access to services, voice community concerns and persuade local best-placed stakeholders to take actions. With support, they can design and implement initiatives with social cohesion outcomes. NRC can leverage the acceptance of community-based protection structures by training them in CDR, enabling them to enhance their skills and become peace ambassadors within their community. Moreover, the role of community-based protection structure in identifying and contributing to the development of social enterprises (presented above under pathway 2) would itself result in effective and sustainable social enterprises that bring the communities together enhancing the sense of social solidarity.

The SCC aims to strengthen these capacities along the five resilience pathways outlined below. Through each pathway, the SCC will initially ensure basic needs are met, then move through anticipation and absorption capacities to prepare for the impact of ongoing shocks and stressors and mitigate the impact of these shocks and stressors. As the SCC moves through the sequential 3–4-year workplan for each area, communities' capacities to adapt their practices to mitigate the impacts of shocks and stressors on a long-term basis will be strengthened, with the ultimate aim of sustainably transforming community practices to withstand the impact

of major shocks and stressors for years to come. However, it is important to note that the Syria context remains extremely volatile, and while this resilience framework is designed to build capacities in a robust manner, the SCC recognizes that some shocks and stressors cannot ever be fully mitigated, and therefore the RPF will ensure positive coping strategies are also streamlined throughout interventions.<sup>60</sup>

## 4.1 Workplan

### Months 1-6

The first 6 months during the inception year of the consortium will be dedicated to the establishment and set-up of the consortium and the selection of pilot locations, including adapted technical design for each location, as detailed below:

Activity	Month					
	1	2	3	4	5	6
Establish steering committee and Consortium Management Unit						
Develop area specific Access Strategies (as outlined in section '4.8. Humanitarian Access and Coordination', below).						
Design tools for participatory needs assessments in potential pilot areas						
Securing of consortium agreements and line ministry approvals						
Produce a join context and stakeholder analysis in potential pilot areas						
Conduct participatory needs assessments in potential pilot areas						
Engagement with communities in potential pilot areas						
Development of detailed pilot project proposals to be implemented during the last 6 months of the inception year, and continuing for 2-4 years, with an adapted RPF for each location, including a MEAL framework and indicators.						
Submit to donors the detailed programme document for the last 6 months of Year 1, and Years 2-4. <sup>61</sup>						

### Months 7-12

During Year 1 of the consortium, months 7-12 will include implementation of activities in pilot locations. As activities in the first 6 months will focus on establishing the consortium in the community, addressing basic needs, and streamlining consortium coordination, resilience outcomes in Year 1 will be a foundation rather than fully fledged results. Their purpose would be to serve as a starting point for establishing the SCC's approach of working towards the achievement of resilience outcomes in the pilot locations in the coming years.

Activity	Month					
	7	8	9	10	11	12
Implementation of foundational resilience activities to foster community trust and participation, test consortium coordination and capture learnings, and prepare for the more complex resilience activities of years 2-4. <sup>62</sup>						
Conducting research towards the consortium's learning priorities <sup>63</sup>						
Developing advocacy messages that contribute to the programme						

### Year 2 and Beyond

The workplan for Year 2 and beyond will include the scale-up of resilience programming in the pilot locations, incorporating lessons learned and benefiting from community engagement and foundational resilience work in

<sup>60</sup> As detailed in section '4.12 Risk Management', below.

<sup>61</sup> This will be divided into a summary document with details of implementation for months 7-12 to shorten donor approval time and avoid any related delays, and a detailed plan and budget for years 2-4.

<sup>62</sup> Outcomes and budget requirements for this 6-month period will be proposed to donors in the Month 6.

<sup>63</sup> As detailed in section '4.8 Learning Priorities', below.



Year 1. In addition to continued support of the pilot locations, the SCC will continue to identify funding streams to implement resilience programming in new areas across Syria.

## 4.2 Selection Criteria & Needs Assessment

### Area Selection

For the pilot phase, the SCC has selected Jebel Saman district in Aleppo governorate, and Duma district in Rural Damascus. Aleppo and Rural Damascus are the governorates with the highest severity of needs in GCAs. During the programme development phase, the members collaborated to conduct a joint mapping exercise to identify the geographical area of intervention. However, the specific sub-districts targeted within these districts will be determined based on participatory needs assessments. During the first two months of the initiation phase, the SCC will conduct a context and stakeholder analysis on areas within these districts. This exercise will involve gathering detailed information about the potential locations, considering factors such as accessibility, existing services, the presence of local entities like authorities, community-based organizations (CBOs), and associations, the regulatory environment, and which resilience capacities can be targeted or prioritized in that area/community by the consortium. The approach to this context analysis will be jointly developed in collaboration with the MEAL functions of each partner, with the guidance of the SCC MEAL Manager. Each partner will produce 1-2 context/ stakeholder analysis, divided by the geographical areas with partners' extensive presence and community buy-in.

Areas to be considered as pilot locations will need to meet the following criteria:

- Sufficient access to areas to ensure longer-term presence and embeddedness within communities.
- Potential for strengthening self-reliance and access to basic services, such as through value-chain approaches and collaboration with interested local entities.
- Potential for IDP and refugee return in the longer term to promote sustainable recovery.
- The area has not been subjected to politically motivated demographic engineering.
- Stability of communities and minimal risk of being impacted by a resurgence of violent conflict.
- Potential for complementarity with work done by other resilience actors to address lifesaving or development needs beyond the scope of the consortium's programming.
- Communities are inter-connected (or were so before the conflict) through markets, value chains, services, livelihoods, and social networks, and where livelihoods and social cohesion interventions can restore and/or reinforce these ties.
- Infrastructure to support the provision of basic services and functioning markets has not been so severely damaged as to be beyond the capacity of the consortium to make these services functional again.
- Informal community groups and community-based organizations (CBOs) are already implementing activities supportive of recovery and resilience building in alignment with the consortium's Resilience Programme Framework, and where these organizations present opportunities to increase the programme's scope and impact through partnership.
- Consortium members or other actors are providing humanitarian support to the most vulnerable members of the community, who may not be prioritized for household-level resilience interventions.
- There is potential for complementarity with work done by other humanitarian actors to address lifesaving or development needs that are beyond the scope of the consortium's resilience programming.
- There are no other significant resilience programmes operating, to avoid duplication.

It is acknowledged that hard-to-reach or communities with a high severity of needs may be left outside the scope of the programme, however consortium members will continue to deliver humanitarian aid directly, advocate with donors for increased humanitarian funding, and work with humanitarian response coordination

mechanisms in Syria to ensure the needs of those communities continue to be recognized and responded to. Together, all consortium members will contribute to the delivery of interventions to support the achievement of all resilience outcomes in the consortium's Resilience Programme Framework, providing complementary services across outcome areas. In this scenario, consortium members may refer beneficiaries to each other for different services/assistance across outcome areas. This approach will avoid scattered and fragmented implementation, and enable longer-term, integrated investments in individuals, households, and communities. The Do No Harm approach will be streamlined throughout the selection process, with conflict sensitivity considered in all aspects of programming as outlined in section '4.11. Technical Considerations', below.

## Participatory Needs Assessment

Conducting thorough and participatory needs assessments is crucial for understanding the specific challenges and vulnerabilities faced by communities in the targeted rural areas. SCC needs assessments will aim to ensure longer-term presence and embeddedness within communities, with the goal of strengthening self-reliance and access to basic services. This may involve working with interested local entities and identifying potential for IDP and refugee return in the longer term. The participatory approach ensures that the needs and priorities of the communities are considered and that interventions are tailored to their specific context. Building on initial engagement with communities, including community members, CBOs, local associations, and local authorities during the context analysis, the SCC will take a participatory approach to conducting needs assessments, thus ensuring that interventions are more effective and sustainable.

- To establish a collaborative approach with target communities, the SCC will engage with local community leaders, organizations, and stakeholders from the outset to explain the purpose of the assessment and seek their input on the process and desired outcomes.
- SCC members will clearly define the objectives of the assessment, outlining what we aim to achieve and the specific areas of focus. This will be led by the MEAL Technical Unit, with input from the Sectoral Technical Unit leads, and oversight from both the Protection Mainstreaming Unit lead and the Social Cohesion and Community Engagement Unit lead, to ensure Do No Harm, conflict sensitivity, and community participation.
- Needs assessments will also include a Vulnerability, Capacity and Risk Assessment to deep dive into the actual risks and vulnerabilities of different areas, especially at the household and community levels, and help to inform the development of area-level resilience plans.
- Tailored Community Gendered Protection Analysis will be facilitated to inform the identification and design of the livelihood, income generation and market functionality activities. Members will rely on the community-based structures, women committees or/and community-based protection structures in particular, to replicate (following the trainings) the analysis exercise within the communities on the regular basis, making sure that members are applying a sound and effective approach that will strengthen the safety, social cohesion and women's rights in the programme areas.
- Assessments will be designed using an inclusive approach that respects and values diverse perspectives within marginalized communities, including that women, youth, older persons, persons with disabilities, and other groups with vulnerabilities are included.
- Assessments will be designed applying a conflict sensitive approach, accounting for existing power dynamics and potential conflicts within the community and creating safe spaces for open dialogue.
- Based on consultation with communities, the SCC will choose appropriate data collection methods that respect the community's preferences and capabilities. A combination of quantitative and qualitative methods can provide a comprehensive understanding of the situation. Methods may include surveys, interviews, focus group discussions, observations, and participatory mapping exercises. These methods encourage active involvement and ownership of the assessment process by community members.
- A full stakeholder/political economy analysis will also be conducted during this phase.
- The SCC will share the preliminary findings with community representatives for validation.



In addition to needs assessments conducted directly by the SCC with target communities, the SCC will also hire consultants during the initiation phase to conduct further technical assessments, including forward looking Labour Market Assessments (LMAs), Value Chain Assessments, and Harmonized Health Facilities Assessments (HHFA) to inform programmatic approaches, and local designs.

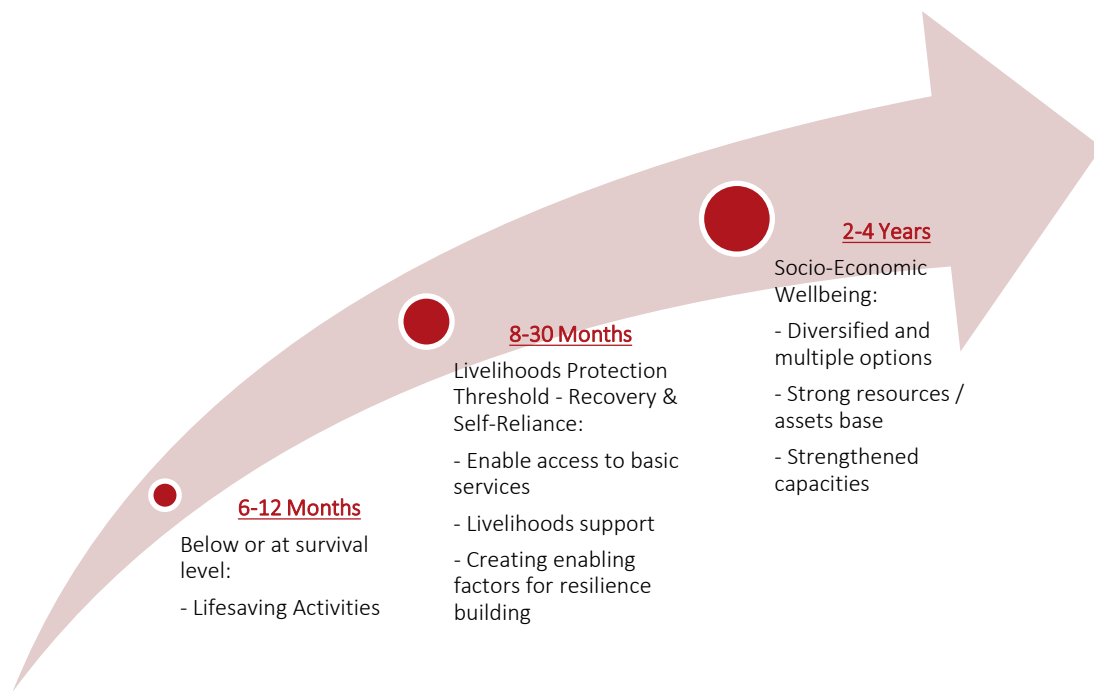
### 4.3 Theory of Change

The SCC's RPF is based on the below Theory of Change (ToC). It is important to nuance that while this ToC informs the overall framework, it will be adapted to the specific needs, shocks, stressors, and local capacities that exist in target areas, identified through the participatory needs assessment outlined in section 4.2. While the outcomes and the overall goal of the SCC intervention will remain the same, the outputs may differ significantly based on the needs and capacities of target communities. This is a framework that will be adapted in an evidence-based and participatory manner through the needs assessment and work with communities, and not as an exhaustive and finite model to be applied generically in areas of intervention. Based on the data collected during the needs assessment phase, the SCC will conduct joint analysis of the data to guide the final design and implementation of resilience programme activities specific to each area of intervention. This will be coordinated by the Area-Based Coordination Unit to ensure integration of programming across activities, with technical design of each activity lying with the Sectoral Technical Units, with oversight from the Protection Mainstreaming Unit and Social Cohesion and Community Engagement Unit. Joint planning will facilitate the delivery of holistic, integrated, and appropriately sequenced and layered assistance.

**IF:** Crisis-affected agricultural communities are equipped with advanced knowledge and inputs for diversified, cost-effective crop production, enabling them to effectively respond to changing weather patterns and local market demands; and **IF** livelihood initiatives are collaboratively developed with trained community-based protection structures, offering comprehensive skills training, capital support, and opportunities for employment and business growth; and **IF** a culture of positive business norms is fostered, alongside the restoration of market infrastructure; and **IF** community infrastructure, health services, and protection mechanisms are rehabilitated and strengthened; and **IF** communities actively engage in dialogue, training, and awareness campaigns on Explosive Ordnance (EO) risks, while also receiving tailored assistance for protection concerns; and **IF** advocacy efforts around improved access, service delivery, and diversified donor funding are introduced;

**THEN:** Crisis-affected communities will develop robust capacities to anticipate, absorb, adapt, and transform in the face of challenges. Through the integrated efforts of knowledge-driven agriculture, diversified livelihoods, and market linkages, communities will be better equipped to navigate market fluctuations and climatic uncertainties. They will adeptly adjust their livelihood strategies to swiftly respond to economic shocks, foster strong cooperative networks, and develop innovative market approaches. The restoration of infrastructure and protective measures will contribute to their ability to withstand shocks and adapt to evolving circumstances.

**THEREFORE:** Crisis-affected communities in Syria will achieve an elevated level of resilience, marked by their adaptive capacities, and enhanced socio-economic well-being. Their cohesiveness, income generation, food security, market access, and public health services will tangibly improve, setting a strong foundation for their ability to thrive and transform in the face of adversities, ultimately culminating in a community that is empowered, self-sustaining, and well-prepared for a more secure future.



The socio-economic well-being and resilience capacities of individuals, households, and communities must be strengthened through an integrated approach. Individual, household, and community well-being can be achieved through interventions that support change along five key pathways of change. The SCC will therefore apply the ABA to address various interconnected needs of the affected population simultaneously. It will combine efforts across sectors along the five key pathways to support change at multiple levels (i.e., individual, household, community, enabling environment) and programmatic integration on both horizontal (across pathways) and vertical axes (individual, household, and community levels). Indicative activities which the consortium may implement to achieve change along the five pathways are articulated below. Under the RPG, interventions will be designed to deliver integrated packages of assistance to individuals, households, and communities rather than to deliver activities in isolation and where individuals and households are supported with a few discrete interventions. The SCC will ensure integration through integrated design across sectors, from needs assessment to the design of area-level ToCs to implementation, coordinated through the Area-Based Coordination Unit, as mentioned above. This also includes the application of resilience programming criteria (i.e., learning, options, and flexibility) and resilience principles (i.e., innovation, multi-stakeholder process, evidence-based analysis of resilience systems, inclusive actions, and participatory approaches) within the programming. Consortium members will therefore contribute toward all *necessary* resilience pathways within each target community.<sup>64</sup> ‘ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan’ will be used during design workshops and work planning during the inception phase to inform and guide a holistic, integrated program design for each targeted area, tailored to the needs of its individuals, households, and communities.

### Pathway of Change/Outcome #1: Food Security and Climate-Sensitive Production

The consortium’s food security resilience pathway has been developed in response to the shocks and stresses associated with the unfolding food crisis in Syria. Pathway of Change/Outcome 1 will **support farmers and rural households to increase their food production, and to better cope with the drivers of food insecurity using climate-sensitive production practices**. Increasing food production (for income or consumption) will require comprehensive and integrated assistance through a market-system approach. Integrated support packages will

<sup>64</sup> The assistance will be tailored to the needs and gaps in the target locations.

include a combination of tailored interventions that are sequenced and layered appropriately. This includes safe and equitable access to appropriate skills and knowledge for food production, which is paired with market-relevant inputs and sustainable market linkages.

Despite prevailing shocks and crises, affected communities continuously strive to sustain livelihoods through coping strategies including practicing conservation agriculture, changing crop types and patterns to counteract water scarcity, expanding the size of farming land to boost production, and diversifying sources of livelihoods including through both on-farm and off-farm activities. This has been complemented by early recovery and development initiatives implemented in partnership with INGOs, including Oxfam, to support crises-affected communities to break out of the cycle of aid assistance and move towards long-term, sustainable self-reliance. However, to reach the level to build resilience capacity to adapt, absorb shocks and /or transform their livelihoods, there is a clear rationale for livelihood strategies to focus on agricultural and livestock support in rural areas, while also ensuring barriers to achieving resilience are addressed across all community needs, utilising community knowledge and ownership. In urban areas, a focus on household income such as support of micro/small business and vocational training, particularly unemployed youth and women (Resilience Pathway 2) and functioning markets for food and other commodities along the value chain which has critical importance on the large number of crisis affected households and communities at large (Resilience Pathway 3) would be more relevant.

In response to the severity and impact of the climate crisis in Syria, Pathway of Change/Outcome 1 is designed to help farmers and producers to anticipate, absorb, and adapt to climate change risks and emerging climate hazards. Key assumptions that will be explored during assessment under this pathway include whether crops that farmers were formerly producing are still economically viable (including input subsidies, agricultural marketing systems, and fixed price procurement of the crops), whether there is a market for what they are producing, as well as access to credit/financial services. The SCC will carry out participatory disaster risk reduction exercises with target communities and government stakeholders to identify potential hazards and their impacts on different groups of people and will work with target communities to identify risk and mitigation measures, including drawing from community knowledge and practices, and providing resources for the community to lead on strengthening these practices. This exercise will enable the target communities to investigate their existing capacities and gaps, and resources required to bridge these gaps to enhance their long-term resilience to the impact of the climate crisis. Following this exercise, individuals and communities will be trained on climate-smart agricultural techniques and sustainable natural resource management (regenerative agriculture systems) practices to improve land productivity in times of drought and low precipitation. As well as introducing techniques and practices from the global experts of INGOs, this intervention will also create space for communities to share their own techniques to allow for shared learning based on what has already been tested by communities in their own areas. The consortium will work with community structures, including farmer's associations, water user committees/groups, local community committees, etc., to ensure community ownership is embedded in interventions and utilise local capacities and knowledge.

The individuals, households, small producers, and local structures supported under Pathway of Change/Outcome 1 will also be linked to appropriate markets under Pathway of Change/Outcome 3 (Functioning Markets), benefit from basic services supported under Pathway of Change/Outcome 4 (Basic Services) and be located within the communities identified under Pathway of Change/Outcome 5 (Supportive Communities). Activities to support increased food production for consumption and/or income are described in 'ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan'.

## Pathway of Change/Outcome #2: Household Income & Financial Services

The Household Income and Financial Services resilience pathway has been identified in response to stresses associated with Syria's continued economic decline, and their subsequent effects and impacts including (but not limited to) a lack of access to income or employment opportunities, a lack of access to formal and informal financial services, the loss of a livelihood and productive assets, and the loss of access to education and skill building opportunities. Pathway of Change/Outcome 2 is designed **to support crisis-affected individuals and**

**households, to generate sufficient income from wage-employment or self-employment.** The consortium defines **income** as a monetary payment received for goods or services provided through wage- and self-employment. Generating sufficient income is described as having the financial resources to meet basic needs and reinvest in an existing business, save/use as a contingency for future shocks or stresses, or restore a business activity, which was disrupted due to conflict. Community Gendered Protection Analysis will provide insight into the barriers that AGD groups face in accessing income and financial services. This includes households and individuals who are recovering from the impact of protection risks i.e., deprivation, coercion, and violence.

Although the macroeconomic conditions are worsening in Syria due to multiple crises, including sanctions, Syrian people continue to sustain themselves through personal and community resilience, as well as humanitarian support, however these levels of resilience are being continuously eroded as the economic crisis worsens. Although income and employment capacities are not sufficient to enable people to meet their basic needs due to low wages, the opportunities still exist to strengthen the capacities which can contribute toward building economic well-being of the population including men, women, youth. The crisis has also changed the workforce dynamics, with increased participation of women in labour markets. Syrian women's role in the workforce has changed with an increasing number of women taking on more responsibility and autonomy and stepping up to be the breadwinners for their families. According to the World Bank, female labour force participation doubled from 13 percent in 2010 to 26 percent in 2021, for comparative purposes male participation increased from 72 to 76 percent over the same period. Functioning private sector, emergence of new types of markets, spaces for women to participate in labour markets and dire need to resume local production of goods and services provide opportunities to create new employment and establish new businesses.

To enhance income and employment opportunities, and to restore supply and demand within relevant markets (linked with Pathway of Change/Outcome 3), individuals require safe and equitable access to a suite of interventions as part of an integrated and market-system approach. These interventions will be appropriately layered and sequenced to maximize impact. The consortium recognizes that in fragile contexts, individuals (particularly those experiencing vulnerabilities or marginalization) are often prevented from improving their economic status by a lack of financial capital or sufficient inputs. Pairing access to capital with skills training is an effective way to promote economic inclusion. Furthermore, evidence indicates that self-employment programs, which also alleviate credit constraints through start-up grants, cash infusions, or in-kind transfers, can effectively stimulate self-employment.<sup>65</sup> While lack of human capital is a reality due to brain-drain, increased provision of skill development opportunities can enhance access to decent employment as needed by private sector. There are economic sectors which provide opportunities in terms of setting-up new SMEs or scaling-up of existing SMEs which would provide self-employment opportunities for many individuals if supported technically and financially. Similarly, some undiscovered markets, like digital employment, formal and informal financial services are of high importance and have good potential to create new opportunities for employment and access to livelihoods.

As part of its approach, the consortium will undertake market and labour assessments in each targeted location to inform the selection of appropriate and sustainable income and employment opportunities for target groups. An in-depth understanding of the local workforce, market demand, and various sectors of employment and professional networks is necessary to identify appropriate livelihood and employment opportunities to support individuals to become more economically resilient and self-reliant. Market assessments will be complemented with gender, age, and disability (GAD) assessments and gender audits. Furthermore, to provide a comprehensive approach to supporting self-employment and wage-employment, the SCC is committed to fostering collaborations with private sector entities. Through initiatives such as 'Enterprise & Employment Services centres', the SCC aims to create hubs that actively engage the private sector in promoting employment opportunities, skill-building, and inclusive growth. This strategy extends to partnering with microfinance

<sup>65</sup> [https://www.edu-links.org/sites/default/files/media/file/Blattman\\_Employment\\_Lit\\_Review.pdf](https://www.edu-links.org/sites/default/files/media/file/Blattman_Employment_Lit_Review.pdf)

institutions (MFIs) and micro-credit providers to enhance access to financial services for our target groups. By tailoring financial products and facilitating linkages between financial service providers and community members, the SCC will ensure that financial inclusion becomes an integral part of building household income resilience. These proactive steps align with the goal to empower crisis-affected individuals and households not only with livelihood opportunities but also with the means to effectively manage their household and business finance. Furthermore, the SCC will be heavily engaged with the private sector, both formal and informal, and at different levels, including SMEs and national level private companies, to develop business models for skills development, apprenticeship opportunities, and job placement. This will also include establishing a community-civil society and private sector partnership to establish a platform to develop and implement strategies to eliminate unemployment/underemployment or improve the quality of employment. SCC members will further emphasise the development local capacities by creating local service providers or supporting existing service providers in skill development, employment access, and access to financial services.

The individuals and households supported under Pathway of Change/Outcome 2 will also be linked to appropriate markets under Pathway of Change/Outcome 3 (Functioning Markets), benefit from services supported under Pathway of Change/Outcome 4 (Basic Services) and located within the communities targeted by Pathway of Change/Outcome 5 (Enabling Community Environment). Activities to support increased income from employment and self-employment are described in 'ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan'.

### Pathway of Change/Outcome #3: Functioning Markets

In conjunction with Food Security and Climate Sensitive Production (Pathway of Change/Outcome 1) and Household Income and Financial Services (Pathway of Change/Outcome 2), the consortium aims to **strengthen the functionality of relevant market systems (i.e., environment, business models, linkages, and infrastructure) and accessibility for all community members**. Functioning markets are defined as markets in which the goods and services available are wide-ranging, qualitative, meet consumer needs, and are offered at competitive prices. In functioning market systems, supply meets demand, people have relevant and needed skills for participation in the market, norms enable equitable participation, and markets can be safely accessed.

Even though markets and the private sector are highly affected by multiple crisis, engaging with markets with market facilitation approaches can enable market actors to improve their market functionality. There is strong need and willingness of the private sector to join hands to work collectively for the improvement of the whole system wide functioning of the market. This increases the needs for outside actor to perform the facilitator role and bring market and value chain actors together to explore and device market system strategies in relevance to the constraints at different levels of markets which can enhance the entire performance of the market. SCC believes that market ownership and leadership must be in the hands of market actors, however, with external facilitation through technical and financial support, which SCC partners would bring can make positive impact and improve on the full functionality of market. Various market systems which are broken or poorly performing, for example, input market system, financial market system, energy market system, and similar others of high priority and inter-connected with other market systems, can create new models in response to realities of current economic situation of the country. The facilitation of creating such networks, supporting development of new business models, capacity building in managing businesses in hard financial situations, bringing market and value chain associations to create cooperation networks, are some of the key interventions which are relevant and highly needed to the build market system resilience and ultimate create opportunities for vulnerable and poor population.

The consortium will ensure the technical training and skills development under Pathways of Change/Outcomes 1 and 2 are market relevant, whilst the financial service providers targeted under Pathway of Change/Outcome 2 have the capacity to provide adaptable, appropriate, and business-oriented services to market players/stakeholders. Market linkages between stakeholders (i.e., farmers, cooperatives, producers, businesses, services providers, etc.) will be identified, established, and/or strengthened to help ensure sustainability beyond the program lifetime. This outcome aims to build strong linkages and engagement with



private sector actors for developing new and improved business models which contribute toward high efficiency and performance of the relevant market systems for inclusive and active participation of Syrian people. The SCC aims to act as facilitator in the target markets rather than direct provider of the services. For this purpose, SCC members will support the market initiatives through market actors instead of direct involvement in market functions. Establishing new or supporting existing value chain platforms in selected economic sectors/sub-sectors will aim to shape interventions in a way which contributes to building local ownership and enhancing the capacities of local market actors to self-lead the market system. The market system approach will be built on extensive engagement with multiple actors for their respective functions, and to address the key bottlenecks in the markets and SCC aims to bring all these stakeholders together to support them to recover and improve market level performance. The identification of actors will be based on the market system actor's analysis; however, this does not only encompass direct market actors, but also includes service providers who support relevant markets through their services. The potential range of these service providers could include relevant government departments, chamber of commerce and industries, financial institutes, etc. SCC members will work closely with these actors to build their capacities and support them to address the prevailing issues in the system, keeping communities and affected population at the centre of the entire engagement work.

The consortium also aims to strengthen the market environment by encouraging business norms that enable people's equitable economic participation<sup>66</sup>. Positive business norms are critical in creating meaningful employment and supporting the economic participation of marginalized groups. Positive business norms may include the adoption of transparent and non-discriminatory hiring practices, the creation of safe working environments, the fair treatment of employees (i.e., no discrimination based on age, gender, disability, or group affiliation), and the payment of reliable and decent wages.<sup>67</sup> In the absence of a functioning regulatory system, consortium members must actively encourage employers to ensure payment, fair treatment, and safe and decent working conditions and help new entrepreneurs navigate the rules around business registration. This involves providing training and support for community-based protection structures to promote equitable business practices, safe and decent working environments, and community-led initiatives on rights promotion. The SCC will foster awareness on decent working conditions, and business etiquette and norms. This strategy involves providing training and support to promote equitable business practices, safe and decent working environments, and community-led initiatives on rights promotion. By doing so, the SCC aims to create an environment where both businesses and employees understand and adhere to ethical and respectful practices, contributing to a thriving market ecosystem.

Market analyses, combined with community gendered protection analysis findings, will inform and tailor assistance under Outcome Pathway of Change/Outcome 3 (also linked to Pathways of Change/Outcomes 1 and 2). The information gathered will be used to help understand the existing gaps in employment opportunities between supply and demand by highlighting the barriers faced by workers in accessing employment, and the challenges faced by employers in hiring skilled and semi-skilled laborers. Market analysis will also help determine growth opportunities in key employment and business sectors, and the constraints faced by business enterprises and service providers. Activities to support functioning, inclusive and accessible markets are described in 'ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan'.

Furthermore, to ensure the wide-ranging availability of goods and services and support competitive pricing dynamics, our strategy involves fostering collaborations with diverse stakeholders. These collaborations encompass business clusters, cooperatives, and active engagement with relevant syndicates. This multifaceted approach is designed to encourage a healthy competitive environment and ensure that a variety of goods and services remain accessible.

Additionally, our commitment to enhancing market functionality extends to the physical rehabilitation of marketplaces and associated infrastructure. This comprehensive approach not only addresses systemic improvements but also practical enhancements that contribute to safer and more accessible markets.

<sup>66</sup> This activity is dependent on successful context analysis and stakeholder engagement, as working within the regulatory environment in Syria is complex.

<sup>67</sup> International Labour Organisation (ILO). Decent work. 2022.



The consortium's dedication to fostering functional markets includes the identification and establishment of market linkages between various stakeholders such as farmers, cooperatives, producers, businesses, and service providers. These linkages aim to ensure sustainability beyond the program's duration and facilitate the development of new and improved business models. This collaboration with private sector actors fosters high efficiency and performance within market systems, ensuring the inclusive and active participation of Syrian communities.

#### Pathway of Change/Outcome #4: Basic Services

The consortium aims **to enhance crisis-affected communities' access to affordable, appropriate, and equitable basic services (i.e., health, education, shelter, WASH, and protection)**. Functioning basic services also support improved food security (Pathway of Change/Outcome 1) and increased household income (Pathway of Change/Outcome 2) by ensuring that children and adults have access to basic services and support education, improved health outcomes, and adequate shelter.<sup>68</sup> Protection services also help create communities where marginalized groups feel safe (Pathway of Change/Outcome 5). However, the SCC approach goes beyond service delivery; it places local ownership and participation at the forefront of our strategy. To promote local ownership, the SCC will establish or work with existing community groups and committees, with representatives from marginalized groups. These groups will play a central role in decision-making processes, ensuring that interventions are aligned with the unique needs and aspirations of the communities we serve. This participatory approach will be foundational in shaping the prioritization, planning, and implementation of interventions and activities within their respective areas of living. In practical terms, this means that community representatives will actively contribute to the design and customization of disaster risk reduction (DRR) activities. This involves provision of individual assistance to facilitate safe and dignified access to basic assistance, protection-specialized, and essential multi-sector services, through generic information provision, accompaniment, cash and/or in-kind assistance, and/or close-loop referrals. It is important to emphasize that these activities will be further refined following comprehensive community needs assessments. The SCC also recognizes that promoting long-term buy-in and ownership is essential, particularly in a context where many individuals are primarily focused on meeting immediate household needs. To address this challenge, the SCC will work collaboratively with local authorities, institutions, professional associations, community-based organizations (CBOs), and other stakeholders. Our approach is rooted in the understanding that building participatory approaches across such a diverse range of stakeholders in Syria presents significant challenges. Nevertheless, we are committed to identifying and addressing these challenges in a thoughtful and adaptive manner. In summary, our strategy prioritizes local ownership and participation as key drivers of sustainable change. We aim to empower communities, including marginalized groups, to actively shape their own pathways toward resilience, and we are dedicated to working closely with a wide range of stakeholders to navigate the complex landscape of Syria.

For WASH infrastructures interventions, the existing governance structures, diverse community groups, Community-based Volunteers (CBVs), and community recipients/users will be provided with capacity building to connect them together in order to establish joint ownership. This will undergo a process of creating a social

---

<sup>68</sup> Syria operates under a multifaceted legal framework that combines state laws, Islamic Sharia law, and tribal laws that hold sway over certain regions. In 2018, the Syrian Government revoked the permissions granted to international NGOs for providing legal assistance. Consequently, ST and SARC are the sole authorized entities for delivering legal aid. Additionally, MoLA holds direct responsibility for verifying property documents within the targeted population at various tiers, encompassing the community, governorate, and ministry levels. Despite these circumstances, a 'do no harm' approach is integral to the SCC's shelter strategy, entailing a thorough consideration and integration of property rights due diligence into the technical framework of the intervention. This approach seeks to uphold existing rights over properties slated for rehabilitation and mitigate the potential risks that could fuel disputes. Achieving this entails cultivating an understanding of the intricate connections between housing, land, and property (HLP) rights and raising awareness among our teams, identifying the key players involved in HLP administration and management, obtaining information on the changes in population dynamics triggered by the conflict in the designated area. Moreover, a heightened emphasis is placed on identifying vulnerable groups or individuals at risk of HLP rights violations. Even when households or property owners possess valid HLP documentation, community verification remains a crucial step. Moreover, it's imperative to foster clear agreements between tenants and property owners to uphold shelter rights. Inclusivity is a cornerstone of our approach, with our team ensuring equal accessibility for men and women to report HLP-related challenges encountered during implementation. Additionally, to effectively monitor and address HLP concerns, a monitoring system for HLP issues is put in place, and a referral mechanism is in place for when HLP issues arise.

accountability mechanism which emphasizes on defined roles/responsibilities, transparency, consultations, criteria for selection and community feedback mechanisms. This will ensure wider community level participation not just on the physical aspects of operation and management of the facilities, but also in developing local initiatives, identifying, and pulling of needed resources, and combining their existing capacities in order to build self-reliance and resilience with the affected communities, and ultimately for the continued operation of the WASH interventions during shocks, early recovery and regular services. The success of establishing ownership through social accountability mechanism will manifest the community WASH users' trust and acceptance of working together with the WASH governance system, hence community engagement will be used as the overarching approach to facilitate the process which will include stakeholder analysis, problem-solution exercises, and community dialogues to bring the diverse and marginalised groups together. The approach will ensure that we are not creating WASH parallel structures but building from the existing one, by reactivation and strengthening if non-functioning for the ownership system to be more sustainable.

The SCC aims to enhance access to basic, safe, and dignified sustainable shelter solutions for affected population groups by repairing partially damaged houses/apartments. The selection process involves extensive communication with community leaders to ensure community acceptance of the consortium's access to beneficiaries at the household level. The SCC will engage directly with community members with to explain the intervention's scope and conducts an initial technical assessment to identify the scope of work that would be done together with the family to determine each family's situation and vulnerability. All rehabilitation work adheres to shelter sector minimum requirements and MoLA standards for Syria. The SCC will explore implementation methods which seek to strengthen existing systems instead of undermining them, including where possible utilising conditional cash transfers, such as Cash for Shelter, to empower households to lead on their own rehabilitation work with the guidance of SCC engineers, while also giving households the option to utilise contractor-led modalities where preferred, which is often preference for example by women-headed household.

Despite the dearth in the availability and quality of mental health services across the country, remarkable progress has been observed in communities where support for the establishment of mental health services has been received, and particularly the integration of mental health into primary healthcare. Utilising a task-shifting approach, whereby non-specialists, general healthcare staff and management, social worker and community worker roles receive capacity building and technical support to provide mental healthcare for people with mild to moderate mental health conditions in the primary healthcare facility and community level, in tandem with mental health prevention and promotion measures, reduces the reliance on the limited specialist care available. Community level integration also increases the availability and likelihood of the detection, referrals, and more efficient and cost-effective mental health care. Education in psychology theory up to Masters and PhD levels has been available and been availed of by many psychologists, though without a clinical training programme, while the availability of psychiatrists has decreased due to emigration and has not recovered, though medical doctors provide non-specialised MH services as part of general practice. This provides the opportunity to build on this experience and education, to provide capacity building initiatives to increase the availability of mental health specialists via the provision of clinical training and supervision, which aims to also address the critical care gap in mental health service provision, by increasing the pool of specialists available to work in the public and NGO sectors.

The consortium recognizes that the resilience of the Syrian population depends not only on their needs, but also on their capacities and opportunities. Therefore, the consortium will adopt a participatory and inclusive approach that builds on the existing strengths and resources of the local communities, civil society organizations, authorities, institutions, and other stakeholders under the health interventions. The consortium will conduct a comprehensive stakeholders' analysis to identify the challenges and opportunities for collaboration and coordination among different actors in the health sector. The consortium will also consult and involve the representatives from local communities in the prioritization, planning, and implementation of interventions and activities in their areas of living. The consortium will ensure that the voices and preferences of the most vulnerable and marginalized groups are heard and respected. The consortium believes that this approach will promote local ownership and sustainability of the health program in Syria.

The existing health infrastructure and human resources, although severely damaged and depleted, still provides a basis for delivering essential health services and restoring functionality. While more than half of the health facilities in Syria have closed or function partially, some can still be rehabilitated and equipped with adequate supplies and medicines. Moreover, there are still some qualified and committed health workers who can be supported with training, incentives, and protection to continue their work. In addition, to address both the humanitarian and recovery needs, with a focus on strengthening the resilience and health of the Syrian people includes interventions such as supporting community-led essential health services, reinforcing referral networks, enhancing disease surveillance and response, promoting mental health and psychosocial support, and improving access to reproductive health services. Furthermore, Syria local communities and civil society organizations have shown remarkable resilience and solidarity in the face of adversity and can play a vital role in delivering health services, mobilizing resources, advocating for rights, and fostering social cohesion. A recent example of CSO participation includes a project of UNDP supporting the resilience of local communities through projects such as rehabilitating water supply systems, providing solar energy solutions, creating income-generating opportunities, empowering women and youth, and facilitating dialogue and reconciliation.

Activities to support basic services across Education, WASH, Shelter, and Health and Mental Health services are described in 'ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan'.

### Pathway of Change/Outcome #5: Enabling Community Environment

Working with community members to ensure participation and community engagement is a crucial part of the consortium's accountability toward crisis-affected people. Inclusion and social cohesion are keys to countering the changes to social norms, and destruction of social fabric and safety nets brought on by displacement and conflict. By linking vulnerable people to broader civil society support, the consortium helps increase individuals' self-reliance by improving their anticipatory, absorptive, adaptive, and transformative capacities.

**To achieve cohesive, inclusive, equitable, and safe communities in Syria**, marginalized groups need to be supported in their agency to exercise equal social and economic influence, and to participate meaningfully in decision-making. Given the social and governance structures that have been in place in Syria for several decades, community groups and individuals may not have full involvement in and the ability to influence economic, political, cultural, and social activities. In addition, marginalized groups may not be able to exercise social, economic, and political influence if there are challenges to organizing collectively, to identify leverage points with decision-makers, or to collectively articulate needs and demands. Hence, the SCC will facilitate increased engagement with local community leaders such as Mukhtars and other structures mentioned above in order to enable communities to access services and to articulate local, community level social contracts that are closer to the needs of the individuals at a very local level. As an example, one of the entry points towards promoting and enabling cohesive, inclusive, and equitable mindsets would be to consider the provision of Group Cash or in-kind support to the community-based protection structures/ women committees designing initiatives alongside their communities with the aim to promote social inclusion and reduce tensions. Another example would be establishing community-based protection structures which could help identify the groups that are most vulnerable to conflict and violence and ensure that the initiatives are designed in a way that promotes inclusivity and reduces the risk of exacerbating existing tensions. Community-based protection structures will also contribute to the development and monitoring of small community-based social enterprises designed with social outcomes to enhance social inclusion and cohesion. Finally, by engaging from the beginning with local governance structures (LCCs, Farmers Associations, Water user groups, charity/informal relief-oriented groups, mukhtars, etc), the SCC will build interventions that are responsive to the needs of the communities, bring on board their own solutions to increase resilience and strengthen social fabric by allowing spaces for collective decision, negotiation, and agreements.

In addition, addressing the prevalence of EO contamination in crisis-affected communities is essential in the strengthening of community safety. Humanitarian Mine Action (HMA) will aim to reduce the threat of landmines and ERW. The SCC will achieve this by providing Explosive Ordnance Risk Education (EORE) to individuals in communities affected by EO contamination, in addition to implementing EO clearance activities, including BAC,

MMC, IEDD, and EOD. While EORE activities will be included in the workplan for Year 1 and will be implemented based on the needs identified through participatory needs assessments, clearance activities will require a set-up period in order to secure accreditation from MoFA to operate in the country, train clearance teams, and procure the necessary equipment. Due to the large costs associated with this process, and with clearance activities in general, only minor costs will be included in the Year 1 budget to support the accreditation process, with the potential for implementation of clearance activities in Year 2 and onwards should funding increase.<sup>69</sup> As the implementing party for HMA, DRC will continue to explore co-funding possibilities to support the establishment of the clearance programme in Syria. In the meantime, the SCC will refer identified clearance needs to UNMAS.

A strong 'do no harm' approach is implied within all outcome areas to ensure marginalized groups are not placed at greater risk as the result of being encouraged to organize and/or speak out against discrimination and violence. This will include establishing clear data protection protocols between all SCC members and stakeholders in order to not endanger communities' individual information privacy, etc. Clear data protection SOPs will be developed in the first 2 months of the project to inform needs assessments. The design of interventions will be subsequently informed by detailed analysis and an in-depth understanding of risks, barriers, and power dynamics and interests within targeted communities including private sector, value chain and public sector actors during the first 8 months.<sup>70</sup> The SCC will utilize methodologies carried out to date. Such analysis will also help inform the appropriate layering and sequencing of interventions aimed at minimizing any unintended consequences of programming. Activities to support cohesive, inclusive, safe, and equitable communities are described in 'ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan'.

Together, all consortium members will contribute to the delivery of complementary interventions to support the achievement of all five resilience outcomes. An Area-Based Approach will be adopted where members that are present in the target locations and potentially already supporting other Area-Based programming will provide the context analysis, needs/gaps assessment, and baseline resilience measurement that informs which activities could potentially strengthen the resilience of these communities. Where multiple members are present in the same area, a coordinated, sequenced, and layered approach will be adopted as per the operational access and capacities of each partner in that area. Where only some members are present, projects will need to be adapted so that a holistic intervention is provided (potentially by a non-present partner supporting activities, or by outsourcing activities to third party actors) and ensuring that resilience building pathways are still effectively addressed.

Community-based structures play a critical role in reaching and supporting populations, particularly women, youth, and other marginalized groups, who face significant barriers to accessing essential services and support. By prioritizing protection and gender perspectives, these structures help to identify and address the specific needs and challenges faced by different segments of the population and provide a platform for community members to voice out their concerns and access their rights. Community-based structures promote social cohesion by building bridges between different communities through dialogue, collaboration, and linkages with livelihoods activities and social enterprises. By identifying shared goals and priorities and fostering social solidarity through these activities, these structures can help reduce tensions and conflicts, while promoting a sense of belonging and shared responsibility among community members. Due to the current restrictions on humanitarian access within Syria, and the challenges faced by civil society organizations in carrying out their work in full commitment with the humanitarian principles, there is a limited space to hold advocacy efforts through these actors. To maximize the potential impact of community-based structures, it is essential to provide them with the necessary resources, support, and training to carry out their work effectively. This may include capacity building in areas such as protection, gender, advocacy, and communication, as well as financial and

<sup>69</sup> In order to begin clearance activities, an Operations Manager will need to be employed for 1 year to lead on the administrative process of gaining accreditation, including developing SOPs, and training the clearance teams before they can be deployed.

<sup>70</sup> For example, through Gender, Age and Disability Assessments, Protection Risk Assessments, Gender Audits, and Social Cohesion and Conflict Sensitivity Analysis.

logistical support to enable them to reach and support the most vulnerable populations. By investing in community-based structures, it is possible to strengthen the resilience, well-being, and social cohesion of Syrian communities, even in the face of significant challenges and restrictions.

## 4.4 Logical Framework

See 'ANNEX 02 SCC Resilience Programme Framework - Logical Framework'.

## 4.5 Monitoring & Evaluation

In the pursuit of building resilience among crisis-affected Syrian communities, measurement is not only a tool but a pathway to success. The SCC understands that resilience is multifaceted, encompassing the ability to anticipate, absorb, adapt, and transform in the face of challenges. The SCC has developed a joint monitoring and evaluation framework to track progress and measure the impact of interventions, as detailed in 'ANNEX 02 SCC Resilience Programme Framework - Logical Framework'. However, these will still need to be adapted and refined to the vulnerability profiles and resilience capacities determined through joint assessments and context analysis in localized areas of Aleppo and Rural Damascus governorates. Indicators that focus more on the four types of resilience capacities (anticipatory, absorptive, adaptive, and transformative) will depend on the context and interventions identified, such as household wealth (ownership, value, durability of productive assets), integrity and management of natural resources (under Pathway of Change/Outcome 1 - Food Security and Climate-Sensitive Production), household savings, seed banks & food storage stocks, adoption of climate resilient practices, preparedness plans, and availability and use of early warning systems/information. Achievements towards increased degrees of these capacities will be seen as milestones towards increased resilience and self-reliance. As it will not be possible to include indicators for all resilience capacities, the Resilience MEAL Framework will adopt a modular approach where certain sets of activities and resilience capacities adopt the appropriate and relevant indicators. As such, the Resilience MEAL Framework will be finalized during the first 6 months of Year1. The MEAL framework will identify successes and challenges, contributing to continuous learning and improvement. The approach to measurement is therefore comprehensive and dynamic:

- The ability to foresee potential challenges is a cornerstone of resilience. The SCC's indicators encompass monitoring early warning systems, adaptive capacities, and knowledge dissemination. By tracking the accuracy of weather forecasts' impact on preparedness actions and measuring the community's access to information, we evaluate the effectiveness of anticipation strategies.
- Measuring absorption involves assessing the capacity to cope with known shocks. The SCC gauges this by evaluating the utilization of social networks, financial resources, and essential services during crises. Monitoring shifts in income sources and tracking access to vital resources provides a tangible measure of how well communities absorb shocks.
- Adaptation is a key for resilience. The SCC's measurement of this aspect involves evaluating the adoption of new skills, livelihood strategies, and behaviour changes. Through tracking the success of vocational training, the diversification of income sources, and the embrace of climate-smart practices, we measure the community's ability to adapt effectively.
- Resilience goes beyond immediate response - it involves transformative change. The SCC measures this by examining shifts in community norms, empowerment of marginalized groups, and active participation in decision-making. By monitoring the reduction of gender-based violence, the inclusivity of economic practices, and the involvement of women in leadership roles, we assess the depth of transformation.

Shared common tools will be developed by the consortium to collect baseline evidence to inform the targeting of areas/populations, the selection of resilience capacities, and the appropriate design of resilience programme interventions. A baseline assessment report will be developed based on the joint assessments and analysis



conducted during the first 6 months of Year 1, that will be used to measure against any progress and achievements made towards the resilience objectives during the mid-line assessment towards the end of Year 2, and an end-line assessment. When the SCC moves into other areas in Year 2 and beyond, a baseline, mid-line, and end-line assessment will be conducted in each new area.

An annual report will be developed at the end of the start-up year to highlight progress made towards the start-up objectives outlined in this proposal, as well as the achievements made in piloting interventions and indicators during the second half of the start-up year. This report will only provide some basic insight into the resilience objectives, as more time is necessary for the longer-term resilience impacts to be realized.

Continuous documentation of learning will contribute to wider strategy and policy processes. The consortium will actively engage in strategy and policy development, disseminating results to promote best practices and policy-level support for reforming assistance delivery in Syria. This is to be achieved through developing partnerships that are based on the comparative advantages of participating NGOs and their commitment to pool the required resources, including funding from sources outside of the consortium, towards an agreed joint outcome.

In a programme of this nature, it is essential to incorporate both a robust qualitative component and a community-engaged MEAL (Monitoring, Evaluation, Accountability, and Learning) framework. This might involve establishing MEAL processes that are not only supported but also guided by community representatives. These representatives would be responsible for observing and reporting on the changes occurring within their respective communities over an extended period. Additionally, the programme will adopt a longitudinal approach to measurements and learning. This approach is particularly crucial for comprehending shifts in knowledge, attitudes, and practices across the ecological models within the targeted groups. By doing so, the programme can effectively adapt to new insights and changes as needed, ensuring the intended impact is achieved.

## 4.6 Accountability to Affected Populations

The consortium's approach to programming and programme quality is grounded in a commitment to sustainability, accountability, and gender equality, ensuring a comprehensive and inclusive response that fosters positive and lasting impacts on the conflict-affected populations in Syria. Adopting a rights-based approach, the consortium acknowledges that high-quality programming has the potential for the greatest impact, and, therefore, places strong emphasis on ensuring the effectiveness and long-term viability of its interventions.

To achieve this, the consortium will implement a joint and unified Monitoring, Evaluation, Accountability, and Learning (MEAL) approach that will be adapted by each partner for specific locations, as an integral component of all planning, implementation, and close-out activities. MEAL is considered an essential tool to assess programme progress, measure results, and learn from experiences to continuously improve project implementation and outcomes.

MEAL activities will be carried out by consortium's gender-balanced team, ensuring diverse perspectives and the consideration of gender-specific needs and impacts. The team will share the technical expertise within the consortium and share responsibility for regular MEAL activities, including distribution monitoring, beneficiary verification, post-distribution monitoring surveys, data analysis, and the collection of regular feedback through partner's accountability mechanisms.

Throughout the project's life, sex- and age-disaggregated data will be collected to ensure a comprehensive understanding of the diverse needs and vulnerabilities of different population groups. A baseline, midline, and endline will be conducted in targeted areas to understand the situation before and after programme implementation, providing valuable insights into the project's effectiveness and impact.

The MEAL system will be conducted in alignment with the project's workplan and logical framework, enabling systematic monitoring of progress toward the objectives and outcomes. The data collected will inform



evidence-based decision-making, enhance project adaptability, and enable prompt responses to emerging issues. To uphold the principles of accountability and Do No Harm, the SCC will establish functional community feedback and response mechanisms. These mechanisms will provide multiple tools for marginalized and excluded groups, including minority ethnic communities, women, and girls, to voice their concerns and have their voices heard. These tools will also support learning through quarterly analysis which will be presented at quarterly learning workshops. Confidentiality and data protection are strictly adhered to, in line with each consortium member's Responsible Data Policy, and safeguarding against misconduct is a priority throughout the project's implementation.

The consortium members are CHS-certified and possess a strong commitment to upholding the CHS commitments in all operational aspects. Each of the organizations has fully integrated CHS commitments into their institutional policies, programming approaches, and implementation methods. As a result, impacted communities will consistently be at the core of all programmatic and managerial decisions. Throughout the programme life cycle, every available opportunity will be seized to inform, consult, and engage with affected communities at every stage of programme cycle management. As the programme progresses, the approach will shift towards more community-driven and community-led programming. Both the programme and the MEAL components will collaborate to establish platforms that facilitate this transition and ensure ongoing relevance and accountability to the communities we are dedicated to serving.

## 4.7 Coordination

Regarding internal SCC coordination, the overall governance structure will ensure optimal coordination among members. At the field level, given the different access to communities SCC members have, (i.e., through umbrella organizations but also directly), the coordination on the ground will take the premise of prioritizing optimal impact based on that access and, at the same time, taking advantage of each members' added value given its expertise. Hence, when articulating the intervention at the locality level (once assessments have been done and actual activities start in identified locations), the Sectoral Technical Units and the Area Based Approach Coordination Units will engage to articulate who does what, where and what are the community engagement strategies based on the members' access given their implementation modalities. Once those factors have been considered, SCC members will agree on their respective role in the locations identify according to presence, sector expertise, community access, etc.

SCC members are all active participants in existing humanitarian coordination mechanisms, including national and sub-national Sector-level Clusters and Working Groups. This will ensure SCC coordination with other NGOs and UN agencies on the ground. The consortium will also liaise with the UN agencies and programs involved in the targeted sectors in Syria, including the WHO, UNICEF, UNFPA, UNHCR, UNDP, OCHA, and WFP. The SCC will also adhere to the common standards and guidelines for humanitarian action in Syria, such as the Core Humanitarian Standard, the Sphere Handbook, and the Inter-Agency Standing Committee (IASC) guidelines. Of particular importance will be the SCC linkages with the UN Joint Program, the UN ABRS, and other resilience-oriented programmes being implemented in Syria, led by the consortium's Sectoral Technical Units. To improve sector-level coordination, the SCC will share the finding of assessments and policy work with the respective Clusters and Working Groups when relevant. The SCC will also utilise these coordination mechanisms to raise critical issues for joint resolutions with other actors and agencies, in line with the policy and advocacy work detailed in section '4.11 Policy and Advocacy', below.

Given that the geographic areas chosen for the SCC are those in which consortium members are already present, high levels of complementarity with other ongoing interventions are expected. Hence, consortium members will coordinate existing life-saving humanitarian interventions with the proposed resilience programming under the SCC to ensure a full area-based approach ensuring the basic needs of all community members are met. For example, pathway 1 will be working with groups which are not eligible for life saving interventions but are part of the same community. There may be farmers groups in one locality who are not eligible to receive humanitarian aid but are placed to be members of the FFS methodology to increase their capacity and hence food production. By putting together lifesaving interventions with resilience-oriented

programming, the SCC members are expecting to have a much wider impact at the overall community level. The SCC will also make use of existing local structures in project locations to avoid creating new parallel structures and ensure local ownership of interventions.

## 4.8 Partnership

The SCC is dedicated to the global localization agenda and recognizes that the unique context in Syria requires a nuanced approach to local engagement and partnership. This approach is firmly rooted in the social and political realities of the country, as well as the specific contextual dynamics of Syria. Drawing from past and current experiences and conducting preliminary analyses of existing formal and informal entities, actors, and governance structures, the SCC acknowledges that there are both opportunities and risks associated with local collaboration and partnership. However, the SCC emphasizes that local collaboration and partnership are critically important for fostering ownership, a sense of responsibility, and achieving program and overall resilience goals.

During the first 6 months of the programme, preliminary mapping and analysis of socioeconomic actors, institutes, and interest groups, will inform the engagement and partnership strategies and approaches. The range of actors for analysis and potential collaboration covers local community committees (both formal and informal), existing CBOs/CSOs, local council bodies, private sector actors, volunteer groups and local charities, teachers' association, water user groups/committees, farmers' union, employer and employee union, chamber of commerce, skill development centres, and other relevant actors. Below are examples of existing practices and where SCC sees opportunities to expand partnership approaches.

**Local Community Committees (Formal and Informal):** One of the existing community structures in Syria comprises of a formal committee with elected members representing and serving the local community, with the mandate of linking communities with relevant government bodies for community development initiatives. These committees exist at all levels, including neighbourhood/village level, providing an opportunity socially focused programs and initiatives to leverage the existing committee structure and actively involve them in resilience program interventions. The consortium partners will conduct in-depth analysis of these structures with the objective to assess the community level presence, weight and acceptance of these structures, members, evaluating the inclusiveness, participation, neutrality, risks, and accountability measures. This analysis also includes identifying the existing capacities and gaps that can inform the needed support actions to strengthen these structures, especially in their active engagement in area level resilience programming. Oxfam has experience introducing additional capacities within these local committees representing special interest related to access to basic services. There are opportunities to introducing capacities related to gender, disability etc. But this would need further unpacking in the target area. Additionally, these local body structures will potentially be involved in drafting and articulating "Area Recovery and Resilience Plans (ARRP)" which will undergo validated through broader community consultation and engagement with other relevant stakeholders. The ARRP will serve as a roadmap for resilience programming interventions in the area. This, as a result will bring in, durable solutions and sustainability of the proposed interventions.

**Sector Specific Associations and Interest Groups:** Based on the socio-economic dynamics of the target area, consortium partners will engage with the sector-specific unions/associations and interest groups. These will include farmer's unions (in rural areas), water user groups/committees, teachers' association, labour unions, employer's unions, chamber of commerce, and other sub-sector/value chain specific associations. Engagements with associations and unions is existing practice among the SCC members. SCC will further explore building capacity of these by providing technical and indirect material support for achieving specific resilience outcome and interventions. Some of the collaborative actions will include working with farmer's unions to promote climate-resilience farming practices, actively engage in farmer's field school, developing agriculture development plans for their areas, and essentially establishing a linkage and adaptation between program priorities and community needs. Similarly, through working with labour and industry unions (employee-employers), partners will work in addressing the key barriers in employment markets, promoting decent work conditions, supporting skill development and employment promotion initiatives. With regards to health for

example, SCC member will establish Community Health Club, collaborating closely with local authorities, religious leaders, mukhtars and community representatives to play a pivotal role in promoting community-led health and Mental Health and Psychosocial Support (MHPSS) services. Furthermore, establish community-based monitoring and rapid response mechanism related to health emergencies.

**Private Sector Engagement:** Economic Self Reliance activities will be rooted in assessments of labour markets, existing private sector, and value chains. SC members have experience working with local training institutes, small and medium employer, traders, value chain actors, employment agencies contributing to market systems development to promote participation and inclusion of vulnerable segment of the target population.

Overall, the SCC's approach aims to engage a diverse range of local actors, taking into consideration their institutional mandates, governance structures, social acceptance, and potential contributions to durable solutions and resilience outcomes in Syria. As mentioned in the SCC proposed interventions, conflict sensitivity and do no harm are the core of our presence and work with communities in Syria. Having said this, the local engagement approach we have outlined above will contribute to increase social cohesion in the communities we work with.

## 4.9 Humanitarian Access

On the outset, the SCC will develop a detailed Access Strategy to map out best way(s) to access the population to deliver programme intervention while advocating for improved space for humanitarian and resilience actors. Assessment of the access environment in target pilot locations will include mapping the gatekeepers of access, power dynamics, and stakeholder analysis against each partner's access, whether related to registration, sector and/or acceptance with gatekeepers of access. This will inform/determine the access process and the order in which services are provided and by who. Recognising the different governorate level stakeholders and dynamics, the strategies will ensure adequate community network and engagement as a vital component of sustainability and resilience. SCC members operate under the umbrellas of either SARC, Syria Trust, and the Ministry of Foreign Affairs (MoFA). The SCC will use the diversity of their respective umbrella entities to find the most appropriate avenues for leveraging principled access. All members will also continue to secure access through sub-Memorandum of Understandings (MoU) with line ministries including the Ministry of Social Affairs and Labour (MoSAL), the Ministry of Education (MoE), the Ministry of Health (MoH), the Ministry of Agriculture (MoA), the Ministry of Water Resources (MoWR), etc., as well as with local authorities. The SCC will also coordinate with donors, particularly those with presence in Damascus, to engage with GoS authorities. While the SCC will continue to negotiate coordinated access through the respective umbrella organisations of each member, as well as with line ministries, the consortium will also liaise with MoFA during the initial months to present the united identity of the consortium and to clearly communicate the consortium rationale and aims in order to secure buy-in and identify the SCC as its own entity outside of bilateral relationships with consortium members. A full access strategy will be developed prior to the programme kick-off in Month 1.

## 4.10 Learning Priorities

As part of the longer-term objective to strengthen the resilience of people, households, and communities in Syria to shocks and stresses, the consortium has identified two learning priorities that will further guide the consortium over the course of the programme. These priorities have been identified based on key humanitarian challenges at the forefront of the response to the Syrian crisis.

**Learning Priority 1 (Access):** Can the consortium's Resilience Programme Framework support the longer-term resilience and self-reliance of Syrians despite limited inclusion of systems and policy-focused programming due to access-related donor red-lines? Resilience programming requires very good access to communities and a high level of national and institutional engagement, which is currently not supported by donors active in Syria. While a lot of discussion on early recovery has already taken place 12 years into the crisis, there are still no long-term solutions in place for Syrians. Current programming suggests that there are some opportunities for

resilience programming, but its successful implementation still requires further discussion with line ministries and umbrella organizations to enable a different kind of access. Due to this constricted donor and operating environment, members need to explore what level of access can be acquired and would support activities that contribute to resilience and self-reliance objectives.

**Learning Priority 2 (Relevance):** In the scenario of anticipating future shocks/stresses from the protracted crisis and a changing climate, coping with the aftermath of the recent earthquakes, and adapting to a volatile economy in Syria, is it possible for Syrians to look beyond their immediate needs towards achieving longer-term resilience and self-reliance? The consortium aims to further define and improve its understanding of resilience profiles (amongst individuals, households, and communities) in GoS-controlled areas while also collecting evidence about the relevance and use of humanitarian interventions in Syria. SCC members have found that a lot of current programming such as rehabilitation work may start to degrade after only two years without proper maintenance or for example income-generation interventions might lose their impact very quickly due to the lack of market-driven support. This suggests that interventions have still been very short-term in nature, and only provided a temporary solution to people's needs. It is necessary to study whether the proposed interventions under the Resilience Programme Framework achieve to be more relevant than immediate and temporary humanitarian solutions and that Syrian populations are able derive longer-term benefits from them.

The consortium will conduct in-depth studies into each of these learning priorities through policy-level research, surveys within the humanitarian community and the consortium partners, as well as qualitative assessments with communities and beneficiaries supported by the consortium. Any findings will also help to further shape the Resilience Programme Framework, the Resilience MEAL framework, as well as advocacy priorities and messaging under the consortium. The learning priorities will be led by the MEAL Manager in the CMU who will manage any consultants that undertake the research activities. Initial reports with findings for each learning priority will be developed towards the end of the inception year.

#### 4.11 Policy & Advocacy

The donor community continues to be sceptical that INGOs working from Damascus can deliver an impartial and independent response and can effectively benefit people rather than the government. There remains particular concern over certain marginalized groups including due to ethnic divisions, ensuring that women can play a full role in society, and building resilience for people living with disabilities. Reaching agreement on what is a 'state service' and what is the political aspect of the government remains challenging.

Meanwhile, access challenges continue to present barriers to effective resilience-based programmes, effective multi-agency, multi-sector integrated programmes, and community engagement. The external environment in Syria and its collapsing economy, also present a significant challenge for enabling people to build resilience through regular income. Sanctions, bank de-risking, and counter-terrorism policies can also affect the response and exacerbate humanitarian needs.

Finally, it is noted that while several donors have provided support to engage with the local government in repairing services, the situation across government-controlled Syria is that there is poor or no service management, which leads to early recovery support that is quickly falling out of use again. Policy solutions in these areas are complex but must be considered for further resilience programming to be successful.

Rather than taking a sectoral approach, the consortium suggests influencing priorities based on these policy discussions, looking to influence the donor community, the diplomatic community, and authorities in Syria to ensure a funding environment and operational space that supports the increased resilience of populations:

#### Enabling effective and principled resilience programming:

- (a) Relevance and feasibility of resilience-building programmes: This stream will outline the significance and impact of resilience programming that is inclusive and conflict sensitive, while also demonstrating independent and impartial community/person selection. The consortium will demonstrate to the donor

community the possibilities for effective and principled engagement with local authorities to build Syrian communities that are more self-reliant and resilient.

- (b) A principled approach for resilience-building programmes: This stream will outline modalities for delivering the resilience agenda as part of a multi-agency, multi-sector consortium including engagement with the GoS, SARC, and Syria Trust. Following the development of a consortium access strategy, the consortium will seek to influence authorities and stakeholders in areas of programming for quality resilience interventions that ensure protection risks are reduced in conjunction with positive changes in people's overall level of self-reliance and demonstrate to the donor community how principled access can be achieved.

### Improving delivery of public services:

The aid response in Syria has continued to face limitations in building resilience due to the many challenges with the delivery of essential public services, including brain-drain of qualified staff, poor staff salaries leading to under-performance, the lack of operation and maintenance budgets, the lack of cost recovery in services, and the lack of accountability to populations. Related donor red lines limit direct support to local government employees and the ability to engage with delivery of essential services. The consortium will first outline where previous humanitarian support has failed and the associated impact on the resilience of populations. The consortium will then articulate the capacity of GoS and local authorities for services management, and ultimately outline policy solutions that could restore and improve services management to reach the populations that need them. This policy work will come in years two and three of the consortium, as further evidence is generated.

### Advocacy dissemination activities:

The dissemination of advocacy and policy products will take place in two phases. The first phase will investigate the assessments conducted, the general landscape of resilience programming and humanitarian access - as experienced by consortium members and humanitarian agencies and explore opportunities to inform key debates such as how early recovery programming is implemented, to ultimately help convene relevant actors to such discussions. In this phase, the consortium could also lead on discussions about access and negotiating access with various authority levels, document processes and achievements. The first phase will inform the objectives of the policy and advocacy component under this project (identifying key issues and themes, convening discussions, testing policy-related solutions, etc).

The second phase of the policy and advocacy component will be during the second half of the first year. The second phase will look into the selected/identified key issues under the two advocacy priorities and will commission research into them, in an aim to finish the year with two policy briefing notes that offer recommendations to various stakeholders in the Response and inform the programming for the upcoming year and years to come.

Advocacy activities will also include the development of communication materials throughout the pilot phase with the generation of human stories, including infographics, videos, and blog posts, which will be disseminated through existing organizational communications channels.

Advocacy Work Plan - Year 1	2023		2024									
	November	December	January	February	March	April	May	June	July	August	September	October
Setting the scene and identifying points of entry under the two main advocacy priorities												

Identifying key themes and issues under the two advocacy priorities (for the 2 policy briefs at end of year 1)												
Selection of key issues under each advocacy priority and identification of definition and scope of work (including dissemination plan)												
Drafting a communication plan on the two advocacy priorities (including key events, such as: crisis / EQ anniversary)												
Drafting 2 summary notes for each advocacy priority												
Finalizing dissemination plan including key events (such as: SOM, Brussels, regional bilateral engagement)												
Final drafts of summary notes produced												
Initiating bilateral engagement with key stakeholders (donors, humanitarian community)												
Finalize ToR for two policy briefs												
Produce 2 Policy Briefs												

## 4.12 Conflict Sensitivity & Do No Harm

Recognizing that any project in a conflict-prone area can have direct or indirect impacts on the peace and conflict environment, the consortium embraces the responsibility of becoming part of the conflict context. It acknowledges that its programs, actions, and communications can either reinforce existing conflict dynamics or capitalize on opportunities to build peace. Through a strong understanding of peace and conflict dynamics in each area of implementation, in addition to seeking inclusive dialogue with affected populations and key stakeholders. The consortium views safe programming not merely as an additional set of activities, but rather as a guiding principle deeply ingrained in its operational modality.

The principle of "do-no-harm" serves as the cornerstone of the consortium's programming, guiding all aspects of its interventions. To ensure that its actions do not inadvertently harm affected populations, the consortium will conduct localized detailed analysis and an in-depth understanding of risks, barriers, and power dynamics within targeted communities (ex. Gender, Age and Disability Assessments, Protection Risk Assessments, Gender Audits and Social Cohesion and Conflict Sensitivity Analysis).

This will enable building trust and engaging transparently with a diverse range of stakeholders, fostering collaboration and a common understanding of project processes and activities. The selection of final target areas will be carefully deliberated to consider conflict dynamics and potential impacts.

The consortium maintains a strong commitment to safeguarding against misconduct, encompassing a zero-tolerance policy towards sexual exploitation, abuse, fraud, corruption, and theft. Consortium members' global policies and tools, including a Code of Conduct and a Policy on Whistleblowing and Complaints, will be the driving principles of the standards of this intervention.

## 4.13 Disaster Risk Reduction

This programme contributes significantly to disaster risk reduction by identifying and addressing the underlying vulnerability risks and enhancing the resilience of conflict-affected communities in Syria. Conflict prone areas of implementation has eroded coping capacities, cascading across all sectors where the humanitarian needs



have exceeded local governing abilities to address the growing needs and gaps. Recognizing how the different shocks interrelate across the pathways, DRR will support communities become resilient to the identified shocks. Through its five interconnected Pathways of Change/Outcomes, the consortium's approach focuses on strengthening food security, climate-sensitive production practices, household income, functioning markets, and access to basic services in an integrated and sustainable manner. By increasing food production and promoting climate-smart agricultural techniques, the action aims to build resilience to climate change risks and hazards. Moreover, empowering individuals with income-generation opportunities and linking them to functional markets will improve their ability to cope with economic shocks. Rehabilitation of basic services and creating an enabling community environment will further enhance preparedness and response capacities in times of crises. Through these targeted and integrated interventions, the proposed action fosters community cohesion, social inclusion, and participatory decision-making, ultimately contributing to disaster risk reduction by minimizing vulnerabilities and empowering adaptive capacities in Syria.

In recognition of the important role that agriculture plays in the livelihoods of conflict-affected communities, SCC places a strong emphasis on disaster risk reduction within the agricultural sector. By adopting climate-smart agricultural techniques and practices, the SCC aims to enhance the resilience of farming systems to climate-related risks, including extreme weather events, droughts, and changing precipitation patterns. Through tailored interventions that build anticipatory, absorptive, and adaptive capacities among farmers, we seek to minimize the vulnerabilities of agricultural livelihoods to various hazards. This approach not only strengthens food security but also contributes to the broader disaster risk reduction goals of the SCC programme.

The programme aims to provide shelter assistance with the goal of enhancing both the living conditions and safety of crisis-affected communities. This initiative also focuses on minimizing their vulnerability to various natural and human-made hazards. Rehabilitation of partially damaged apartments can significantly contribute to disaster risk reduction by not only improving the well-being and safety of the affected individuals but also by lessening their susceptibility to potential future threats. This effort ultimately works towards bolstering resilience in the face of upcoming disasters. The programme's effectiveness extends further by improving the accessibility and security of buildings for various groups such as individuals with disabilities, the elderly, women, children, and others. It additionally addresses health and environmental concerns and promotes community participation and ownership in the design.

#### 4.14 Age, Gender, & Diversity Mainstreaming

Age, gender, and diversity mainstreaming is an essential aspect of the proposed programme, aiming to ensure that the needs, perspectives, and rights of all individuals, regardless of age, gender, or other characteristics, are effectively addressed and integrated throughout the implementation process. The consortium recognizes that different groups may face specific challenges and vulnerabilities, and as such, a comprehensive and inclusive approach is vital to achieve meaningful and sustainable outcomes. Several strategies will be employed to mainstream age, gender, and diversity considerations:

- **Gender-Sensitive Approaches:** The action will incorporate gender-sensitive methodologies and analysis to identify and address the distinct needs and roles of women, men, girls, and boys in the targeted communities. Special attention will be given to empowering women and girls, ensuring their meaningful participation, and promoting gender equality in decision-making processes, economic opportunities, and access to services.
- **Inclusivity and Representation:** The action will strive to ensure the meaningful involvement and representation of diverse groups, including vulnerable and marginalized individuals, elderly people, persons with disabilities, and ethnic minorities. By engaging these groups in planning, decision-making, and implementation, the action will ensure that their unique perspectives and concerns are considered.
- **Data Collection and Analysis:** Comprehensive data collection will be carried out with a focus on disaggregating information by age, gender, and diversity characteristics. This approach will enable a more

nuanced understanding of the distinct needs and vulnerabilities of different groups, allowing for targeted and tailored interventions.

- **Capacity Building and Training:** Capacity building efforts will be geared towards promoting inclusivity and diversity awareness among consortium members, staff, and community stakeholders. Training on gender equality, disability inclusion, and cultural sensitivity will be provided to ensure that the action's implementation is respectful, equitable, and responsive to the diversity of the affected populations.
- **Gender and Diversity-Responsive Services:** Basic services, livelihood support, and financial services will be designed and delivered in a gender and diversity-responsive manner. This will involve adapting service provision to meet the specific needs of different groups, considering factors such as childcare support, accessibility for persons with disabilities, and culturally appropriate approaches.
- **Community Engagement:** The consortium will actively engage with local communities and leaders to foster an enabling environment for inclusivity and diversity. Community dialogues will be held to promote social cohesion and challenge discriminatory attitudes, fostering a sense of belonging and safety for all individuals.
- **Protection and Safeguarding Measures:** The action will implement robust protection and safeguarding measures to prevent and respond to any risks, including gender-based violence and exploitation. Safe reporting mechanisms and support services will be put in place to protect vulnerable individuals and ensure their safety and well-being.

#### 4.15 Sustainability & Exit Strategy

Through the integrated approach, the consortium will focus on promoting accountable resource management, foster inclusive and self-assisted communities that can sustainably address, adapt, and transform the challenges beyond the proposed project's scope. The Pathways presented above consider the complex economic, climate, social and political environment of Syria. By addressing food security, income generation, market functionality, basic services and strengthening the social fabric, the action creates a synergy that reinforces sustainability across multiply dimensions. Firstly, under the agricultural component, by equipping farmers with climate-smart agriculture techniques and promoting home production, the programme will support the individuals affected by the compounded shocks and stressors, to adapt and prosper amidst changing circumstances, reducing dependency on external assistance over time. As mentioned above, the action will apply a gradual approach from improving access to the basic services that will support community well-being and long-term development prospects towards the economic growth and inclusive society that are capacities to adapt to ever changing socio-economic and climate environment. Via supporting and/or establishing income generation opportunities, aligned with the market capacities this action will encourage private sector engagement and foster self-sustained market dynamics. This coupled with the capacity building and knowledge transfer will equip the individuals, households, communities as well as local partner organisations/groups with the tools to address the future challenges effectively.

Long-term local partnerships will be a key to an effective exit strategy, where the consortium members will focus on supporting the creation, development and growth of the formal and informal community structures and embedding the resilience approaches set up within this programme into the community led initiatives and local structures. Acknowledging the complexity of the operating environment and the ambition of the programme, consortium members will continue building on as well as establish strong partnerships with the local actors and communities from the onset of the programme to bring in sustainable change in a way that is acceptable and endorsed by the local communities and will allow for the continuation of the resilience outcomes without external interference beyond the scope of the project. A robust monitoring and learning mechanisms will also allow to access the progress, identify areas for improvement across the duration of the programme and adapt to the changes and challenges as they arise.

### 4.13 Environment & Climate Adaptation

The proposed action will make significant contributions to climate adaptation and the protection of the environment by implementing climate-smart production practices, promoting sustainable natural resource management, and fostering an enabling environment for climate resilience in Syria. The SCC integrated approach will address the impact of climate change on food security, livelihoods, and basic services, while also focusing on reducing environmental risks and promoting sustainable practices. Several elements demonstrate how the action will contribute to climate adaptation and the environment:

- **Climate-Smart Agricultural Practices:** Through Pathway of Change/Outcome #1, the action will support farmers and rural households in adopting climate-smart agricultural techniques. These practices are designed to enhance agricultural productivity while minimizing negative environmental impacts. Promoting agroecological methods and organic farming can improve soil health, biodiversity, and water retention, ultimately contributing to climate resilience and reduced ecological pressure.
- **Sustainable Natural Resource Management:** Pathway of Change/Outcome #1 and #4 will also focus on sustainable natural resource management, including water conservation and soil management practices. By encouraging responsible use of water resources and soil protection, the action aims to build resilience against drought and low precipitation, while safeguarding vital ecosystems and promoting long-term environmental sustainability. Under Outcome #4 whenever feasible, members will use green technologies to rehabilitate key WASH infrastructure (for example using solar energy and green solutions to the solid waste management).
- **Climate Change Risk Reduction:** Pathway of Change/Outcome #1 explicitly addresses climate change risks and emerging climate hazards. The action will explore the economic viability of crops under changing climate conditions and assess market linkages to ensure that farmers and producers can adapt their practices to climate-related challenges effectively.
- **Market-Based Solutions for Climate Resilience:** Pathway of Change/Outcome #3 (Functioning Markets) complements climate adaptation efforts by fostering market-based solutions for climate resilience. By linking market actors with climate-smart products and services, the action can drive the adoption of sustainable practices across supply chains, further contributing to environmental conservation. Outcome #3 also includes the rehabilitation of market-related infrastructure, such as bakeries, mills, and processing facilities. By upgrading infrastructure to be more energy-efficient and environmentally friendly, the action contributes to reducing the environmental footprint of market activities.
- **Innovative Productive Practices:** Pathway of Change/Outcome #1 will explore piloting and testing innovative productive practices depending on the results of the technical assessments, including drought-resistant crops and organic feed/fertilizing systems. These initiatives have the potential to reduce the demand for water, minimize chemical inputs, and promote ecological balance, contributing to climate adaptation and environmental sustainability.

### 4.12 Risk Management

The proposed programme has been designed to pre-empt and reduce certain risks, considering the political instability, climate changes, and movement of the population. While long implementation as well as overall challenging context of Syria makes every project, but especially a large, extended resilience action exposed to the political/institutional, economic, and physical hazards, the SCC will take the following steps to mitigate and minimize the identified risks and will regularly monitor and update the risk analysis adapting the mitigation measures to the changing context:

Risks	Risk Level - Impact	Mitigating Measures
Deterioration of the security	Medium - High	The activities outlined above will only be implemented if access conditions inside Syria remain permissive. The final target areas will be identified based on an access

situation precludes access to areas of implementation.		mapping exercise conducted during inception. Locations within the target governorates will be selected, in part, based on the expectation of continued access over the program lifetime. Regular monitoring of conflict dynamics in the areas of interventions in order to identify when a loss of access is becoming increasingly likely and transition programming to national NGO members to the extent possible. In case the security situation requires temporary suspension or adjustment, the Steering Committee will immediately inform SCC donors and discuss options for re-programming funds. Consortium members have security management plans in place to mitigate risks for beneficiaries and staff and continually update their organization's contingency plans. Security management units of all consortium members will coordinate and constantly monitor the security situation. The consortium members will also coordinate closely with any local partners to discuss the security situation and will provide advice as needed.
Corruption and diversion of assistance	Low – High	<p>Operating programming in conflict-affected areas, particularly where various armed actors have a presence, are considered to be high risk activities, with the potential for assistance to be diverted. The consortium proposes the following mitigation measures to minimize those risks:</p> <ul style="list-style-type: none"> <li>- All consortium members have procurement and sub-award procedures in place, in line with EU anti-terrorism regulations, including relevant EU Council Framework Decisions, which outline required processes for routine contractor, service provider and / or partner vetting and background checks. Consortium member procurement policies establish minimum thresholds for contractor vetting that are in line with donor procurement procedures and thresholds. A clear procurement plan will be done ahead of time to avoid situations in which activities cannot be implemented due to lack of vetted suppliers.</li> <li>- All consortium members have established and well-functioning feedback and compliance mechanisms, which provide implementing agencies with community concerns on the diversion of funds, activity quality and/or the quality inputs provided.</li> <li>- Consortium member contingency plans take the risk of corruption or aid diversion into account and provide detail measures to be taken should the situation arise.</li> <li>- All consortium members will continue internal as well as upwards communication channels to the donors to report on the as needed basis against the redlines of breaching the impartiality, independence and ability to deliver the assistance and discuss the alternative actions if need be with the donor.</li> </ul>
Negative impact of livelihoods interventions on community and household dynamics	Medium – High	<p>Consortium members are aware that cash and asset transfers, and activities that aim at promoting equitable access of vulnerable groups to resources can provoke a backlash at the community level and/or changes in household dynamics that increase protection risks. To mitigate this risk, the consortium proposes the following actions:</p> <ul style="list-style-type: none"> <li>- Activity design is based on community gendered protection and disability sensitive livelihoods assessments as well as do-no-harm analysis.</li> <li>- Field teams will engage with local stakeholders in discussions on necessary actions for creating an enabling environment.</li> <li>- Field teams will facilitate discussion groups/awareness sessions focused on contributing to creating an enabling environment, where women, older persons and people with disabilities have better access to livelihoods options, and to mitigate any risks arising from input or service provision.</li> <li>- The SCC will ensure the roll-out of protection mainstreaming principles in all program activities across field teams specifically via involvement of the community groups that will be trained to scale up and update the protection analysis to monitor and address any adverse effects that the cash intervention might pose.</li> </ul>

Increased control of operational space and resources by parties to the conflict and increase in restrictions on the activities or operations of the SCC	Medium - High	<p>Consortium members have experience implementing programming in Syria and negotiating reduced operational space. The SCC will identify key stakeholders who may have the ability to push back on government restrictions. Community representatives/relevant stakeholders will be included in a conflict sensitivity analysis to understand community dynamics and power relations. This analysis will be updated on a regular basis to reflect changes in the local context. The SCC has the flexibility to adjust interventions or shift funding as needed. Each consortium member has a contingency plan for responding to a loss of access within Syria.</p> <p>If local authorities attempt to interfere with beneficiary selection, the SCC will engage directly with local councils and ministries in order to push back on authorities' efforts to influence beneficiary lists.</p>
Ineffective PSEA measures result in staff, partners, or associated volunteers harming members in the community	Low - High	Safeguarding measures are embedded in all the partner INGO's mandatory training packages, policies (Code of Conduct, PSEA, child protection), and procedures for recruitment of staff, partners, complaint mechanisms, whistleblowing, reporting and investigation routines, as well as in the roles/responsibilities of senior management/ managers. Consortium members will use their in-house capacities to continue provision of trainings to all staff, partner staff, field support personnel and volunteers.
Increased inflation / price instability	High - High	The SCC will conduct and regularly update market assessments in order to monitor for price increases and parallel exchange rates as well as their fluctuation. The SCC will also use external sources for this information and will coordinate with UN clusters/peer agencies and follow standard modalities agreed-upon by clusters.
Fragility of national banking system affects liquidity and exchange rates	High - High	All costs associated with the project will be carefully budgeted and reviewed on the regular basis, based on SCC partners' extensive experience in implementing projects in highly volatile environments. BOQs for the rehabilitation of key infrastructures (market/WASH) will include an amortization for inflation. Consortium members will explore and consider the best procurement and assistance delivery method for best value for money. If inflation continues to rapidly fluctuate, adjustment to the project activities will be made in coordination with the donors. Moreover, Consortium will continue to monitor prices, MEB & adjust according to exchange rate. If transfer value increases highly, partner will adjust b/w budget lines related to the cash transfers.
Large population movements in the area of implementation	High - Medium	Regular monitoring of conflict dynamics in the areas of interventions in order to identify when conflict may result in population movement and how this may impact the program.
Deterioration of relations between IDPs and host community members	Medium - Medium	Agreed vulnerability criteria will result in assistance that is directed towards vulnerable community members and households regardless of whether they are returnees, IDPs or host community members. The identification of beneficiaries will be done in partnership with local communities including IDPs and host communities. Communities and local stakeholders will be informed and sensitized on the selection criteria to be used.
Increased frequency of natural disasters such as drought or irregular rainfall	Medium - High	As part of its strategy, the SCC will enhance its capacity to implement environmentally-sound programming. The program will mitigate this risk by ensuring that agricultural inputs are locally adapted (e.g., seeds), and by promoting adapted production techniques. Community infrastructure rehabilitation will consider green solutions and environmentally friendly techniques for water, sanitation, and solid waste management (depending on the selected infrastructure following the inception phase); by applying environmental arrangements to reduce the environmental footprint and climate change impact. It might include green and renewable systems and technology, solid waste segregation, reuse and recycling. Under the FS & Agriculture component, farmers and agricultural laborers immediately affected by the impact of drought will be

		supported to develop coping strategies that help them better adapt to recurrent droughts.
--	--	---

Beyond addressing the direct risks to the programme implementation, consortium will apply the following strategies to ensure the viability and the success of the proposed programme:

- **Adaptive Programming:** The core of the intervention is the locally led and flexible and adaptive approach to programming to respond effectively to changing conditions and emerging risks. This involves regularly reviewing and updating interventions based on real-time data and feedback from the affected communities.
- **Partnerships and Collaboration:** Consortium members will heavily rely on dialogue and cooperation with other organizations, local partners, and stakeholders to share expertise, resources, and knowledge. Consortium will also involve all the concerned parties from the early stages of the implementation, including relevant coordination mechanisms and other resilience actors.
- **Community Participation and Ownership:** The SCC consortium is putting the affected communities at the centre of the design and implementation of this intervention to ensure that the initiatives are locally relevant, accepted, and sustainable. This is embedded in the past and ongoing programmes of all consortium members who will continue to engage the local community from the very beginning of the programme.
- **Monitoring and Evaluation:** As mentioned above, the unified monitoring and evaluation systems will be developed at the consortium level to track the progress and effectiveness of interventions. The CMU, supported by the MEAL Manager will regularly assess whether the pathways are achieving their desired outcomes and identify potential risks or challenges early on to communicate them and seek for best solutions with the active involvement of the donors.
- **Communication and Coordination:** Consortium will maintain open communication channels within the consortium members, partners, donor/s, and stakeholders to share information on potential risks, mitigation strategies, and lessons learned. This will entail close and open communication channels with the donor/s who to reinforce transparency and trust via participation in steering committee discussions, active and frequent communication via formal and informal channels as well as more structured mechanisms such as annual learning events.
- **Access Strategy:** SCC members currently have access through Umbrella Organizations SARC and Syria Trust, as well as several MoUs with line ministries including MOSAL, MOE, MOH, MOA, MOWR, MOLA, etc. While access discussions in Syria remain nuanced, SCC members have been able to navigate through these for principled response. However, many issues remain, e.g., data sharing and participant selection processes. On the outset, the SCC will develop an Access Strategy to map out best way to access the population to deliver programme interventions while advocating for improved space for humanitarian actors. SCC members have experience engaging with local authorities for sustained access to population, principled selection processes, and setting priorities for programming.

## 5. Budget

‘ANNEX 03 SCC Year 1 Indicative Budget’ outlines the costs for operation of the Consortium Management Unit (CMU) based on the identified staffing requirements, operational costs, and consortium-led activities outlined for the initial 6 months of the consortium. The budget for first 6-months mainly contributes towards the establishment and management of the consortium, as well as to costs associated with participatory needs assessments and the technical design of resilience programming based on their findings. The entire Year 1 budget has been presented as an indicative overview, as the exact budget will be dependent on the findings of the needs assessments. Once the assessments are complete, the budget for 6-month implementation of pilot projects to trial the Resilience Programme Framework will be presented to SCC donors. Programming budget for the start-up year is divided equally amongst all four partner INGOs, with the intention that each INGO will be implementing the same level/proportion of programming for the start-up year. Indirect Cost Recovery and



Support Costs (Non-programmatic staff, equipment, and expenses) are included in the envelope for each INGO, and together are capped at 30% of the allocated amount. This budget envelope will be updated/revised for the second year of the consortium once further progress has been made on the learning priorities and the Resilience Programme Framework has been refined.

## 6. Annexes

ANNEX 01 SCC Resilience Programme Framework - Activity Matrix and Work Plan

ANNEX 02 SCC Resilience Programme Framework - Logical Framework

ANNEX 03 SCC Year 1 Indicative Budget

ANNEX 04 SCC Steering Committee - Terms of Reference

Syria Community Consortium - Resilience Programme Framework: Activity Matrix and Work Plan

The matrix below details the indicative Activity Matrix and Work Plan for the Syria Community Consortium - Resilience Programme Framework. However, this is not an exhaustive or definite document, as it will be amended to meet the needs and preferences of targeted crisis-affected communities, as identified through participatory needs assessments during the project initiation phase. Following the completion of participatory needs assessments, an area-level Activity Matrix and Work Plan will be designed through an integrated design process led by the Area-Based Coordination Unit in coordination with the Sectoral Technical Units and with oversight from the Protection Mainstreaming Unit and the Social Cohesion and Community Engagement Unit, complete with area-level budgets, to meet the identified needs of communities and to ensure a tailored and integrated approach.

Indicative program activities (non-exhaustive)	YEAR 1				YEAR 2				YEAR 3				YEAR 4				Description of Activity	Expected Results - Year 1	Indicative Budget		
	2024				2025				2026				2027								
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Pathway 1: Food Security and Climate-Sensitive Production - Crisis-affected agricultural communities will increase their food production and have stronger resilience to the drivers of food insecurity using climate-sensitive production practices																					
Provision of agricultural inputs/cash for inputs to farmers and address immediate basic needs of the most vulnerable people to support the effort to transitions for early recovery and self-reliants																		The farmers who have access to irrigation water and those who are unable to run their farms at full capacity due to the loss of productive assets following the protracted conflict crises will be provided with agricultural inputs like seeds, fertilizer and pesticide to resume and expand their agricultural activities. This will entail 1 to 3-times off provision of inputs, to restore seed security and systems from their harvest. Each farmer is expected to receive in total 1000 \$, Oxfam will target 120 farmers, DRC and NRC wach one will target 40 farmers. The total number of BFS in the first year will be 200 BFS, similarly the same target groups will receive multipurpose cash grant to address their immediate basic needs until they have managed to harvest the first cycle crops.	200 farmers in the target locations will receive the agricultural inputs appropriate for climate-smart agriculture practices, according to their preferences and capacities. That will in turn increase the production of crops, and improve their quality.	Budget includes costs related to providing agricultural inputs/cash (depending on the feasibility) for on average 1000 USD per farmer.	
Rehabilitation of irrigation systems infrastructures to enhance access of irrigation water for farming to boost production																		This activity aims to rehabilitate and strengthen water conveyance systems for small to medium-scale irrigations, as well as enhance the scalability of existing schemes. The implementation will occur in close coordination with the Ministry of Water Resources and Agriculture to ensure sustainability and continued expansion of the initiative even after the project phase concludes. The action's objective is to investigate potential sources of water, such as surface water, shallow wells, and groundwater, for the purpose of rehabilitating and improving access to irrigation water for smallholder farmers, thereby ensuring year-round production.  Prior to commencing rehabilitation work, a detailed technical and water resources management assessment will be jointly conducted by consortium partners and government stakeholders.	In first year Oxfam, NRC and DRC will do detailed irrigation feasibility and management assessment. Following the outcome of the assessment, NRC has planned to rehabilitate 3 to 4 irrigation system infrastructures in the first year .	DRC and Oxfam Budgeted 1000USD and 2000 USD respectively under this activities includes cost of irrigation feasibility and management assessment but NRC budgeted 100000USD includes both assessment and irrigation schemes rehabilitation work. The cost per system might have change hence reduce the number of targets following the technical assessments.	
Provide technical and institutional governance support for expanding and strengthening capacities of existing farmer's groups/associations to take leadership roles in their communities																		In Year 1, partners will work with two farmer's associations and will add more in the coming years. The first phase will focus on building the capacities of the associations' leadership and in coming years these associations will be heavily involved in all agriculture related activities. Consortium will work closely with farmer's associations/unions to expand their coverage, memberships and build their capacities to take leadership role in their communities. These associations will be prepared through trainings and some material/equipment support to work with their communities to address challenges related to agriculture sector. This will be long term engagement throughout the 3 years of program. Expectations are that these associations by the end of the program will have strong structure and clearly defined and executed role to lead the sector after the exist of consortium partners from the area.	Two farmer's unions will be prepared in first year to take leadership role in agriculture sector in target communities	Budget includes costs related to organizing meetings with farmer's associations/union members, broader farmer's meetings, training cost for associations/unions in the first year.	
Establishment and support for Field Farmer Schools (FFS)																		Following the the agricultural assessments in the target areas (focusing on challenges, and the gaps in skills/knowledge and most pressing needs of the communities) in consultation with farmers, farmer associations, water user associations, and other stakeholders, 6 FFS groups in each target governorate will be supported or/and established. These FFS groups will comprise small agricultural producers and will persist throughout the duration of the project. Each FFS group, composed of 12 to 25 farmers or herders, will potentially be also formed among members of Farmer Associations (FA). The selection of intervention area will focus on potential of connecting FFS groups with activities such as rehabilitating irrigation infrastructure or facilitating market-related endeavors. The focus on areas associated with irrigation farming aims to facilitate efficient knowledge dissemination and cross-learning among these groups, serving as a pilot initiative. The project involves the designation of a skilled FFS Master Trainer who will then train FFS Facilitators using a Training of Trainers (ToT) approach spanning three months. A significant emphasis will be placed on promoting women's participation, aiming for at least 20% involvement in the training process. The training curriculum will cover a range of topics, including Climate-Smart Agriculture (CSA), sustainable water and soil management techniques, integrated pest management, dairy-focused livestock husbandry, soil salinization management, and any other subject identified as a challenge by farmers in the target areas. Encouraging participants to conduct field trials at the farm level will be a key aspect of the initiative. Participants will receive the necessary materials and inputs to facilitate field studies and on-farm trials.	6 farmer field school will be established and members will receive the training from the FFS Master trainer. The 3-month training methodology will be developed by and with FFS. The participants of FFS will also receive agricultural inputs (see activity below).	Budget includes costs related to establishing FFS for the cost of 6,000 USD on average per school as well costs associated to the agricultural inputs.	
Training for farmers on the use of climate smart inputs and provision of agriculture technologies, provision of inputs and technology																		Farmers will receive advanced training in climate-smart agriculture. The training material/curriculum will be developed/adjusted to local realities. In first phase, ToT for the agriculture staff will also be conducted for further expansion of trainings in next years.	A full training curriculum on climate smart agriculture practices will be developed and the ToTs conducted for a scale up of the trainings.	Budget in first year will be used to develop the training material and conduct ToT (mainly related to personnel costs)	
Strengthen or establish and support community managed early warning systems for timely information collection and dissemination for preparedness and early action (Research and develop crops and livestock sector early warning system (crops/livestock insurance, weather forecast, etc.)																		This activity will include dissemination of crucial information through information and Communication Technologies (ICT) and local radio channels, including weather updates, seasonal forecasts, advanced farming techniques, water and pasture availability, market prices, and potential risks related to livestock and crop diseases. Additionally, the initiative seeks to fortify or establish gender-responsive disaster management plans at the community level, including establishment or strengthening existing early warning systems. These systems will be bolstered by integrating ICT platforms to ensure timely, relevant, and comprehensible dissemination of early warning information to affected individuals. This approach includes offering actionable advice upon receipt of such warnings, thereby strengthening community contingency plans, preparedness measures, and early response strategies. The initiative also extends to providing predictive analyses regarding food security and water scarcity at household, community, and district levels.	Establishing or enhancing a total of 50 community-managed early warning systems. By empowering communities with accurate and accessible information, this activity aims to foster proactive disaster management, reinforce readiness, and enable timely interventions.	Budget includes assessment of the existing early warning systems to identify potential opportunities and gaps to complement with feasible intervention so as to strengthen sustainable information collection and dissemination for early action. The budget is more of cost of assessment but cost of establishment community managed early warning will be extended to second year and the cost of 3,000 USD on average per system.	
Establish a system of extension services through private sector lead model (promoting delivery of extension and advisory services for farmers)																		Lack of government ability to provide extension services derived the need to develop alternative mechanism. A private sector lead extension service delivery model will be developed in the first year and a feasibility study will be conducted in detail to finalize the model which will be launched at full scale in next years of the implementation.	In first year a private sector extension service provision model will be developed which will be fully rolled out in the coming years of the program.	Budget will be used to conduct feasibility study and development of model for agriculture extension service delivery.	
Support and Provide smallholder farmers with climate smart and conservation equipments and tools (Training of target communities on improved water and soil conservation and management techniques and supporting the irrigation systems like rainwater harvesting, ground water recharge, drip or pivot irrigation)																		Following the establishment of Farmer Field Schools (FFS) in the initial year of the project, the subsequent phase will involve equipping farmers with necessary tools and materials to implement Conservation Agriculture (CA), specifically in the second year of the initiative. This provision timeline will align with the learning plans of FFS members. Given that the targeted value chain's production will occur within the same farming landscape, the SCC partners will promote holistic farming system approach. This approach emphasizes recognizing the interconnectedness among different farming components on the same farm, such as livestock and crops, crop rotation, intercropping, irrigation systems, and more.  To facilitate this integrated approach, a range of materials will be provided to farmers, including seeders, drip irrigation equipment, tools for conservation agriculture practices, composting materials, mulching supplies, fertilizers, Integrated Pest Management (IPM) tools, shading materials, rainwater harvesting equipment, and more. The specific list of Conservation Agriculture materials will be refined based on the experiences and insights gained through the FFS activities.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.	
Introduce and promote climate smart high yielding and early maturing crops and livestock varieties (Pilot drought resistance crops & livestock through demo plots, piloting)																		The recurrent climate change has been affecting the production and productivity of crops and livestock. Small holder farmers could not continue their production with the existing long cycle crops and livestock. Thus, it is paramount importance to introduce and promote climate smart high yielding and early maturing crops and livestock varieties to adapt with the adverse impact of the climate change. The action will work closely with agricultural research institutions like ICARDA and ACSAD and university to introduce and promote the climate smart breeds and varieties. The consortium partners will procure and distribute those varieties for FFS for testing and piloting before large scale promotion for all farmers.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.	
Hydroponic/aquaponic, regenerative																					
Improve irrigation water drainage systems to minimize the risk of salination effect on the productive agricultural land																		This activity will entail cleaning of agricultural water drainage systems and canals that have been blocked by the debris and live long grass along the irrigation canals causing excess water returning back to the productive farming lands threatening the crops production and putting the land out of use as increasing soil salination risks. This activity aims to prevent the adverse impacts of water stagnation, excess moisture, and soil salination, consequently safeguarding crop yields and ensuring the continued viability of agricultural lands.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.	
Development of agriculture input systems through local production of fertilizers, seeds multiplication, storage and seed banks, local fodder production etc. (Support establishment of agriculture support services: enterprises (local seed credit unions, vet. Services, advisory groups, credit and saving groups, etc.)																		To enhance the capacity of the farmers in increasing production, the technical scope of activities will aim at promoting local input production, i.e., seeds, fertilizers, fodder, establishing seed banks/storage facilities/system for strengthening all components of the agriculture input access system. Initial agriculture sector assessment will identify the options and develop plans for enhancing local input production. This activity will support to strengthened and enhance the diversity of option for input supply system for farmers.	This activity will be conducted in 2nd and mostly 3rd year. As part of other technical assessment of agriculture sector, consortium partners will develop the local production input model.	No budget associated with this activity in Year 1. In the following years the main costs associated to this activity might include external consultancy to support establishment of agro support services, seed money to support operations and kick start the services (materials/equipment)	
Pathway 2: Household Income and Financial Services - Crisis-affected communities will have increased income to support individual and household needs																					
Conducting a Community Gendered Protection Analysis and dissemination of findings to inform the identification and design of supported livelihoods activities, life skills, and vocational training.																		The community analysis will take place at the very early stages of year 1 in the locations targeted by FSL activities. The women committees or community-based protection structure will be trained to replicate the analysis exercise on regular basis with communities to validate and update the findings from the first one. Findings will systematically be disseminated to inform Oxfam and other partners' FSL activities' design, including social enterprises.	The community analysis will be conducted in locations targeted by FSL activities. The women committees or community-based protection structure will be trained to replicate the analysis exercise on regular basis with communities to validate and update the findings from the first one. Findings will systematically be disseminated to inform Oxfam and other partners' FSL activities' design, including social enterprises.	Budget includes costs related to facilitation of the analysis as well as training for the community members to replicate the approach. Each Consortium partner undertaking the assessment (Oxfam, NRC and DRC) accounted for 2,000 USD per overall needs in the respective areas.	
Establishing "Enterprise & Employment Services centers" through private sector led model																		To fill the gap in government service provision in entrepreneurship and employment, a private sector led approach will be introduced. In this approach, consortium partners will support the private sector institutes to expand their services and reach to areas where skill development services are lacking. In the first year, partners will use the existing spaces and in parallel will develop partnership with private sector institutes to start establishing the center in coming years. This activity will ensure the continuity of skill development services after project closure and local population will have access to such services at affordable cost.	Complete Mapping of the existing private sector institutes and actors in first year in all areas and establish partnership agreements	Costing related to venue rental for trainings, workshop, meetings, coaching services to project participants. Also the cost will cover the mapping of institutes offering training services. This will entail 6,000 USD, 2,000 estimated per 3 Consortium partners - Oxfam, DRC and NRC	
Developing the institutional, and technical capacities of existing/new service provider in "Enterprise & Employment Promotion" by supporting market relevant capacity building initiatives																		Private sector entities will be supported with capacity building initiatives in new/missing vocations. Also, consortium will work with private sector institute to develop sustainable financing model to ensure the continuity of services for local population after the project exit. Partners will work closely the private sector employers to facilitate and support the establishment and running of the skill development institutes. In coming years and based on the results of the first year, consortium will support the selected private sector institute to establish the center and launch the training services. In next two years of the project, these centers will be developed further to provide advanced entrepreneurship and employment services to wider segment of the population.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.	
Supporting Skill Development Training (SDT) programs in technical market relevant skills for new/existing entrepreneurs within the economic sector with high potential for growth and longer-term sustainability																		The activity will include a comprehensive market study to identify the key gaps in skill demand and supplies within the economic sectors/sub-sector with longer term growth potential. DRC will take lead on this assessment for all the areas. This activity will contribute to developing a strategy for enterprise recovery and development for longer term income growth, employment generation. Study will also contribute for developing a model for sustainable growth of the enterprises which are resilient to current and future economic shocks. The activity will also include developing new training program which are not existing in the market. In year 2 and 3, an expanded technical skill development program for entrepreneurs will be launched.	One detailed market assessment which will cover all the areas of consortium strategic presence	Cost related to conducting detailed market study of estimated 35,000 USD.	
Supporting enterprise recovery & development through provision of market relevant inputs and services (e.g. start-up kits/re-activation & scale-up grants/support, business development services) to new/existing SMEs																		For the first year, this activity will provide a comprehensive support to enterprises with focus on the enterprises which needs business re-activation or scale-up support through business grants. The enterprise development model will guide the approach most appropriate and relevant to Syrian's context for enterprise recovery, sustainability, and long-term growth. The most potential enterprises will be provided with financial support, business development services, coaching, training, and linkages services. This activity will continue in second and third year with addition of more beneficiaries.	140 businesses will be supported through grants/equipments to re-activate/start/scale-up enterprises	Budget includes costs related to support provided to the enterprises, estimated as 3000 USD on average per enterprise.	
Provision of Training in business and financial management, life skills for enterprise owners/managers																		Business & financial management training will be conducted for the targeted entrepreneurs. Training will be a full package of covering all elements of business development, soft skills. In next years, consortium will develop advanced training and business development services package which will be targeting new, existing enterprises to manage their enterprises during economic crisis and deal with financial unpredictability. This will include trainings, coaching, advisory services, business solutions, related to cost reduction, gaining business efficiencies, removing waste/losses, market forecasting, etc.	160 participants of are trained on business and financial management	Budget includes costs related to training venue, trainer, refreshment, etc. for business and financial management training for a total of 15,000 USD.	

Building partnership with private sector companies (employers) for joint initiatives in address challenges related, promote opportunities to job creation/mentorship/skill building																		In first year, consortium will identify 10 private sector companies to develop partnership for employment creation activities, job placement, apprenticeship/internship, etc. In year 2 and 3, partners will first start employment support activities with the private sector partners and also will expand the partner portfolio by adding new companies (expansion).	10 partnerships are developed with private sector companies for enhancement of employment creation	Budget includes costs related to meetings, workshops, mapping etc. estimated at 3,000 USD total.
Support for traineeship opportunities and work placement for out-of-work youth, women, and adults in partnership with private sector and incentive to private sectors to reform their business models to skill development and employment generation																		All activities related to beneficiaries training, on-job-learning, apprenticeships will be conducted in years 2 and 3. All private sector partnerships, either with training centers or employers, will be fully launched in year 2 and 3 with the aim to target market relevant professions with high potential of providing decent job opportunities to vulnerable, and employment population. An extensive work through closer partnership approach with private sector will be done to bring reforms to operations, business conduct, etc with provision of incentives which can support longer term provision of employment opportunities.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Training of jobseekers in life-skill technical, market-relevant skills and knowledge through market-led (private sector-led) business model																		This activity conducted in parallel to the activity above will focus on the direct support to the individuals seeking employment through trainings related to the specific technical skills as well life-skills in line with the market demand. This activity is planned for Year 2 and 3.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Support for SME linkages with local formal and informal micro lenders by strengthening the financial, institutional & technical capacities of the local micro-finance institutions/service providers																		A financial market system study will be conducted to examine the existing situation, services/products, in targeted areas. The consortium partners will work with Micro-lenders to enhance access to loan for the target households through provision of collateral to Micro lenders and capacity building of the target households to engage in viable income-generating enterprise of their choice. The consortium partners believe that the approach will guarantee sustainable access to credit services by the target beneficiaries once they get helped to embrace the culture of accessing loan, saving and pay back the loan. The collateral will remain with the micro lender to help in scaling up the support to reach more similar target households.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Capacity Building for informal micro-credit providers as an alternative option to formal finance through financial and technical and institutional support																		A financial market system study will be conducted to examine the existing situation, services/products, in targeted areas. The consortium partners will work with Micro-lenders to enhance access to loan for the target households through provision of collateral to Micro lenders and capacity building of the target households to engage in viable income-generating enterprise of their choice. The consortium partners believes that the approach will guarantee sustainable access to credit services by the target beneficiaries once they get helped to embrace the culture of accessing loan, saving and pay back the loan. The collateral will remain with the micro lender to help in scaling up the support to reach more similar target households.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
1. Crisis-affected communities will have increased market access and improved functionality of community-level market systems																		Capacity-building activities will take place in Years 2 & 3 to equip the community-based structures with the knowledge and skills needed to plan for and organize events promoting rights to safe and dignified working environments, especially for women and people with disabilities.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Provision of training AND support for community-based protection structures to plan for events promoting equitable business practices, and safe and decent working environments. The training will also include element on Enterprise Mindset Sensitization as a foundation for future work on social enterprises under																			No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Rehabilitation of relevant physical market infrastructure and support infrastructure																		In first year a relevant and more essential market supporting infrastructure will be identified and rehabilitated in targeted communities. The market rehabilitation will take into account the markets which critical importance along the value chain and benefiting the large group of people particularly the most marginalized and vulnerable people along the value chain.	The key and important market infrastructure which is the basis of creating economic opportunities will be rehabilitated. This will include any type of infrastructure which supports the full functionality of market.	Budget includes costs of the rehabilitation infrastructure, anticipated at \$115,000 USD on average per system for 3 systems. The cost per system might have change hence reduce the number of targets following the technical assessments.
Financial and technical support for the key market systems and value chain development to strengthen the growth capacities of markets systems and value chains																		For the longer term support to build resilience of the key value chains, a comprehensive assessment will be conducted and value chain development plan will be created with the vision for the recovery and resilience of the potential and critical value chains impacting the large group of people. The result of the study and the value chain development plan will be used for the next years for full scale activities to support the value chains.	8 to 10 market systems within potential value chains will be studied in detail to identify the future growth opportunities for inclusion of vulnerable and poor population in economic activities under these value chains.	Budget includes costs related to hiring of consultant to conduct marketing system and value chain studies for 28,000 USD in total.
Support market linkages and business networking for small producers / businesses in accessing markets (i.e. availability, access and pricing, rules & regulations, financial literacy)																		This activity planned for Years 2 and 3 will include various activities, including market linkages events, networking meeting, building trade agreements, etc. will be conducted to address the challenges/barriers existing in the markets. This activity will contribute to enhance the market activity and providing conducive business environment for new entrants, existing actors and inclusion of poor and marginalized individuals in market activities.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Establish and support digital market platform for price information System and dissemination via digital app for their products																		To continue expansion of linkages/networking, and access to market information for timely business decision making, a digital app will be created in year 3 based on the platform established in the year 2. The specific design of the app will be finalized after selection of value chains/market systems and supporting them initially for their functionality and performance.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Promotion of business norms that enable people's equitable economic participation through working in collaboration with wide network of actors																		This activity will include awareness raising, advocacy activities with private sectors, and trainings to promote the business norms, regulations, etc. This will entail working at both formal and informal market standards, local conflict resolution mechanisms, negotiations forums, etc. This activity will be conducted in year 2 and 3 when the functioning of the enterprises is smoothly conducted and business continued is ensured.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Support for cooperatives and groups for the exchange of business expertise and Information, resources, and building trade relationships																		This activity will include establishing of/and supporting cooperatives which provide support services to the businesses/enterprises in accessing to inputs, material, support services. This activity will be conducted for selected market/system value chains which with proven potential for growth.	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.
Pathway 4: Basic Services 4. Crisis-affected communities will have increased access to affordable, appropriate, accessible, equitable and high-quality basic services																				
Rehabilitation of partially damaged apartments for affected populations.																		This service will improve the living conditions of conflict-affected individuals by increasing access of the most vulnerable individuals to safe and dignified shelter solutions. Access to basic services at the household level will allow conflict-affected populations to restore their dignity and regain safety in improved living conditions Through this project, it will be addressed the needs of individuals residing in both urban and rural settings where high needs have been reported and identified. Rehabilitation works will include: Rehabilitate two rooms with the WASH facilities inside the apartments, installing doors/windows,hollow cement blocks, plastering, and tiling ,repair of WASH facilities (in case there is a person disabled the rehabilitation will take the needs into account to ensure mobility), and electrical network inside the apartments, etc	Provision of long-term permanent shelter solutions for the affected population through damaged house repair	The average unit cost of the rehabilitation of the partially damaged apartment is \$300 x 150 USD, the total number of the expected achieved target is changeable based on the selected area and the approval log process that started in November and is expected to be ended in May
Rehabilitation of WASH infrastructure to improve access to drinking water (rehab of water networks, pumping station, borehole, water treatment, utilization of grey water for irrigation, provision of solar for water extraction, provision of water tanks to households, establish community led tanks disinfection/cleaning and water user group mechanism, integration of water conservation and management, supporting water recharge technologies, water governance structure capacity building & establishment of O&M, sustainability & water user mechanism )																		The water system rehabilitation will address the emergency needs, resilience of communities to shocks (e.g. influx of IDPs or displacements, prolonged dry season, drought, floods and other climate change impacts, emerging diseases/epidemics) and sustainable access to clean water at the water supply source towards the distribution systems, and enhance the capacity of water authorities and communities in the responsible use, conservation and management of existing water supply systems and services. The rehabilitation will result in the improvement of regular access to adequate quantity and reliable power sources to provide safe drinking water, domestic hygiene and sanitation to the targeted population according to Sphere and national standards .The water supply will be restored through the repair of boreholes, wells, or water reticulation, sewer supply, water treatment system, household water storage and functionality of water operators providing at least 40-70 litres of clean water per person, per day, flowing through public systems. >The intervention will ensure that water supplies are maintained in the longer term by establishing a social accountability mechanism whereby both the water authorities and users govern define and play vital roles and responsibility in their joint ownership over the infrastructures, and whereby groundwater resources are properly managed against the risk of over-abstraction, pollution, aquifer recharge management and massive failure of drinking water supplies. Rehabilitation is the action taken to repair the water system whose productivity has declined or that has failed through lack of monitoring and maintenance of the pump and/or well structure, or pumps often fail for mechanical reasons. Water quality testing will be ensured at the household level and will be aligned with the national standards, done at different intervals for each borehole before, during, and after to ensure that the water is safe for drinking and domestic use. Risk analysis will be undertaken to identify the potential impacts of extreme weather events, and preventive measures are included. The rehabilitation works will consider the impact of the system in terms of greenhouse emissions (GHE) and (when feasible) use renewable energy sources such as solar to mitigate that impact. The use of diesel-powered generators is accepted if it is to be used as backup or in circumstances where other alternatives are not appropriate. The management/service delivery will be sufficiently robust to cope with crisis and ensure the longer-term sustainability of the infrastructures. > The WASH governance structures (LWE, MoWIs, LWE, Sanitation, Health), stakeholders, diverse community groups, Community-based Volunteers (CBVs) and community user groups will be provided with capacity-building support to connect them together in order to establish greater ownership by creating a social accountability mechanism which emphasizes on transparency, consultations, criteria for selection and community feedback mechanism ensuring wider self-reliance and local participation not just on operation and management of the facilities, but also in developing local initiatives, pulling of needed resources in order to build self-resilience and resiliency with the affected communities, for the continued continued operation of the water facilities during shocks, early recovery and regular services.	The main reason after Year under this activity will be a restoration of existing water supply system(s) for communities' improved access to safe water for drinking and domestic use. It is estimated that partners will be able to rehabilitate 3 systems (this might include provision of solar power) in addition to training water governance structures of Operation and Maintenance and user mechanisms.	The average unit cost for the rehabilitation of packaged water system rehabilitation is \$150,000 x \$200,000. The package will depend on needs but essentially will compose rehabilitation of wells, boreholes, solar power source installation, motors, pipe water network, water treatment system household water storage.
Rehabilitation of sanitation infrastructure (rehab of sewage system, support for solid waste management, support recycling mechanism, sanitation governance capacity building & user mechanism)																		This activity will focus on improving the self-reliance and resilience of the crisis-affected populations in the targeted area by supporting sanitation/sewage and solid waste management systems in communities to ensure regular services for affected people. Greater ownership between the sanitation authorities and communities will be established by creating a social accountability mechanism to ensure transparency, consultations, criteria for selection and feedback/complaints, defined roles/responsibility, and pulling together the resources needed which they jointly agree and take action regularly. The repair of non or partially functioning, damaged sewage systems and connections(s) to the treatment center(s)) will end the exposure of the target population to severe health risks associated with sewage leakage. The sewage system rehabilitation will address the emergency needs, resilience and sustainable access to safe sanitation in the wider community until the household level, enhancing the capacity of sewage authorities in the management of existing sewage, sanitation treatment systems and services to improve users' satisfaction, safety, and comfort. The sewage networks will be connected to the treatment plant whereby Oxfam, NRC & IRC will complement the gaps identified in the targeted area and will pull in resources from other donors/actors to address the needs and achieve maximum impact. Safety measures will be put in place to protect the beneficiary population, especially children i.e. workers will be blocked off and manholes secured	The main results after Year 1 will be a restoration of 2 sanitation systems for improved access to safe, dignified WASH projects responses, including training for sewage governance structure in O&M, sustainability and user mechanism	The average unit cost for the rehabilitation of the sewage system is \$100,000 unit cost for sewage system rehab as described in the target activities.
Public health promotion on providing reliable information (through Community-based Volunteers and community engagement) and essential items for vulnerable communities at risk to take measures to protect themselves from infectious and WASH related diseases.																		The public health promotion approach will build community resilience in responding to context-specific health risks, preventing the transmission of WASH-related and other emerging diseases through information sharing and fostering positive behaviors on safe water chain, menstrual hygiene, and climate change risks. For effective community-led implementation, community-based volunteers (CBVs) will be capacitated in adopting two-way communication methods in engaging diverse community groups, to self-identify barriers to address health, climate change risks and shocks. Community Perception Tracker (CPT) will also be integrated to obtain an understanding of the local context, adapt interventions accordingly, and advocate effectively for the needs of the community by collaborating with other stakeholders. The scope of this action encompasses both schools and communities. A network of women and adolescent girls will be engaged to address gender gaps related to improper coping mechanisms, feelings of shame and social beliefs surrounding menstruation. The collective resilience of vulnerable women and girls will foster a healthier and more empowered community. Mobilising the CBVs directly from their corresponding communities is an essence of establishing ownership of the intervention, whereby the voluntary nature of their role shows cases meaningful participation and community-led responsibility of continuously promoting the changing positive behaviors and practices even after the project period. In addition, the CBVs will be mainstreamed to the health volunteer system and existing community structures for them to be optimised and sustained. To ensure CBVs' acceptance, trust and reliability to the community, the accountability mechanism will be established to ensure transparency, consultations, criteria for selection and feedback/complaints are in place to enable their effectiveness in contributing to the community's health building.	The main results after Year 1 will consist of training of Community-based health volunteers for engaging communities in disease preventive measures and advocacy for mainstreaming them into the health system; Increased hygiene awareness and change in behavior according to the PHAST and complementary distribution of soap.	Budget for Year 1 amounts to \$50,000 for the set of activities in one area for cost of training, materials and incentives for CBVs, community engagement processes and events, CPT and essential hygiene promotional items e.g. soap kits.
Strengthen community, local and national leadership structures, to lead epidemic and climate change preparedness and response measures																		The Water and Sanitation Directorates will be supported with capacity building on preparedness and contingency plans to readily respond to climate impacts and shocks and emerging public health risks including Cholera/WAD, and COVID-19. The core activities will include obtaining an updated context analysis, health risks mapping, stakeholder analysis, problem-solving finding, engaging the targeted communities in development/adapting preparedness plans, adaptation measures and case loads for actual response. The main element of the capacity support is to reinforce ownership of the WASH interventions and ensure social accountability both by the WASH authorities, diverse user groups and stakeholders have defined roles and responsibilities in keeping the WASH facilities' operation/maintenance, transparency, and feedback/complaint mechanism and issues are addressed through their combined capacity.	Community structures and mandated authorities trained and equipped with increased capacities to mobilise resources and implement WASH projects responses to disease outbreaks and other climate change related risks	The budget includes approximately \$3,000 for trainings on technical engineering and in developing preparedness, contingency planning and response plans including the processes of engaging community groups.
Rehabilitation and equipping of schools including WASH infrastructure to support creating welcoming schools																		The rehabilitation of formal schools provides pathways for out-of-school children to re-enroll or for children who are at risk of dropping out to remain at school, by increasing the quality of the learning environment and classroom capacity. The rehabilitation works will be carried out during school holidays to ensure minimal disruption to the learning process and the safety of children and youth in the school community. School rehabilitation may include but will not be limited to removal of rubble, rehabilitation/repair of school buildings, wall, electrical system, rehabilitation of the WASH facilities (separately for boys and girls) and taking into account the needs of those living with disability, provision of school furniture and debris removal. This activity will also include Operation and maintenance training for the school infrastructure operators. For the WASH facilities in schools, the district and school level authorities will establish a Children-Parents-Teachers-Community integrated mechanism in ensuring joint ownership of responsibility in sustaining its functionality including finding resources for repair, maintenance and needed hygiene essential items.	School rehabilitation including WASH infrastructure, equipments and support in creating welcoming schools alongside O&M	The budget includes a rehabilitation of the partially damaged school for approximately \$110,000 USD

[illegible]

Provision of sensitization training for community-based protection structures/women committees in several key areas, including community gendered protection analysis, conflict sensitivity, influencing, and designing effective and principled community-led initiatives.																		Community-based protection structures and/or women committees will be trained in the mentioned key areas, to enhance their capacities and provide enabling environment to voice out their community concerns, connect effectively with duty bearers and to design initiatives and enterprises with a social cohesion outcome.	Year 1 - This is to establish a foundation for working later with the community-based protection structures through different pathways, including on community gendered protection analysis, community-led initiatives, rights promotion efforts (with more tailored training in year 2/3), enterprise mindset sensitization (with also more tailored training in year 2/3).	No budget associated with this activity in Year 1.
Provision of support to the development of small community-based social enterprises with social and environmental outcomes																		This activity involves providing assistance and resources to help small social enterprises to develop and grow, with a focus on achieving social and environmental outcomes. This support may include providing training, mentorship, and technical assistance to help social entrepreneurs develop their business skills and knowledge, as well as providing access to financing, marketing support, and other resources needed to start or expand a social enterprise. Example of similar enterprises existing in Syria: Joud: A social enterprise that produces handmade soap using traditional techniques, providing sustainable employment for women in Syria; Belt Byout: A social enterprise that produces and sells handmade home decor and furniture made from recycled or upcycled materials, promoting environmental sustainability and reducing waste.	Year 2 and/or 3. This requires a process of sensitization and preparation so the community-based protection structure can engage in business and market discussions	No budget associated with this activity in Year 1.
Training for service providers in psychological first aid and support group facilitation																		This activity refers to a structured training program designed to equip multi-disciplinary responders, with the knowledge, skills, and techniques needed to provide immediate psychological assistance and support to individuals experiencing distress, trauma, or emotional crisis. This training aims to teach participants how to offer practical and compassionate help in a crisis situation, promote emotional well-being, and assist individuals in accessing appropriate resources for further assistance.	Year 2 and/or 3. This requires a process of sensitization and preparation so the community-based protection structure can shift their mindset to engage in community-based social enterprise development and monitoring	
Development of local plans to reduce the risk of SGBV																		By reducing the risks of GBV in the target communities, this activity will aim to create safer spaces for all community members, fostering a culture of respect, equality, and shared progress. Community leaders, community-based protection champions, and trained mediators will play pivotal roles in this process. Drawing on their expertise in conflict resolution, negotiation, and cultural understanding, the community will be supported to collaborate to assess the specific GBV risks within their communities. Their insights will help identify key triggers and vulnerabilities that contribute to GBV, forming the foundation for targeted risk reduction plans.  Local plans will be tailored to each community's unique context, acknowledging cultural sensitivities and social dynamics. These plans will encompass multifaceted approaches, including awareness campaigns, education initiatives, and strengthening social support networks to address gender norms, seeking to challenge harmful beliefs and behaviours that perpetuate violence. The plans will be based on the community genders protection assessments and the regular consultation with the local communities and their trained/supported members under this programme	No results are expected for this activity in the first Year.	No budget associated with this activity in Year 1.

## Syria Community Consortium - Resilience Programme Framework: Logical Framework

The matrix below details the indicative Logical Framework for the Syria Community Consortium - Resilience Programme Framework. However, this is not an exhaustive or definite document, as it will be amended to meet the needs and preferences of targetted crisis-affected communities, as identified through participatory needs assessments during the project initiation phase. Following the completion of participatory needs assessments, an area-level logical framework will be designed by the Area-Based Coordination Unit in coordination with the Sectoral Technical Units and with oversight from the Protection Mainstreaming Unit and the Social Cohesion and Community Engagement Unit, complete with area-level targets, to meet the identified needs of communities and to ensure a tailored and integrated approach.

Resilience Outcome	Corresponding Indicator(s)	Definitions (where relevant)	Frequency of Measurement	Tool Used for Data Collection (Individual-level /Household-level)	Resources
<b>Goal:</b> The adaptive capacities and socio-economic well-being of people, households and communities in Syria have been strengthened	% of participants who report a strengthened sense of socio-economic well-being as a result of program activities (disaggregated by GAD)	Socio-economic well-being defined by "Taxonomy of WB Indicators" developed by the University of Bath's Research Group on Well-Being in Developing Countries (WeD) .	Baseline, Midline, Endline	Individual tool	<a href="#">Analyzing Wellbeing: A Framework for Development Practice — the University of Bath's research portal</a>
	% of targeted community members who report an improved sense of dignity/ self-esteem.		Baseline, Midline, Endline	Individual tool	
	% change in household SRI score	Self-Reliance: The social and economic ability of an individual, a household or a community to meet its essential needs in a sustainable manner.	Baseline, Midline, Endline	HH tool	<a href="#">SRI</a>
	% of targeted community members who report improved sense of social inclusion		Baseline, Endline		
<b>Pathway 1: Food Security and Climate-Sensitive Production</b>					
<b>Objective 1:</b> Crisis-affected households have increased food production for consumption and/or income by using climate-sensitive agriculture production practices	% change in participants' average scores in reduced CSI as compared to baseline (disaggregated by GAD)	<b>Participants</b> - Individuals and households who were targeted/ benefited directly through any project interventions would be considered participants). <b>CSI</b> - A tool for rapidly measuring household food security and the impact of food aid programs in humanitarian emergencies. The indicator has been predominantly used in the context of Africa. Therefore, the list of coping behaviours needs to be reviewed, contextualised, and agreed upon among all consortium members.	Baseline, Midline, Endline	Household tool	<a href="#">Coping Strategies Index</a>
	% change in the proportion of households into the acceptable FCS category as compared to baseline (disaggregated by GAD)	<b>Food Consumption Score (FCS)</b> - The FCS aggregates household-level data on the diversity and frequency of food groups consumed over the previous seven days, which is then weighted according to the relative nutritional value of the consumed food groups. Recommended to review the weighting based on the Minimum Expenditure Basket (MEB) for the context. It suggested that the indicator be measured with participants not receiving food security assistance directly as well.	Baseline, Midline, Endline	Household tool	Food Consumption Score (FCS)
	% of household expenditure on food	The Minimum Expenditure Basket (MEB) is to be used to assess the proportion household's spend on food and specific food items. The indicator will inform understanding of food security at a household and community level by correlating the results of this indicator with the FCS, CSI & SRI.	Baseline, Midline, Endline	Household tool	<a href="#">Minimum Expenditure Basket (MEB)</a> <a href="#">MEB Decision Making Tools</a>
	# of harvested crop yields per hectare	The indicator will be measured based on data points 1) Harvested output (in Kgs) and 2) Area planted (hectares). The frequency will depend on the type of agriculture; with seasonal crops, the measurement should be done after harvesting, while other frequencies need to be more specific.	Baseline, Midline, Endline	Household tool	<a href="#">Agricultural Productivity Performance Indicators - FANTA</a>
	Gap between actual and potential yields	The indicator will be measured based on data points 1) Harvested output (in Kgs), 2) Area planted (hectares) for which the data will be received from the farmer, 3) Demo plot yields (either based on the baseline or a scientific estimate).	Baseline, Midline, Endline	Household tool	
<b>Outcome 1.1:</b> Increased production capacities and improved resilience to climate shocks	% of farmers reporting increased production in their respective crops/livestock	This indicator will measure the crops /livestock yield increment before and after the intervention focussing on those households will be benefited from the project	Baseline, Seasonal monitoring of agriculture performance	Households tool / FGDs	Agricultural Productivity Performance Indicators - FANTA Project
	% of farmers reporting increased knowledge and resources to their preparedness for early action to climate shocks	This indicator measure increased knowledge and assets creation through capacity building training and discharging key resources	Pre and post training report, Baseline, endline .	Households tool / FGDs	
	% farmers reporting adoption of positive coping strategies in their farming practices	This indicator measure improving of coping strategies by farmers as result of adoption of climate smart agricultures and innovative, cost effective and efficient approach of farming practices	Baseline, and endline	Households tool / FGDs / KIIs	Coping Strategies Index
<b>Output 1.1.1</b>	# of farmer's associations provided with technical and institutional governance support for expanding and strengthening capacities to take leadership role in their communities	This indicator measures improvement of leadership role farmers association in the communities as result of capacity building on technical and institutional governance	Pre and post training report, field observation, monitoring report	Households tool / FGDs / KIIs	
<b>Output 1.1.2</b>	# of farmer's field schools established	This indicator measures increase in innovation and learning as result of establishment of farmers field schools and give rooms for farmers to test various type of crop varieties and agricultural technologies for further scale up .	Baseline, endline, field observation, monitoring report	Households tool / FGDs / KIIs	
<b>Output 1.1.3</b>	# of extension services delivery established for farmers	This indicator measures quality and access to extension services by farmers as result of establishing an alternative private extension services	Baseline, endline, field observation, monitoring report	Households tool / FGDs / KIIs	
<b>Output 1.1.4</b>	# of farmers who have received agriculture inputs (cash/in-kind)	This indicator measure the quality and type of agricultural inputs provided through the cash /in-kind modalities	Post distribution monitoring and progress report	Households tool / FGDs / KIIs	
<b>Output 1.1.5</b>	# of trainers trained for TOT on climate smart agriculture practices and use of climate smart agricultural technologies	This indicator measures skills and knowledge acquired on climate smart agriculture practices and use of the climate smart agriculture technologies by TOT trainers and cascade the skill and knowledge to farmers	Pre and post training report, progress report, baseline, endline	Households tool / FGDs / KIIs	
<b>Output 1.1.6</b>	# of studies conducted to design context-specific community-managed early-warning systems for the agriculture sector	This indicator measures number of studies conducted to identify and design context -specific community-managed early warning systems for the agricultural sector		Households tool / FGDs / KIIs	



<b>Output 1.1.7</b>	# of technical assessments conducted for irrigation systems	This indicator measures number of technical irrigation assessment conducted and identified feasible irrigation systems for rehabilitation		Households tool / FGDs / KIIs	
<b>Output 1.1.7.a</b>	# of irrigation infrastructure rehabilitated	This indicator measures increased access of irrigation water and farming land as result of number of irrigation infrastructure rehabilitated	Progress and assessment report, baseline, endline	Households tool / FGDs / KIIs	
<b>Pathway 2: Household Income &amp; Financial Services</b>					
<b>Objective 2:</b> Crisis-affected households generate sufficient income from employment or self-employment	% of HHs who are able to increase their income from employment or self-employment as compared to baseline (disaggregated by GAD)	The indicator will measure that increased income at the household level as a result of the provided assistance for employment or self-employment. The indicator will be measured separately for groups supported on employment and for self-employment, but at a household level (not individual).	Baseline, Midline, Endline	HH tool	<a href="#">Increased Income</a>
	% of HHs whose income from employment or self-employment is sufficient to cover their basic and protection needs (disaggregated by GAD)	The Minimum Expenditure Basket (MEB) is to be used to assess the proportion HH spending on basic and protection needs.	Baseline, Midline, Endline	HH tool	<a href="#">MEB Decision Making Tools</a>
<b>Outcome 2.1:</b> Improved access to livelihoods and income generating opportunities	% of participants reporting employed/self-employed	The indicator measures the percentage of people successfully gained self-employment or wage employment as a result of their participation in the livelihood support activities. The indicator will be measured at the individual level and for all those who graduated from the employment support program.	Traceability study	Employment traceability tool	
	% of participants reporting diversified income sources	This indicator will measure the diversification at the HH level to identify the income options available to HHs to improve their livelihoods resilience. Multiple income sources within the HH will be indication of building livelihoods resilience. The indicator will also measure the level of income derived from all income sources.	Baseline, Endline	Household Pre-Post Assistance Survey	
	% of participants reporting increased and positive engagement between communities and private sector	The indicator will measure the change in the level of engagement between target communities and the private sector in terms of providing employment services, training opportunities, and resolving employment challenges. Indicator will measure two aspects, one is the frequency and level of engagement, and second is the change in relationships between both. Measurement will be at the group level through focus group discussion consist of mixed participants from private sector and members of communities.	Baseline, Endline	FGDs with private sector and communities	
<b>Output 2.1.1</b>	# of gender & protection analysis conducted	As part of all livelihood assessments, gender and protection analysis will be conducted to design the activities with gender and protection lens.		Assessment Report	
<b>Output 2.1.2</b>	# of private sector institutions consulted to develop the private sector led employment & entrepreneurship development model	This will be number of consultation made with numbers of private sector with their interest on engaging actively in designing model to support employment and enterprise development.		Meeting minutes	
<b>Output 2.1.3</b>	# of labour market assessment conducted	This indicator will measure the numbers of labor market assessment conducted to identify the potential economic sector/sub-sector and to find solutions to address the challenges prevailing in labor markets.		Assessment Report	
<b>Output 2.1.4</b>	# of participants received business support (in-kind/cash)	The indicator will measure the number of individuals who are direct recipient of the grant or in-kind support to start/restart/expand their businesses/livelihoods.	For each distribution	Beneficiary List,	
<b>Output 2.1.5</b>	# of participants graduated from business management training	The number of participants who enrolled into business management training and who actually graduated from the training program with at least 70% of the participation in training sessions.	For each training group	Attendance list	
<b>Output 2.1.6</b>	# of private sector partnership agreements signed	This will measure the number of actual agreements signed with the private sector companies/employers to participate in employment promotion program. The measurement will be at the individual partner level with evidence of the partnership agreement signed for the agreed scope of work, duration, contribution, and roles & responsibilities.		Copy of agreements	
<b>Outcome 2.2:</b> Improved access to protection remedies as a result of improved income sufficiency	% of individuals recovering from protection risks who report improved access to protection remedies as a result of improved income sufficiency	This indicator measures the outcome of livelihoods or income generation programs when it comes to the improved access to protection remedies for individuals who have faced protection risks. The indicator captures the percentage of individuals recovering from protection risks who report improved access to protection remedies as a result of increased income sufficiency due to their participation in livelihoods or income generation programs. Protection remedies may include legal assistance, counseling services, access to mental health services, or other forms of support that help individuals to recover from protection risks.	Baseline, Midline, Endline	Individual assessment tool	
<b>Output 2.2.1</b>	# of individuals recovering from protection risks targeted by livelihoods activities including micro-finance grants and vocational training				
<b>Pathway 3: Functioning Markets</b>					
<b>Objective 3:</b> Markets utilized by crisis-affected communities are functional, inclusive and accessible	% of community members who report that barriers to accessing local markets have been successfully mitigated (disaggregated by GAD)	This indicator would need to be defined during inception phase after a target area has been selected and an assessment of barriers has been conducted	Baseline, Midline, Endline	Individual-level tool	
	% of community members who report that market functionality has improved as compared to baseline (disaggregated by GAD)	This indicator would need to be defined during inception phase after a target area has been selected and the consortium has a better understanding of community perceptions of market functionality	Baseline, Midline, Endline	Individual-level tool	
	% of self-employed and SME supported through the project who, in the past 3/6 months used one or more of the promoted financial products / services	This indicator measures the percentage of the target individuals or SME that applied for and used one or more of the promoted financial products / services, such as loans, lease-to-own payments, insurance products, money transfers, or saving accounts.	Baseline, Midline, Endline	Individual-level tool	<a href="#">Use of Financial Products / Services</a>
<b>Outcome 3.1:</b> Improved capacities of markets to provide equitable needed employment and input services for the targeted	% of market actors/value chain actors reporting increased trade/business activities	This indicator will measure the frequency, level, and nature/type of engagement among market and value chain actors as a result of market linkage and value chain development activities. This will also measure any improvement in the relationships and change in the trade/business activities among value chain actors, for example, farmers to processors relationships for buying and selling, contract farming, etc. Any mode of relationship which increase the trade activities among actors will be measured.	Baseline, Endline	FGDs with value chain actors	
	% of new SMEs within the selected value chains/market system reporting increased performance	Any new SMEs entering into selected value chain/market system will be measured in terms of its performance. The performance measurement will use set of enterprise performance indicators at enterprise level in terms its profitability, business growth, business retention, productivity, etc.	Baseline, Endline	Individual Enterprise Interviews	

communities	% of communities reporting increased access to improved market services within the selected market systems/value chain	The indicator will measure the access of value chain actors and consumers to needed items, services within the selected value chain. A general population level consumer survey will be conducted to measure the level of satisfaction with market provision of items/services.	Baseline, Endline	Consumer Survey	
<b>Output 3.1.1</b>	# of market infrastructure rehabilitated and supported	The indicator will measure the number of markets that is rehabilitated. The measurement will include, volume of work done, length/sqm of the structure rehabilitated, type of rehabilitation done, and the provision of services through the rehabilitated market.	Baseline, Endline	FGDs, technical assessments	
<b>Output 3.1.2</b>	# of market systems/value chain assessed and finalized to inform programming	The indicator will measure the number of market systems and value chain studies conducted to inform the types of value chains for support program.	Once	Assessment Report	
<b>Pathway 4: Basic Services</b>					
<b>Objective 4:</b> Crisis-affected households and communities benefit from affordable, appropriate, accessible, equitable and high-quality basic services	% of community members who report that the perceived quality of basic services has improved as compared to baseline (disaggregated by GAD)	Perceived quality to be defined during inception based on community input	Baseline, Midline, Endline	Individual-level tool	
	% of beneficiaries surveyed reporting satisfaction with basic services received, including accessibility of basic and protection services.	Basic services would include but not limited to: Water, improved sanitation, solid waste management, transportation/mobility, energy, mobile and internet, information, some form of social welfare, health care, education, and public and open spaces. To be defined this during inception when it is clear which basic services the consortium will be targeting with its interventions. Access implies sufficient and affordable service is reliably available with satisfactory or adequate quality. It also covers safe and dignified access to the service in terms of proximity or material support received to cover safe & dignified transportation if it is life-saving or specialized-protection assistance that the beneficiary is attempting to access. This indicator would need to be defined during inception phase after a target area has been selected and an assessment of barriers has been conducted. Replace with Access indicator below	Baseline, Midline, Endline	Individual-level tool	<a href="#">Access to basic services</a>
	% of marginalized individuals who report improved, safe and dignified access to specialized and/or life-saving assistance, thanks to the individual assistance provided	By measuring the percentage of beneficiaries who report improved social connections or a greater sense of belonging, this indicator can help to assess the effectiveness of social enterprises in promoting positive social outcomes for their beneficiaries.	Baseline, Midline, Endline	Individual-level tool	
<b>Outcome 4.1:</b> Crisis-affected populations have improved access to safe and dignified housing	% of target population living in safe and dignified shelters in secure settlements	Provision of long-term permanent shelter solutions for the affected population through damaged house repair to returnees (IDPs & Refugees). This service will improve the living conditions of crisis-affected individuals by increasing access to safe and dignified shelter solutions for the most at-risk community members. Access to basic services at the household level will allow crisis-affected populations to restore their dignity and regain safety in improved living conditions.	Baseline, Endline	HH tool	
<b>Output 4.1.1</b>	# of partially damaged apartment rehabilitated	refers to a quantitative measurement used to track the number of partially damaged apartment units that have undergone rehabilitation or repair after finalize the activities implementation	Endline	HH tool	
<b>Output 4.1.2</b>	# of individuals benefiting from partially damaged apartments rehabilitation	refers to a quantitative measurement used to track the number of individual people who have experienced positive outcomes or improvements in their living conditions as a result of the rehabilitation or repair of partially damaged apartments through direct HC after finalize the activities implementation	Endline	HH tool	
<b>Output 4.1.3</b>	# of crisis-affected populations have improved access to safe and dignified housing through the repair of partially damaged houses/apartments.	Average % of the following indicators: - population considering that their basic shelter needs are met in a timely manner. - population considering their settlement to be secure. Provide data for each of these two indicators in comments field, each family represented through the head of the household	Baseline, Endline	HH tool	
<b>Outcome 4.2:</b> Crisis-affected populations have improved their access Water, Sanitation, and Hygiene facilities	% of crisis-affected population are provided with equitable, safe and dignified access to adequate water, sanitation and hygiene services that enable them mitigate impact and build resilience from public health risks, disease outbreaks and climate related-risks	Climate resilient water, sanitation and other basic services: > Risk analysis undertaken to potential impacts of extreme weather events, and preventive measures are managed and minimise climate risks to WASH infrastructure and services, reliable at all times, both during the year (i.e. during dry season) and during extreme weather events (i.e. during droughts/floods). > Considered greenhouse emissions (GHE) impact, working towards a low-carbon WASH services, use renewable energy sources. The use of diesel-powered generators is accepted if it is to be used as back up or in circumstances where other alternatives are not appropriate. > Helping build community resilience against climate change impacts, while reducing existing inequalities. > Management/service delivery models are sufficiently robust to cope with crisis, climate uncertainties, ensure longer-term sustainability (e.g. demographic change, economic transition or increasing competition over limited resources)	Baseline, Endline	Individual & HH level tools	
<b>Output 4.2.1</b>	# of crisis-affected populations have improved access to safe and adequate water supply	Safe and adequate water supply in households, communities, schools, and health facilities according to national & Sphere standards	Baseline, Endline	Individual & HH level tools	
<b>Output 4.2.2</b>	# of at-risk community members who have improved access to appropriate sanitation and solid waste management	Safe and adequate sanitation & solid waste management services in households, community, schools and health facilities according to national & Sphere standards	Baseline, Endline	Individual & HH level tools	
<b>Output 4.4.3</b>	% of crisis-affected population have improved health-hygiene knowledge and behaviours based on identified context-specific risks	Improved health-hygiene knowledge and behaviours based on identified context-specific risks in households, community, schools and health facilities according to national and Sphere standards	Baseline, Endline	Individual & HH level tools	
<b>Output 4.2.4</b>	% of rehabilitated schools are with functional classrooms, water supply, sanitation and hygiene facilities, and electricity	refers to a quantitative measurement used to evaluate the percentage of schools that have undergone rehabilitation efforts and meet certain essential criteria for functionality and infrastructure quality	Baseline, Endline	PDM, Surveys, observation forms, photos	
<b>Outcome 4.3:</b> Learning Environments for crisis-affected communities are enhanced through safe, conducive, and child-friendly learning	CWS/ NFE: % of children in schools who report improved well-being	<ul style="list-style-type: none"> <li>Well-being is defined as children who by their own perception feel that their psychosocial situation has improved since joining the program.</li> <li>Children are surveyed at the beginning of the program and at the completion of the program. The improvement is the difference in wellbeing between the two surveys.</li> </ul>	Baseline, Endline	Individual well being assessment tool; Database of scores (pre and post) per individual	
	CWS/ NFE: % of participants who can correctly replicate key (skills/methods) covered in training/outreach	<ul style="list-style-type: none"> <li>Teacher: a teacher is defined as a person responsible for leading learning activities with children and youth. Included in this definition are – teachers, facilitators, trainers, resource persons, coach/ mentors.</li> <li>Training packages include – Teacher in Crisis Context-TICC (primary), BLP1</li> <li>Minimum training package –TICC = 3-day skills development, mock sessions/ assessment.</li> <li>Correctly replicate skills: is defined as the demonstration of the skills identified in the classroom in accordance with the criteria stated in the observation form.</li> <li>The teacher is considered competent when they are able to replicate ALL criteria in the observation form.</li> <li>Skills can be demonstrated during mock sessions. These can be used in the event that classroom observations are not possible.</li> <li>This tool is only to be conducted by a staff with a teacher.</li> <li>This indicator refers only to teachers who have an attendance of 80% in the training (=teachers trained).</li> </ul>	Endline	Teacher Observation Tool	

Hygienic learning environments that foster better learning outcomes	CWS/ NFE: % beneficiary families/schools officials/teachers who report/are observed using kit materials for formal educational purposes X months (e.g. 2 months) after distribution	Teacher: a teacher is defined as a person responsible for leading learning activities with children and youth. Included in this definition are – teachers, facilitators, trainers, resource persons, coach/ mentors. Kit is defined as teacher individual kit and/or school/classroom kit	Endline	PDM, Surveys, observation forms, photos	
	% of constructed or rehabilitated toilet with HWS that are accessible, clean and functioning 3 months after completion	Refers to a quantitative measurement used to assess the percentage of toilets that have been newly constructed or rehabilitated with Handwashing Facilities (HWS), which are accessible, clean, and fully operational three months after the construction or rehabilitation work has been completed. as these facilities should be easily reachable, well-maintained, clean, and fully operational, indicating that they can be effectively used by individuals in a hygienic and functional manner.	Endline	PDM, Surveys, observation forms, photos	
	% of the students and teachers who are satisfied with the school rehabilitation	Refers to a quantitative measurement used to assess the level of contentment and approval among both students and teachers regarding the rehabilitation work carried out in a school environment. As the school's students and teachers express satisfaction or not with the improvements made to the school as a result of the rehabilitation efforts.	To be conducted before and after the rehabilitation through baseline endline and satisfaction survey	PDM, Surveys, observation forms, photos	
Output 4.3.1	# of school children have improved access to safe, conducive, and child-friendly learning environments that foster better learning outcome	Refers to a quantitative measurement used to track the number of students who now have enhanced opportunities to learn in educational settings that are secure, supportive, and tailored to the needs of children, ultimately leading to improved educational achievements.	Baseline, Endline	PDM, Surveys, observation forms, photos	
Output 4.3.2	# of school children with disabilities and marginalised groups have improved access to rehabilitated schools with greater inclusivity	refers to a quantitative measurement used to track the number of students who belong to marginalized groups, including those with disabilities, and who now have enhanced opportunities to access rehabilitated schools that are more inclusive and accommodating to their specific needs.	Endline	PDM, Surveys, observation forms, photos	
Output 4.3.3	# of teachers trained (formal education)	Number of teachers that attend at least 80% of a training. Teacher – a teacher is defined as a person responsible for leading learning activities with children and youth. Included in this definition are – teachers, facilitators, trainers, resource persons, coach/ mentors. Teacher training: This refers to any support and capacity building which enables teachers and other education personnel to effectively instruct and assess learners. Teacher development programmes are based on actual and evolving needs of both teachers and learners.	After each training	Training agenda, training attendance list, training feedback forms	
Output 4.3.4	# of teachers competent	The teacher is considered competent when they are able to replicate ALL criteria in the observation form.	3 times: the last day of training plus 2 follow up observations during the course of the project	Teacher Observation tool	
Output 4.3.5	# of learners expected to benefit from teacher training (estimate)	Learners are defined as the children and youth enrolled in each school. This number should be an estimate of the average TLS attendance/capacity			
Output 4.3.6	# of individuals receiving NFI kits (formal education) *	Kits are distributed at the end of the activity. An NFI kit is a collection of non-food items (note books, pencils, pens, school bags, registers...) distributed to beneficiaries in a single bundle to support non-formal education. The distribution of student, teacher and director kits can be included in this category. Distribution list must contain contents of kit being distributed.	Endline	Distribution List	
Output 4.3.7	# of individuals students benefiting from rehabilitation and equipping of schools	Refers to a quantitative measurement used to track the number of students who have experienced positive outcomes as a result of the rehabilitation and improvement efforts undertaken in schools	Endline	PDM, Surveys, observation forms, photos	
Output 4.3.8	# Number of schools made accessible to children with disabilities	refers to a quantitative measurement used to track the number of schools that have enhanced their access opportunities and become more inclusive and accommodated to disabled-specific needs	Endline	PDM, Surveys, observation forms, photos	
Outcome 4.4: Crisis-affected populations have improved access to health and MHPSS services	% of beneficiaries who report being able to participate in decisions related to provision of healthcare services	This indicator is used to assess the degree to which beneficiaries are able to participate in decisions about their healthcare, which is an important aspect of patient-centered care.	Annual	Individual-level tool	<a href="#">9789289054126-eng.pdf (who.int)</a>
	# of Community Health Workers per 10,000 population	This outcome assesses the strengthened capacity of health systems and services to withstand and respond effectively to shocks, such as conflicts or disasters, and maintain essential health services.	Annual	Individual-level tool	<a href="https://apps.who.int/iris/handle/10665/69331">https://apps.who.int/iris/handle/10665/69331</a>
	% of patients report satisfaction with health services	This indicator is used to assess the quality of healthcare services provided to patients, as perceived by the patients themselves.	Bi-annual	Individual-level tool	<a href="https://www.oecd-ilibrary.org/sites/health_glance-2017-29-en/index.html?itemid=/content/component/health_glance-2017-29-en">https://www.oecd-ilibrary.org/sites/health_glance-2017-29-en/index.html?itemid=/content/component/health_glance-2017-29-en</a>
Output 4.4.1	# of consultations per month at supported health facilities, disaggregated by service type (PHC, MH, MCH, NCDs)	Consultations are defined as an educational, preventive, diagnostic, therapeutic, referral or advisory service provided by a licensed provider to a patient in an outpatient setting. It refers to new and follow-up visits. This output will demonstrate the change in the volume of primary healthcare services, maternal and child health interventions, and non-communicable disease management through innovative approaches that bridge existing gaps in service provision.	Ongoing	Individual-level tool	<a href="#">IMC Beneficiary Counting Guidelines</a>
Output 4.4.2	# of community health clubs and MH Service User Associations established and functioning.	This output quantifies the total count of community health clubs and MHPSS support groups that have been established and are actively functioning. Community health clubs and MHPSS support groups are local groups formed to promote health education, awareness, and community-led health initiatives. A functioning community health club or MH service user association is one that is actively engaged in promoting community participation and engagement in healthcare	Annual	Individual-level tool	<a href="#">Community-based mental health services using a rights-based approach (who.int)</a>
Output 4.4.3	# of rapid health community committees established	This indicator measures the quantity of rapid health community committees that have been formed and established within a specific context. Rapid health community committees are local groups of community members, often including individuals with health expertise or training, who are organized to respond quickly to health-related emergencies, disseminate health information, and facilitate coordination between communities and health authorities during crises or urgent situations.	Annual	Community Committee Establishment Forms and Health Committee Meeting Minutes	<a href="#">CHC_HFMC_Program_Functionality_Assessment_Final.pdf (coregroup.org)</a>
Output 4.4.4	# of health facilities implementing context-specific community-based surveillance systems.	This output measures the proportion of health facilities in Aleppo and Rural Damascus that have implemented community-based surveillance systems tailored to the specific health needs and challenges of the respective communities.	Bi-annual	Individual-level tool	<a href="https://www.afro.who.int/sites/default/files/2017-06/a-guide-for-establishing-community-based-surveillance-102014_0.pdf">https://www.afro.who.int/sites/default/files/2017-06/a-guide-for-establishing-community-based-surveillance-102014_0.pdf</a>
Output 4.4.5	# of health facilities rehabilitated, based on findings from Harmonized Health Facility Assessments (HHFAs).	This indicator measures the number of health facilities that have been rehabilitated based on the recommendations from HHFAs. Rehabilitation and rebuilding may involve upgrading or repairing infrastructure, adding new equipment, assessing staffing levels, or improving service delivery processes, among other related aspects.	Annual	Individual-level tool	<a href="https://www.who.int/health-cluster/resources/publications/who-health-facility-assessment-toolkit-2018.pdf">https://www.who.int/health-cluster/resources/publications/who-health-facility-assessment-toolkit-2018.pdf</a>
Output 4.4.6	# of health facilities supported in upgrading or modifying information systems based on results of technical assessment	This output measures the number of health facilities that have received assistance to improve their information systems, such as upgrading or modifying hardware or software, based on the results of a technical assessment	Annual	Individual-level tool	<a href="https://apps.who.int/iris/rest/bitstreams/1354614/retrieve">https://apps.who.int/iris/rest/bitstreams/1354614/retrieve</a>
Pathway 5: Enabling Community Environment					
	% of community members who report barriers to meaningful participation in community structures have been successfully mitigated (disaggregated by GAD)	"Barriers" to be defined during inception	Baseline, Midline, Endline	Individual-level tool	

<b>Objective 5:</b> Crisis-affected communities are more cohesive, inclusive, safe and equitable	% of community members who report positive change in perceptions of other identity groups in their community (disaggregated by GAD)	"Identity groups" to be defined during inception	Baseline, Midline, Endline	Individual-level tool	
	% of targeted community members with supportive attitudes towards women's economic participation	The indicator shows the extent to which the target community members are supportive of women's active economic participation. It helps understand how target groups react to an intervention and change their attitudes toward women's economic participation	Baseline, Midline, Endline	Individual-level tool	Attitudes Towards Women's Economic Participation
	% of the targeted community members perceiving a high likelihood of being severely affected by [specify the hazard]	[specify the hazard] could include Explosive Ordnance Children exposed to sexual harassment in public areas, Children exposed to sexual harassment in place they access services (school, health care, etc) Women exposed to sexual harassment in public areas, Women exposed to sexual harassment by intimate partners	Baseline, Midline, Endline	Individual-level tool	
	% of beneficiaries who report improved finances as well as social connections or a greater sense of belonging in their community as a result of their involvement with the social enterprise supported	This indicator measures the dual impact of a social enterprise by assessing its contribution to both improved finances and improved social connections or a greater sense of belonging among its beneficiaries. The indicator captures the percentage of beneficiaries who report both improved finances and improved social connections as a result of their involvement with the social enterprise supported. Improved finances can be characterized by increased income, improved financial literacy, or other financial outcomes that improve the economic well-being of beneficiaries. Improved social connections/greater sense of belonging can be characterized by increased social engagement, interaction, and support from others in the community	Baseline, Midline, Endline	Individual-level tool	
<b>Outcome 5.1:</b> Crisis-affected communities have increased opportunities and avenues for community engagement	% of targeted beneficiaries who report safe, dignified and effective participation in community-led initiatives (GAD disaggregated data)	The indicator captures the percentage of targeted beneficiaries who report safe, dignified, and effective participation in community-led initiatives, with data disaggregated by gender and other relevant factors related to gender equality and social inclusion. Safe participation refers to the absence of any physical or psychological harm or threat to the beneficiary while participating in community-led initiatives. Dignified participation refers to the respect of the beneficiary's rights, values, and culture while participating in the initiatives. Effective participation refers to the beneficiary's ability to meaningfully engage in the initiatives and contribute to their outcomes	Baseline, Midline, Endline		
	% targeted community members reporting improved social connectedness	Percentage change in perceived level of social connectedness reported by community members participating in social cohesion activities	Bi-annual	Social Connectedness Scale	
<b>Output 5.1.1</b>	% of population engaged meaningfully to ensure SCC programmes are designed and implemented to respond to their actual needs (e.g. go beyond SPHERE minimums), provide a safe and dignified access to services, builds on local/ community knowledge and capacities, and are conflict sensitive.	> Work with communities to understand issues of accessing WASH, health care and non-formal systems being used. Work with formal and non-formal health care actors to assess gaps in public health programming where Oxfam could support. > Support and strengthen community and local and national leadership structures, including those within the non-formal and formal health systems, to lead epidemic preparedness and response measures, and linking them with stakeholders such as government institutions and other humanitarian actors to support longer term change.	Baseline, Endline	Individual & HH level tools	
<b>Output 5.1.2</b>	# of individuals targeted by community-led initiatives	While designing the community-led initiatives, including activities, each activity will define the target beneficiaries in terms of nature and scale	Baseline, Midline, Endline		
<b>Output 5.1.3</b>	# community-based Social Cohesion Activity Groups	Community members taking part in and completing of a structured social cohesion activity for a set period of time/sessions	Bi-annual	Attendance Sheet	
<b>Outcome 5.2:</b> Crisis-affected communities have increased access to participation in community-based social enterprises	% of targeted beneficiaries who report safe, dignified and effective participation in community-based social enterprises	This indicator measures the extent to which targeted beneficiaries report feeling safe, dignified, and effectively participating in community-based social enterprises. The indicator captures the percentage of targeted beneficiaries who report safe, dignified, and effective participation in community-based social enterprises. Safe participation refers to the absence of any physical or psychological harm or threat to the beneficiary while participating in the social enterprise. Dignified participation refers to the respect of the beneficiary's rights, values, and culture while participating in the social enterprise. Effective participation refers to the beneficiary's ability to meaningfully engage in the social enterprise and contribute to its outcomes. Community-based social enterprises are social enterprises that are owned and operated by members of the community, with the aim of benefiting the community as a whole. These enterprises can provide opportunities for targeted beneficiaries to participate in economic activities and contribute to the development of their community.	Baseline, Midline, Endline		
<b>Output 5.2.1</b>	# of individuals targeted by social enterprises	Number of individuals directly benefiting from the social enterprise in terms of both financial and social gain. However, while measuring the impact on social cohesion, indirect beneficiaries should also be included in the evaluation survey.	Baseline, Midline, Endline		
<b>Outcome 5.3:</b> Tailored protection response services (case management and IPA) have supported at-risk individuals to prevent and respond to protection threats and violations	% of IPA/case management beneficiaries who report increased ability to meet unique protection need as a result of receiving cash assistance (disaggregated by sex, age, disability)		Ongoing	MEAL individual beneficiary survey one month following the delivery of assistance.	
<b>Output 5.3.1</b>	# of referral systems in place that include multi-sectoral services (health, psychosocial, legal, etc)		Ongoing	Referral documentation forms; regularly updated service mapping template.	
<b>Output 5.3.2</b>	# of individuals receiving case management services (disaggregated by sex, age, disability & status)		Ongoing	Case files; Case management database	
<b>Output 5.3.3</b>	# of individuals provided with IPA to meet their protection needs (disaggregated by sex, age & status)		Ongoing	Case files; Case management database; IPA distribution list	
<b>Output 5.3.4</b>	Total volume (USD value) transferred through cash (transfer value only, excluding overhead/support costs) to address individual protection risks		Ongoing	IPA distribution list	

<b>Outcome 5.4:</b> Crisis-affected communities have increased capacity for self-protection and are more resilient to the stresses associated with population movement (return and displacement).	% of individuals reporting the information received will be used in their daily life		Ongoing	Protection Awareness Raising Survey	
<b>Output 5.4.1</b>	# of individuals accessing key protection messages through outreach and awareness raising		Ongoing	Attendance sheets	
<b>Output 5.4.2</b>	# of women and men reached with GBV prevention activities		Ongoing	Awareness raising survey, and/or applicable pre/post-tests of dedicated curricula	
<b>Output 5.4.3</b>	# of community-based protection focal points trained on protection and identification of at-risk individuals in their communities		Ongoing	Pre/post tests	
<b>Output 5.4.5</b>	# of individuals participating in community-based psychosocial activities, including life skills, recreational, art-based and sport/game-based activities (disaggregated by sex, age, disability & status)		Ongoing	Attendance sheets	
<b>Outcome 5.5:</b> To reduce the impact of mines, cluster munitions, and other ERW on crisis-affected communities	% of community members that demonstrate increased knowledge and feelings of safety after Mine/ERW awareness sessions- segregated by age, gender, diversity, conflict sensitivity and equality		Ongoing	Individual level	
	% of risk education participants who report having a better knowledge and understanding of the risks posed by EO and know how to adopt safer behaviours 6 months after the RE sessions		6 months after delivery of sessions	Individual level	
	% of land released used for livelihoods, agricultural, critical infrastructure and to enable IDP safe returns process		12 months after land release	Post implementation monitoring	
<b>Output 5.4.1</b>	# of risk education sessions delivered		Ongoing	Attendance sheets	
	# of community members benefiting from risk education sessions, disaggregated by GAD		Ongoing	Attendance sheets	
<b>Output 5.4.2</b>	# of Teachers and/or Community Focal points trained in delivery of RE sessions		Ongoing	Attendance sheets	
<b>Output 5.4.3</b>	# Sqm of safe land released back to the communities through clearance of land		At land release	QA report	
<b>Output 5.4.4</b>	# of surveys conducted to identify suspected hazardous areas (SHA) or confirmed hazardous areas (CHA)		Ongoing		
<b>Output 5.4.5</b>	# of Mines/Cluster Munitions and other ERW safely removed/destroyed		Ongoing		

Danida internal budget:

			Amounts in DKK
	Activity Costs		26.757.500
1	Pathway 1	Increased food production	4.204.101
2	Pathway 2	Income generating activities	4.844.842
3	Pathway 3	Strengthened market functionality	3.364.087
4	Pathway 4	Access to services (health, education, water, shelter, protection)	12.106.789
5	Pathway 5	Cohesive, inclusive, equitable, and safe communities	2.237.681
B	Shared support cost		8.966.799
8	HQ indirect costs		2.500.701
	TOTAL		38.225.000



Project Title: Syria Community Consortium  
Project Duration: 1st November 2023 - 30th April 2024  
Budget Currency: USD  
Project Location: Aleppo and Rural Damascus

Partner (CONSORTIUM; DRC; IMC; NRC; OXF)	S No	Description/Activity	Unit	Type of Unit	Duration/ Occurrence	LOE	Unit Cost	Currency	Unit Cost (USD)	Total Cost (USD)	Pathway 1	Pathway 2	Pathway 3	Pathway 4	Pathway 5
	A	Direct cost								\$ 1,218,740.43	\$ 215,413.17	\$ 249,864.71	\$ 181,269.84	\$ 441,003.51	\$ 131,189.19
	A.1	Direct activity cost								\$ 909,978.63	\$ 165,685.48	\$ 187,273.21	\$ 132,908.77	\$ 333,104.88	\$ 91,006.29
	A.1.1	Activity costs								\$ 349,848.38	\$ 87,336.01	\$ 87,540.01	\$ 56,216.02	\$ 90,677.82	\$ 28,078.53
CON	A.1.1.1	Project Kick-off Meeting	1	Event	1	100%	\$ 2,000.00	USD	\$ 2,000.00	\$ 2,000.00	\$ 360.00	\$ 400.00	\$ 300.00	\$ 720.00	\$ 220.00
CON	A.1.1.2	Office Furnitures	3	No.	1	100%	\$ 200.00	USD	\$ 200.00	\$ 600.00	\$ 108.00	\$ 120.00	\$ 90.00	\$ 216.00	\$ 66.00
CON	A.1.1.3	IT Equipments and Related Accessories purchase for program staff	1	Lump-sum	1	100%	\$ 1,400.00	USD	\$ 1,400.00	\$ 1,400.00	\$ 252.00	\$ 280.00	\$ 210.00	\$ 504.00	\$ 154.00
DRC	A.1.1.4	Enumerators for Data Collection	12	Per.	3	100%	\$ 300.00	USD	\$ 300.00	\$ 10,800.00	\$ 972.00	\$ 2,700.00	\$ 972.00	\$ 3,564.00	\$ 2,592.00
DRC	A.1.1.5	Vehicle Rent - Programme	6	No.	5	100%	\$ 700.00	USD	\$ 700.00	\$ 21,000.00	\$ 1,890.00	\$ 5,250.00	\$ 1,890.00	\$ 6,930.00	\$ 5,040.00
DRC	A.1.1.6	Labour Market Assessment (Consultant)	1	Lump-sum	1	100%	\$ 6,000.00	USD	\$ 6,000.00	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -
DRC	A.1.1.7	Staff Capacity Building Training - Program specific	3	Event	1	100%	\$ 3,000.00	USD	\$ 3,000.00	\$ 9,000.00	\$ 810.00	\$ 2,250.00	\$ 810.00	\$ 2,970.00	\$ 2,160.00
DRC	A.1.1.8	Data Validation Workshop	2	Event	1	100%	\$ 2,500.00	USD	\$ 2,500.00	\$ 5,000.00	\$ 450.00	\$ 1,250.00	\$ 450.00	\$ 1,650.00	\$ 1,200.00
DRC	A.1.1.9	Office Furniture - Programme Staff	1	Lump-sum	1	100%	\$ 2,000.00	USD	\$ 2,000.00	\$ 2,000.00	\$ 180.00	\$ 500.00	\$ 180.00	\$ 660.00	\$ 480.00
DRC	A.1.1.10	IT Equipments - Laptop - Programme	12	Item	1	100%	\$ 1,400.00	USD	\$ 1,400.00	\$ 16,800.00	\$ 1,512.00	\$ 4,200.00	\$ 1,512.00	\$ 5,544.00	\$ 4,032.00
DRC	A.1.1.11	IT Equipments - Mobile Phone - Programme	12	Item	1	100%	\$ 550.00	USD	\$ 550.00	\$ 6,600.00	\$ 594.00	\$ 1,650.00	\$ 594.00	\$ 2,178.00	\$ 1,584.00
DRC	A.1.1.12	IT Equipments - Tablets for Data Collection	9	Item	1	100%	\$ 550.00	USD	\$ 550.00	\$ 4,950.00	\$ 445.50	\$ 1,237.50	\$ 445.50	\$ 1,633.50	\$ 1,188.00
DRC	A.1.1.13	IT Equipments - Other - Programme	1	Lump-sum	1	100%	\$ 9,000.00	USD	\$ 9,000.00	\$ 9,000.00	\$ 810.00	\$ 2,250.00	\$ 810.00	\$ 2,970.00	\$ 2,160.00
OXFAM	A.1.1.14	Procurement technical evaluators (4ppl x 80 days)	4	Per person	80	100%	\$ 27.25	USD	\$ 27.25	\$ 8,720.00	\$ 1,744.00	\$ 1,744.00	\$ 1,744.00	\$ 1,744.00	\$ 1,744.00
OXFAM	A.1.1.15	Market Analysis - Value chain assessment - P3	1	Per assessment	1	100%	\$ 8,000.00	USD	\$ 8,000.00	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00	\$ -	\$ -
OXFAM	A.1.1.16	Assessment to identify potential volunteer farmers, FFS master trainers and FFS fa	6	per school	1	100%	\$ 2,000.00	USD	\$ 2,000.00	\$ 12,000.00	\$ 12,000.00	\$ -	\$ -	\$ -	\$ -
OXFAM	A.1.1.17	Assessment of the existing farmers' groups /association technical and institutional g	1	lumpsum	1	100%	\$ 8,000.00	USD	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -
OXFAM	A.1.1.18	Assessing the potential challenges and opportunities to establishing extension serv	1	lumpsum	1	100%	\$ 5,000.00	USD	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
OXFAM	A.1.1.19	Assessment of existing community level early warning systems, challenges, gaps an	1	lumpsum	1	100%	\$ 5,000.00	USD	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
OXFAM	A.1.1.20	Assessment of irrigation water resources management and technical feasibility to r	1	lumpsum	1	100%	\$ 2,000.00	USD	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
OXFAM	A.1.1.21	Conducting assessment on Community Gendered Protection Analysis and dissemin	1	lumpsum	1	100%	\$ 2,000.00	USD	\$ 2,000.00	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -
OXFAM	A.1.1.22	Conduct assessment on the potential and opportunities in Establishing " Enterprise	1	lumpsum	1	100%	\$ 2,000.00	USD	\$ 2,000.00	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -
OXFAM	A.1.1.23	Conduct assessment to identify potential and impactful area to provide market-rel	1	lumpsum	1	100%	\$ 2,500.00	USD	\$ 2,500.00	\$ 2,500.00	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -
OXFAM	A.1.1.24	Conduct assessment to identify the potential, challenges and opportunities to build	1	lumpsum	1	100%	\$ 1,000.00	USD	\$ 1,000.00	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -
OXFAM	A.1.1.25	Conduct assessment to explore the potential challenges and opportunities to provi	1	lumpsum	1	100%	\$ 8,000.00	USD	\$ 8,000.00	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00	\$ -	\$ -
OXFAM	A.1.1.26	Dissemination Event in Syria	1	Per event	1	100%	\$ 1,500.00	USD	\$ 1,500.00	\$ 1,500.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
OXFAM	A.1.1.27	Visibility sets (roll up, posters, stickers, staff vest, etc.)	1	Per set	1	100%	\$ 3,161.00	USD	\$ 3,161.00	\$ 3,161.00	\$ 632.20	\$ 632.20	\$ 632.20	\$ 632.20	\$ 632.20
OXFAM	A.1.1.28	Laptop and tech supplies	4	Per laptop	1	100%	\$ 1,635.00	USD	\$ 1,635.00	\$ 6,540.00	\$ 1,308.00	\$ 1,308.00	\$ 1,308.00	\$ 1,308.00	\$ 1,308.00
OXFAM	A.1.1.29	Mobile phone purchase	5	Per mobile	1	100%	\$ 817.50	USD	\$ 817.50	\$ 4,087.50	\$ 817.50	\$ 817.50	\$ 817.50	\$ 817.50	\$ 817.50
OXFAM	A.1.1.30	Baseline, milestones, and end-line studies	1	Per set	2	100%	\$ 3,270.00	USD	\$ 3,270.00	\$ 6,540.00	\$ 1,308.00	\$ 1,308.00	\$ 1,308.00	\$ 1,308.00	\$ 1,308.00
OXFAM	A.1.1.31	Review Meetings and Learning sessions	1	Per session	2	100%	\$ 272.50	USD	\$ 272.50	\$ 545.00	\$ 109.00	\$ 109.00	\$ 109.00	\$ 109.00	\$ 109.00
OXFAM	A.1.1.32	Per diem local staff (5ppl x 30 days x 1 years)	5	Per person	15	100%	\$ 65.59	USD	\$ 65.59	\$ 4,919.14	\$ 983.83	\$ 983.83	\$ 983.83	\$ 983.83	\$ 983.83
IMC	A.1.1.33	TOT, Trainings for Data Collectors and Validation Workshop	1	Seminar	1	100%	\$ 17,281.18	USD	\$ 17,281.18	\$ 17,281.18	\$ -	\$ -	\$ -	\$ 17,281.18	\$ -
IMC	A.1.1.34	Tablets / Mobile electronic data collection devices	1	Tablet	8	100%	\$ 1,411.77	USD	\$ 1,411.77	\$ 11,294.12	\$ -	\$ -	\$ -	\$ 11,294.12	\$ -
IMC	A.1.1.35	Cell Phones	1	Phone	2	100%	\$ 235.00	USD	\$ 235.00	\$ 470.00	\$ -	\$ -	\$ -	\$ 470.00	\$ -
IMC	A.1.1.36	Printing/photocopying (e.g. participant guide, exposed paper questionnaires)	1	Leaflet	4	100%	\$ 31.00	USD	\$ 31.00	\$ 124.00	\$ -	\$ -	\$ -	\$ 124.00	\$ -
IMC	A.1.1.37	Stationary for trainings and field work (notebooks, pens)	1	Set	15	100%	\$ 1.10	USD	\$ 1.10	\$ 16.50	\$ -	\$ -	\$ -	\$ 16.50	\$ -
NRC	A.1.1.38	Detailed Multi sector needs assessment	1	Lumpsum	1	100%	\$ 23,999.99	USD	\$ 23,999.99	\$ 23,999.99	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ -
NRC	A.1.1.39	Community/stakeholder engagement (resilience plan)	1	Lumpsum	1	100%	\$ 8,000.00	USD	\$ 8,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
NRC	A.1.1.40	Value Chain and Market Assessment	1	Lumpsum	1	100%	\$ 29,999.99	USD	\$ 29,999.99	\$ 29,999.99	\$ -	\$ 14,999.99	\$ 14,999.99	\$ -	\$ -
NRC	A.1.1.41	Climat smart agriculture practice applications and technology assessment	1	Lumpsum	1	100%	\$ 29,999.99	USD	\$ 29,999.99	\$ 29,999.99	\$ 29,999.99	\$ -	\$ -	\$ -	\$ -
NRC	A.1.1.42	Training for community representative on Area Recovery & Resilience Plans	1	Lumpsum	1	100%	\$ 3,000.00	USD	\$ 3,000.00	\$ 3,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	\$ -
NRC	A.1.1.43	Participatory Vulnerability, Risk and Capacity Analysis (Separately for each sector) [S	1	Lumpsum	1	100%	\$ 3,000.00	USD	\$ 3,000.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ -
NRC	A.1.1.44	WASH governance assessment	1	Lumpsum	1	100%	\$ 15,999.99	USD	\$ 15,999.99	\$ 15,999.99	\$ -	\$ -	\$ -	\$ 15,999.99	\$ -
NRC	A.1.1.45	Detailed Mapping study on vocational training opportunities & gaps	1	Lumpsum	1	100%	\$ 19,999.99	USD	\$ 19,999.99	\$ 19,999.99	\$ -	\$ 19,999.99	\$ -	\$ -	\$ -
	A.1.2	Salaries (HQ and local, documented by time registration)								\$ 521,020.25	\$ 73,236.81	\$ 94,494.53	\$ 71,769.09	\$ 222,597.06	\$ 58,922.76
CON	A.1.2.1	Consortium - Manager	1	Month	6	100%	\$ 7,091.39	USD	\$ 7,091.39	\$ 42,548.34	\$ 7,658.70	\$ 8,509.67	\$ 6,382.25	\$ 15,317.40	\$ 4,680.32
CON	A.1.2.2	Consortium - MEAL Coordinator	1	Month	6	100%	\$ 6,176.09	USD	\$ 6,176.09	\$ 37,056.56	\$ 6,670.18	\$ 7,411.31	\$ 5,558.48	\$ 13,340.36	\$ 4,076.22
CON	A.1.2.3	Consortium - Resilience Technical Coordinator	1	Month	3	100%	\$ 6,176.09	USD	\$ 6,176.09	\$ 18,528.28	\$ 3,335.09	\$ 3,705.66	\$ 2,779.24	\$ 6,670.18	\$ 2,038.11
DRC	A.1.2.4	Head of Programme	1	Month	6	20%	\$ 7,738.41	USD	\$ 7,738.41	\$ 9,286.09	\$ 835.75	\$ 2,321.52	\$ 835.75	\$ 3,064.41	\$ 2,228.66
DRC	A.1.2.5	Programme Development and Grants Manager	1	Month	6	20%	\$ 7,217.64	USD	\$ 7,217.64	\$ 8,661.17	\$ 779.50	\$ 2,165.29	\$ 779.50	\$ 2,858.18	\$ 2,078.68
DRC	A.1.2.6	Economic Recovery Coordinator	1	Month	6	20%	\$ 6,965.14	USD	\$ 6,965.14	\$ 8,358.17	\$ 2,089.54	\$ 4,179.09	\$ 2,089.54	\$ -	\$ -
DRC	A.1.2.7	Protection & Risk Education Coordinator	1	Month	6	40%	\$ 7,217.64	USD	\$ 7,217.64	\$ 17,322.33	\$ 1,559.01	\$ 4,330.58	\$ 1,559.01	\$ 5,716.37	\$ 4,157.36
DRC	A.1.2.8	Advocacy Coordinator	1	Month	6	40%	\$ 7,217.64	USD	\$ 7,217.64	\$ 17,322.33	\$ 1,559.01	\$ 4,330.58	\$ 1,559.01	\$ 5,716.37	\$ 4,157.36
DRC	A.1.2.9	Humanitarian Mine Action - Operations Manager	1	Month	3	50%	\$ 7,091.39	USD	\$ 7,091.39	\$ 10,637.09	\$ -	\$ -	\$ -	\$ -	\$ 10,637.09
DRC	A.1.2.10	Shelter and Settlement Coordinator	1	Month	6	25%	\$ 1,658.89	USD	\$ 1,658.89	\$ 2,488.33	\$ -	\$ -	\$ -	\$ 2,488.33	\$ -
DRC	A.1.2.11	Information Management Specialist	1	Month	6	25%	\$ 1,160.94	USD	\$ 1,160.94	\$ 1,741.41	\$ 156.73	\$ 435.35	\$ 156.73	\$ 574.67	\$ 417.94
DRC	A.1.2.12	Monitoring, Evaluation, Accountability and Learning Officer	4	Month	6	30%	\$ 1,050.03	USD	\$ 1,050.03	\$ 7,560.18	\$ 680.42	\$ 1,890.05	\$ 680.42	\$ 2,494.86	\$ 1,814.44
DRC	A.1.2.13	Grant Officer	1	Month	6	25%	\$ 1,050.03	USD	\$ 1,050.03	\$ 1,575.04	\$ 141.75	\$ 393.76	\$ 141.75	\$ 519.76	\$ 378.01
DRC	A.1.2.14	Economic Recovery Team Leader	2	Month	6	25%	\$ 1,252.82	USD	\$ 1,252.82	\$ 3,758.47	\$ 939.62	\$ 1,879.24	\$ 939.62	\$ -	\$ -
DRC	A.1.2.15	Economic Recovery Officer	3	Month	6	40%	\$ 1,045.67	USD	\$ 1,045.67	\$ 7,528.85	\$ 1,882.21	\$ 3,764.43	\$ 1,882.21	\$ -	\$ -
DRC	A.1.2.16	Economic Recovery Assistant	6	Month	6	40%	\$ 764.57	USD	\$ 764.57	\$ 11,009.76	\$ 2,752.44	\$ 5,504.88	\$ 2,752.44	\$ -	\$ -
DRC	A.1.2.17	Risk Education Officer	2	Month	6	10%	\$ 998.92	USD	\$ 998.92	\$ 1,198.71	\$ -	\$ -	\$ -	\$ -	\$ 1,198.71
DRC	A.1.2.18	Protection Team Leader	3	Month	6	25%	\$ 1,210.70	USD	\$ 1,210.70	\$ 5,448.15	\$ -	\$ -	\$ -	\$ -	\$ 5,448.15
DRC	A.1.2.19	Protection Assistant	5	Month	6	12%	\$ 828.47	USD	\$ 828.47	\$ 3,069.46	\$ -	\$ -	\$ -	\$ -	\$ 3,069.46
DRC	A.1.2.20	Shelter and Settlement Team Leader	2	Month	6	25%	\$ 1,190.35	USD	\$ 1,190.35	\$ 3,571.04	\$ -	\$ -	\$ -	\$ 3,571.04	\$ -
DRC	A.1.2.21	Shelter and Settlement Officer	6	Month	6	40%	\$ 1,123.54	USD	\$ 1,123.54	\$ 16,178.99	\$ -	\$ -	\$ -	\$ 16,178.99	\$ -
DRC	A.1.2.22	Shelter and Settlement Assistant	2	Month	6	40%	\$ 844.35	USD	\$ 844.35	\$ 4,052.88	\$ -	\$ -	\$ -	\$ 4,052.88	\$ -
DRC	A.1.2.23	Risk Education Assistant	1	Month	6	10%	\$ 798.08	USD	\$ 798.08	\$ 478.85	\$ -	\$ -	\$ -	\$ -	\$ 478.85
DRC	A.1.2.24	WASH Specialist	1	Month	6	20%	\$ 1,225.83	USD	\$ 1,225.83	\$ 1,471.00	\$ -	\$ -	\$ -	\$ 1,471.00	\$ -
OXFAM	A.1.2.25	Agricultural and Livelihood Coordinator (10%)	1	Per month	6	10%	\$ 2,732.63	USD	\$ 2,732.63	\$ 1,639.58	\$ 546.53	\$ 546.53	\$ 546.53	\$ -	\$ -
OXFAM	A.1.2.26	Protection Advisor (10%)	1	Per month	6	10%	\$ 2,800.00	USD	\$ 2,800.00	\$ 1,680.00	\$ 336.00	\$ 336.00	\$ 336.00	\$ 336.00	\$ 336.00

OXFAM	A.1.2.27	FSL Officers (2 ppl x 100%)	2	Per month	6	100%	\$	2,206.16	USD	\$	2,206.16	\$	26,473.92	\$	8,824.64	\$	8,824.64	\$	8,824.64	\$	-	\$	-
OXFAM	A.1.2.28	FSL Project Assistants (2 ppl x 100%)	2	Per month	6	100%	\$	1,281.84	USD	\$	1,281.84	\$	15,382.08	\$	3,076.42	\$	3,076.42	\$	3,076.42	\$	3,076.42	\$	3,076.42
OXFAM	A.1.2.29	WASH Assistant (1 ppl x 100%)	1	Per month	6	100%	\$	1,281.84	USD	\$	1,281.84	\$	7,691.04	\$	-	\$	-	\$	-	\$	7,691.04	\$	-
OXFAM	A.1.2.30	WASH Site Engineer (1 ppl x 100%)	1	Per month	6	100%	\$	1,281.84	USD	\$	1,281.84	\$	7,691.04	\$	-	\$	-	\$	-	\$	7,691.04	\$	-
OXFAM	A.1.2.31	FSL Team Leaders (2 ppl x 20% FTE)	2	Per month	6	20%	\$	2,732.63	USD	\$	2,732.63	\$	6,558.31	\$	2,186.10	\$	2,186.10	\$	2,186.10	\$	-	\$	-
OXFAM	A.1.2.32	WASH (PHP) Officers (2 ppl x 100% FTE)	2	Per month	6	100%	\$	2,732.63	USD	\$	2,732.63	\$	-	\$	-	\$	-	\$	-	\$	32,791.56	\$	-
OXFAM	A.1.2.33	Protection Officer (2 ppl x 50%)	2	Per month	6	50%	\$	2,206.16	USD	\$	2,206.16	\$	13,236.96	\$	2,647.39	\$	2,647.39	\$	2,647.39	\$	2,647.39	\$	2,647.39
OXFAM	A.1.2.34	Gender Officers (2 ppl x 20% FTE)	2	Per month	6	20%	\$	2,206.16	USD	\$	2,206.16	\$	5,294.78	\$	1,058.96	\$	1,058.96	\$	1,058.96	\$	1,058.96	\$	1,058.96
OXFAM	A.1.2.35	Meal Officer (2 ppl x 30% FTE)	2	Per month	6	30%	\$	2,206.16	USD	\$	2,206.16	\$	7,942.18	\$	1,588.44	\$	1,588.44	\$	1,588.44	\$	1,588.44	\$	1,588.44
OXFAM	A.1.2.36	Meal Assistant (2 ppl x 40% FTE)	2	Per month	6	40%	\$	1,281.84	USD	\$	1,281.84	\$	6,152.83	\$	1,230.57	\$	1,230.57	\$	1,230.57	\$	1,230.57	\$	1,230.57
OXFAM	A.1.2.37	Head of program (10% FTE)	1	Per month	6	10%	\$	5,904.53	USD	\$	5,904.53	\$	3,542.72	\$	708.54	\$	708.54	\$	708.54	\$	708.54	\$	708.54
OXFAM	A.1.2.38	Area managers (2ppl x 10% FTE)	2	Per month	6	10%	\$	5,904.53	USD	\$	5,904.53	\$	7,085.44	\$	1,417.09	\$	1,417.09	\$	1,417.09	\$	1,417.09	\$	1,417.09
OXFAM	A.1.2.39	FSL Advisor - Agronomist (10% FTE)	1	Per month	6	10%	\$	5,904.53	USD	\$	5,904.53	\$	3,542.72	\$	1,180.91	\$	1,180.91	\$	1,180.91	\$	-	\$	-
OXFAM	A.1.2.40	Food Security and Economic Advisor - Agronomist (10% FTE)	1	Per month	6	10%	\$	4,360.00	USD	\$	4,360.00	\$	2,616.00	\$	872.00	\$	872.00	\$	872.00	\$	-	\$	-
OXFAM	A.1.2.41	WASH Advisor - (10% FTE)	1	Per month	6	10%	\$	4,360.00	USD	\$	4,360.00	\$	2,616.00	\$	-	\$	-	\$	-	\$	2,616.00	\$	-
IMC	A.1.2.42	Program Coordinator	1	Month	6	5%	\$	13,669.87	USD	\$	13,669.87	\$	4,100.96	\$	-	\$	-	\$	-	\$	4,100.96	\$	-
IMC	A.1.2.43	Medical Coordinator	1	Month	6	8%	\$	12,431.33	USD	\$	12,431.33	\$	5,967.04	\$	-	\$	-	\$	-	\$	5,967.04	\$	-
IMC	A.1.2.44	MHPSS Coordinator	1	Month	6	8%	\$	12,431.33	USD	\$	12,431.33	\$	5,967.04	\$	-	\$	-	\$	-	\$	5,967.04	\$	-
IMC	A.1.2.45	Deputy Health Coordinator	1	Month	6	10%	\$	1,932.73	USD	\$	1,932.73	\$	1,159.64	\$	-	\$	-	\$	-	\$	1,159.64	\$	-
IMC	A.1.2.46	Health Advisor	1	Month	6	10%	\$	1,379.90	USD	\$	1,379.90	\$	827.94	\$	-	\$	-	\$	-	\$	827.94	\$	-
IMC	A.1.2.47	Health Officer	2	Month	6	10%	\$	1,249.71	USD	\$	1,249.71	\$	1,499.65	\$	-	\$	-	\$	-	\$	1,499.65	\$	-
IMC	A.1.2.48	Health Assistant	1	Month	6	5%	\$	1,012.22	USD	\$	1,012.22	\$	303.66	\$	-	\$	-	\$	-	\$	303.66	\$	-
IMC	A.1.2.49	Senior Program Officer	1	Month	6	10%	\$	1,214.90	USD	\$	1,214.90	\$	728.94	\$	-	\$	-	\$	-	\$	728.94	\$	-
IMC	A.1.2.50	MHPSS Supervisor	1	Month	6	10%	\$	1,114.08	USD	\$	1,114.08	\$	668.45	\$	-	\$	-	\$	-	\$	668.45	\$	-
IMC	A.1.2.51	Outreach officer	1	Month	6	5%	\$	1,214.98	USD	\$	1,214.98	\$	364.49	\$	-	\$	-	\$	-	\$	364.49	\$	-
IMC	A.1.2.52	Program officer	1	Month	6	5%	\$	1,687.52	USD	\$	1,687.52	\$	506.25	\$	-	\$	-	\$	-	\$	506.25	\$	-
IMC	A.1.2.53	Survey manager	1	Month	6	100%	\$	1,745.25	USD	\$	1,745.25	\$	10,471.49	\$	-	\$	-	\$	-	\$	10,471.49	\$	-
IMC	A.1.2.54	Training Officer	1	Month	6	100%	\$	1,018.39	USD	\$	1,018.39	\$	6,110.33	\$	-	\$	-	\$	-	\$	6,110.33	\$	-
IMC	A.1.2.55	Data Manager	1	Month	4	100%	\$	1,745.25	USD	\$	1,745.25	\$	6,981.00	\$	-	\$	-	\$	-	\$	6,981.00	\$	-
IMC	A.1.2.56	Need Assessment Volunteers	8	Month	4	100%	\$	264.00	USD	\$	264.00	\$	8,448.00	\$	-	\$	-	\$	-	\$	8,448.00	\$	-
NRC	A.1.2.57	LFS Specialist	1	Person	6	50%	\$	9,498.05	USD	\$	9,498.05	\$	28,494.15	\$	9,498.05	\$	9,498.05	\$	9,498.05	\$	-	\$	-
NRC	A.1.2.58	Shelter Specialist	1	Person	6	6%	\$	9,270.37	USD	\$	9,270.37	\$	3,559.82	\$	-	\$	1,186.61	\$	1,186.61	\$	1,186.61	\$	-
NRC	A.1.2.59	WASH Technical Officer	1	Person	6	10%	\$	1,508.71	USD	\$	1,508.71	\$	869.02	\$	-	\$	289.67	\$	289.67	\$	289.67	\$	-
NRC	A.1.2.60	LFS Coordinator	3	Person	6	30%	\$	2,120.84	USD	\$	2,120.84	\$	11,452.54	\$	3,817.51	\$	3,817.51	\$	3,817.51	\$	-	\$	-
NRC	A.1.2.61	Protection Officer	1	Person	6	20%	\$	1,272.68	USD	\$	1,272.68	\$	381.80	\$	381.80	\$	381.80	\$	381.80	\$	381.80	\$	-
NRC	A.1.2.62	Education Technical Assistant	4	Person	6	35%	\$	483.20	USD	\$	483.20	\$	4,058.91	\$	-	\$	-	\$	-	\$	4,058.91	\$	-
NRC	A.1.2.63	Education Officer	4	Person	6	15%	\$	934.14	USD	\$	934.14	\$	3,362.91	\$	-	\$	-	\$	-	\$	3,362.91	\$	-
NRC	A.1.2.64	Education Team Leader	1	Person	6	10%	\$	1,568.57	USD	\$	1,568.57	\$	941.14	\$	-	\$	-	\$	-	\$	941.14	\$	-
NRC	A.1.2.65	Education Project Manager	2	Person	6	10%	\$	1,495.96	USD	\$	1,495.96	\$	1,795.15	\$	-	\$	-	\$	-	\$	1,795.15	\$	-
NRC	A.1.2.66	Emergency Response - LFS Officer	1	Person	6	26%	\$	1,250.48	USD	\$	1,250.48	\$	1,950.75	\$	650.25	\$	650.25	\$	650.25	\$	-	\$	-
NRC	A.1.2.67	LFS Manager	1	Person	6	20%	\$	2,110.47	USD	\$	2,110.47	\$	2,532.57	\$	844.19	\$	844.19	\$	844.19	\$	-	\$	-
NRC	A.1.2.68	Shelter Technical Assistant	2	Person	6	20%	\$	825.44	USD	\$	825.44	\$	1,981.06	\$	-	\$	-	\$	-	\$	1,981.06	\$	-
NRC	A.1.2.69	WASH Technical Assistant	1	Person	6	20%	\$	1,070.59	USD	\$	1,070.59	\$	1,284.70	\$	-	\$	-	\$	-	\$	1,284.70	\$	-
NRC	A.1.2.70	LFS Officer	1	Person	6	10%	\$	911.65	USD	\$	911.65	\$	546.99	\$	182.33	\$	182.33	\$	182.33	\$	-	\$	-
NRC	A.1.2.71	Shelter Officer	1	Person	6	10%	\$	1,126.64	USD	\$	1,126.64	\$	675.98	\$	-	\$	-	\$	-	\$	675.98	\$	-
NRC	A.1.2.72	Shelter Team Leader	1	Person	6	10%	\$	1,113.53	USD	\$	1,113.53	\$	668.12	\$	-	\$	-	\$	-	\$	668.12	\$	-
NRC	A.1.2.73	WashTechnical Assistant	3	Person	6	10%	\$	1,111.28	USD	\$	1,111.28	\$	2,000.31	\$	-	\$	-	\$	-	\$	2,000.31	\$	-
NRC	A.1.2.74	Partnership Officer	1	Person	6	15%	\$	986.78	USD	\$	986.78	\$	888.10	\$	222.03	\$	222.03	\$	222.03	\$	-	\$	-
NRC	A.1.2.75	WASH Officer	2	Person	6	20%	\$	470.41	USD	\$	470.41	\$	1,128.98	\$	-	\$	-	\$	-	\$	1,128.98	\$	-
NRC	A.1.2.76	WASH Team Leader	1	Person	6	10%	\$	1,166.39	USD	\$	1,166.39	\$	699.84	\$	-	\$	-	\$	-	\$	699.84	\$	-
NRC	A.1.2.77	Overtime Programme Staff	25	Person	6	7%	\$	40.00	USD	\$	40.00	\$	397.60	\$	99.40	\$	99.40	\$	99.40	\$	99.40	\$	-
NRC	A.1.2.78	Life and accident insurance	25	lumpsum	6	90%	\$	1.12	USD	\$	1.12	\$	150.86	\$	37.71	\$	37.71	\$	37.71	\$	37.71	\$	-
NRC	A.1.2.79	Learning and development Programme Staff	25	Person	6	14%	\$	155.00	USD	\$	155.00	\$	3,160.00	\$	790.00	\$	790.00	\$	790.00	\$	790.00	\$	-
										\$	-	\$	-										
	A.1.4	Travel (activity specific only)								\$		\$	39,110.00	\$	5,112.67	\$	5,238.67	\$	4,923.67	\$	19,830.00	\$	4,005.00
CON	A.1.4.1	Expat - National Travel Cost - (Accommodation, Perdiem, Taxi,...)	3	Trip	3	100%	\$	700.00	USD	\$	700.00	\$	1,134.00	\$	945.00	\$	945.00	\$	945.00	\$	693.00	\$	-
OXFAM	A.1.4.2	Field Transportation (for 2 governorates)	1	per month	6	100%	\$	2,760.00	USD	\$	2,760.00	\$	16,560.00	\$	3,312.00	\$	3,312.00	\$	3,312.00	\$	3,312.00	\$	3,312.00
IMC	A.1.4.3	Support, Supervisory and Monitoring Visits	1	Trip	10	100%	\$	1,425.00	USD	\$	1,425.00	\$	14,250.00	\$	-	\$	-	\$	-	\$	14,250.00	\$	-
NRC	A.1.4.4	Travel cost Program staff	6	person	2	100%	\$	75.00	USD	\$	75.00	\$	900.00	\$	300.00	\$	300.00	\$	300.00	\$	-	\$	-
NRC	A.1.4.5	R&R International staff	1	Person	1	100%	\$	1,100.00	USD	\$	1,100.00	\$	1,100.00	\$	366.67	\$	366.67	\$	366.67	\$	-	\$	-
										\$	-	\$	-										
	A.2	Allocated programme-support cost								\$		\$	308,761.80	\$	49,727.68	\$	62,591.51	\$	48,361.07	\$	107,898.64	\$	40,182.90
	A.2.1	Salaries related to programme supporting activities								\$		\$	134,375.15	\$	21,600.73	\$	26,317.08	\$	21,461.42	\$	48,183.35	\$	16,812.57
CON	A.2.1.1	Consortium - Grants & Finance Specialist	1	Month	2	100%	\$	1,160.94	USD	\$	1,160.94	\$	2,321.88	\$	417.94	\$	348.28	\$	348.28	\$	835.88	\$	255.41
CON	A.2.1.2	Consortium - Policy/Comms Specialist	1	Month	2	100%	\$	1,160.94	USD	\$	1,160.94	\$	2,321.88	\$	417.94	\$	348.28	\$	348.28	\$	835.88	\$	255.41
DRC	A.2.1.3	Country Director	1	Month	6	5%	\$	8,480.12	USD	\$	8,480.12	\$	2,544.04	\$	228.96	\$	636.01	\$	228.96	\$	839.53	\$	610.57
DRC	A.2.1.4	Head of Support Services	1	Month	6	5%	\$	7,738.41	USD	\$	7,738.41	\$	2,321.52	\$	208.94	\$	580.38	\$	208.94	\$	766.10	\$	557.17
DRC	A.2.1.5	Supply Chain Manager	1	Month	6	5%	\$	7,091.39	USD	\$	7,091.39	\$	2,127.42	\$	191.47	\$	531.85	\$	191.47	\$	702.05	\$	510.58
D																							

DRC	A.2.1.23	Area Manager	2	Month	6	10%	\$	2,405.25	USD	\$	2,405.25	\$	3,012.33	\$	271.11	\$	753.08	\$	271.11	\$	994.07	\$	722.96
DRC	A.2.1.24	Safety Assistant	2	Month	6	10%	\$	750.00	USD	\$	750.00	\$	906.10	\$	81.55	\$	226.52	\$	81.55	\$	299.01	\$	217.46
DRC	A.2.1.25	Regional Business development coordinator	1	Month	6	7%	\$	6,610.50	USD	\$	6,610.50	\$	2,776.41	\$	249.88	\$	694.10	\$	249.88	\$	916.22	\$	666.34
DRC	A.2.1.26	Regional Supply chain Officer	1	Month	6	7%	\$	3,168.04	USD	\$	3,168.04	\$	1,330.58	\$	119.75	\$	332.64	\$	119.75	\$	439.09	\$	319.34
DRC	A.2.1.27	Regional Office Driver	1	Month	6	7%	\$	2,075.58	USD	\$	2,075.58	\$	894.74	\$	80.53	\$	223.69	\$	80.53	\$	295.26	\$	214.74
OXFAM	A.2.1.28	Country Director (1ppl X 5%)	1	Per month	6	5%	\$	7,500.00	USD	\$	7,500.00	\$	2,250.00	\$	450.00	\$	450.00	\$	450.00	\$	450.00	\$	450.00
OXFAM	A.2.1.29	Deputy Country Director Support (1ppl X 5%)	1	Per month	6	5%	\$	2,100.00	USD	\$	2,100.00	\$	630.00	\$	126.00	\$	126.00	\$	126.00	\$	126.00	\$	126.00
OXFAM	A.2.1.30	Senior Finance Officer (1ppl x 30% FTE)	1	Per month	6	30%	\$	2,206.16	USD	\$	2,206.16	\$	3,971.09	\$	794.22	\$	794.22	\$	794.22	\$	794.22	\$	794.22
OXFAM	A.2.1.31	Finance Assistant (2ppl x 30% FTE)	2	Per month	6	30%	\$	1,281.84	USD	\$	1,281.84	\$	4,614.62	\$	922.92	\$	922.92	\$	922.92	\$	922.92	\$	922.92
OXFAM	A.2.1.32	Senior Logistics Officer (2ppl x 30% FTE)	2	Per month	6	30%	\$	2,206.16	USD	\$	2,206.16	\$	7,942.18	\$	1,588.44	\$	1,588.44	\$	1,588.44	\$	1,588.44	\$	1,588.44
OXFAM	A.2.1.33	Logistics Assistant (2ppl x 30% FTE)	2	Per month	6	30%	\$	1,281.84	USD	\$	1,281.84	\$	4,614.62	\$	922.92	\$	922.92	\$	922.92	\$	922.92	\$	922.92
OXFAM	A.2.1.34	HR Officer (1ppl x 30% FTE)	1	Per month	6	30%	\$	2,206.16	USD	\$	2,206.16	\$	3,971.09	\$	794.22	\$	794.22	\$	794.22	\$	794.22	\$	794.22
OXFAM	A.2.1.35	HR & Admin Assistant (2ppl x 30% FTE)	2	Per month	6	30%	\$	1,281.84	USD	\$	1,281.84	\$	4,614.62	\$	922.92	\$	922.92	\$	922.92	\$	922.92	\$	922.92
OXFAM	A.2.1.36	Security Officer (1ppl x 30% FTE)	1	Per month	6	30%	\$	2,206.16	USD	\$	2,206.16	\$	3,971.09	\$	794.22	\$	794.22	\$	794.22	\$	794.22	\$	794.22
OXFAM	A.2.1.37	IT Officer (30% FTE)	1	Per month	6	30%	\$	2,206.16	USD	\$	2,206.16	\$	3,971.09	\$	794.22	\$	794.22	\$	794.22	\$	794.22	\$	794.22
OXFAM	A.2.1.38	Driver (2 ppl x 30% FTE)	2	Per month	6	30%	\$	943.94	USD	\$	943.94	\$	3,398.18	\$	679.64	\$	679.64	\$	679.64	\$	679.64	\$	679.64
OXFAM	A.2.1.39	Cleaner (2ppl x 30% FTE)	2	Per month	6	30%	\$	801.15	USD	\$	801.15	\$	2,884.14	\$	576.83	\$	576.83	\$	576.83	\$	576.83	\$	576.83
IMC	A.2.1.40	Country Director	1	Month	6	2%	\$	21,992.81	USD	\$	21,992.81	\$	2,639.14	\$	-	\$	-	\$	-	\$	2,639.14	\$	-
IMC	A.2.1.41	MEAL Coordinator	1	Month	6	8%	\$	10,662.00	USD	\$	10,662.00	\$	5,117.76	\$	-	\$	-	\$	-	\$	5,117.76	\$	-
IMC	A.2.1.42	Regional Meal Coordinator	1	Month	6	2%	\$	8,540.00	USD	\$	8,540.00	\$	1,024.80	\$	-	\$	-	\$	-	\$	1,024.80	\$	-
IMC	A.2.1.43	Backstopping other	1	Month	6	100%	\$	200.00	USD	\$	200.00	\$	1,200.00	\$	-	\$	-	\$	-	\$	1,200.00	\$	-
IMC	A.2.1.44	Global Security	1	Month	6	100%	\$	200.00	USD	\$	200.00	\$	1,200.00	\$	-	\$	-	\$	-	\$	1,200.00	\$	-
IMC	A.2.1.45	Financial Control Unit	1	Month	6	100%	\$	200.00	USD	\$	200.00	\$	1,200.00	\$	-	\$	-	\$	-	\$	1,200.00	\$	-
IMC	A.2.1.46	Accountability Officer	1	Month	6	2%	\$	1,265.63	USD	\$	1,265.63	\$	151.88	\$	-	\$	-	\$	-	\$	151.88	\$	-
IMC	A.2.1.47	MEAL Assistant	2	Month	6	2%	\$	1,013.97	USD	\$	1,013.97	\$	243.35	\$	-	\$	-	\$	-	\$	243.35	\$	-
IMC	A.2.1.48	Communication Senior Officer	1	Month	6	2%	\$	1,753.88	USD	\$	1,753.88	\$	210.47	\$	-	\$	-	\$	-	\$	210.47	\$	-
IMC	A.2.1.49	Communication Officer	1	Month	6	2%	\$	1,206.97	USD	\$	1,206.97	\$	144.84	\$	-	\$	-	\$	-	\$	144.84	\$	-
IMC	A.2.1.50	Grants Manager	1	Month	6	2%	\$	1,989.13	USD	\$	1,989.13	\$	238.70	\$	-	\$	-	\$	-	\$	238.70	\$	-
IMC	A.2.1.51	Finance Officer	1	Month	6	2%	\$	1,687.55	USD	\$	1,687.55	\$	202.51	\$	-	\$	-	\$	-	\$	202.51	\$	-
IMC	A.2.1.52	Finance Assistant	1	Month	6	2%	\$	1,062.22	USD	\$	1,062.22	\$	127.47	\$	-	\$	-	\$	-	\$	127.47	\$	-
IMC	A.2.1.53	IT Senior Officer	1	Month	6	2%	\$	2,027.13	USD	\$	2,027.13	\$	243.26	\$	-	\$	-	\$	-	\$	243.26	\$	-
IMC	A.2.1.54	Logistics Coordinator	1	Month	6	2%	\$	3,246.22	USD	\$	3,246.22	\$	389.55	\$	-	\$	-	\$	-	\$	389.55	\$	-
IMC	A.2.1.55	Procurement Senior Officer	1	Month	6	2%	\$	1,753.88	USD	\$	1,753.88	\$	210.47	\$	-	\$	-	\$	-	\$	210.47	\$	-
IMC	A.2.1.56	Procurement Officer	1	Month	6	2%	\$	1,687.55	USD	\$	1,687.55	\$	202.51	\$	-	\$	-	\$	-	\$	202.51	\$	-
IMC	A.2.1.57	Procurement Assistant	2	Month	6	2%	\$	920.47	USD	\$	920.47	\$	220.91	\$	-	\$	-	\$	-	\$	220.91	\$	-
IMC	A.2.1.58	Admin Manager	1	Month	6	2%	\$	2,420.05	USD	\$	2,420.05	\$	290.41	\$	-	\$	-	\$	-	\$	290.41	\$	-
IMC	A.2.1.59	Admin Assistant	1	Month	6	2%	\$	965.72	USD	\$	965.72	\$	115.89	\$	-	\$	-	\$	-	\$	115.89	\$	-
IMC	A.2.1.60	HR Coordinator	1	Month	6	2%	\$	3,050.72	USD	\$	3,050.72	\$	366.09	\$	-	\$	-	\$	-	\$	366.09	\$	-
IMC	A.2.1.61	HR Senior Officer	1	Month	6	2%	\$	1,462.88	USD	\$	1,462.88	\$	175.55	\$	-	\$	-	\$	-	\$	175.55	\$	-
IMC	A.2.1.62	HR Assistant	1	Month	6	2%	\$	1,113.80	USD	\$	1,113.80	\$	133.66	\$	-	\$	-	\$	-	\$	133.66	\$	-
IMC	A.2.1.63	Compliance Manager	1	Month	6	2%	\$	2,732.30	USD	\$	2,732.30	\$	327.88	\$	-	\$	-	\$	-	\$	327.88	\$	-
IMC	A.2.1.64	Security Manager	1	Month	6	2%	\$	2,297.72	USD	\$	2,297.72	\$	275.73	\$	-	\$	-	\$	-	\$	275.73	\$	-
IMC	A.2.1.65	Cleaner	6	Month	6	3%	\$	780.74	USD	\$	780.74	\$	938.76	\$	-	\$	-	\$	-	\$	938.76	\$	-
IMC	A.2.1.66	Driver	6	Month	6	3%	\$	1,014.64	USD	\$	1,014.64	\$	1,220.00	\$	-	\$	-	\$	-	\$	1,220.00	\$	-
NRC	A.2.1.67	Log/Procurement Technical Assistant	1	Person	6	20%	\$	977.67	USD	\$	1,173.20	\$	293.30	\$	293.30	\$	293.30	\$	293.30	\$	293.30	\$	-
NRC	A.2.1.68	Risk and Compliance Coordinator	1	Person	6	20%	\$	1,980.66	USD	\$	1,980.66	\$	2,376.79	\$	594.20	\$	594.20	\$	594.20	\$	594.20	\$	-
NRC	A.2.1.69	Grants Manager	1	Person	6	20%	\$	2,145.38	USD	\$	2,145.38	\$	643.61	\$	643.61	\$	643.61	\$	643.61	\$	643.61	\$	-
NRC	A.2.1.70	Risk and Operations Coordinator	1	Person	6	20%	\$	1,807.57	USD	\$	1,807.57	\$	2,169.09	\$	542.27	\$	542.27	\$	542.27	\$	542.27	\$	-
NRC	A.2.1.71	ICT Coordinator	1	Person	6	8%	\$	1,525.35	USD	\$	1,525.35	\$	173.86	\$	178.47	\$	178.47	\$	178.47	\$	178.47	\$	-
NRC	A.2.1.72	Staff Care Coordinator	1	Person	6	20%	\$	1,784.75	USD	\$	1,784.75	\$	2,141.70	\$	535.42	\$	535.42	\$	535.42	\$	535.42	\$	-
NRC	A.2.1.73	Information Management Officer	1	Person	6	20%	\$	1,226.80	USD	\$	1,472.17	\$	368.04	\$	368.04	\$	368.04	\$	368.04	\$	368.04	\$	-
NRC	A.2.1.74	Driver	4	Person	6	20%	\$	713.11	USD	\$	3,422.91	\$	855.73	\$	855.73	\$	855.73	\$	855.73	\$	855.73	\$	-
NRC	A.2.1.75	ICT Technical Assistant	2	Person	6	20%	\$	803.06	USD	\$	803.06	\$	1,927.34	\$	481.83	\$	481.83	\$	481.83	\$	481.83	\$	-
NRC	A.2.1.76	Service Staff	2	Person	6	22%	\$	551.21	USD	\$	1,455.18	\$	363.80	\$	363.80	\$	363.80	\$	363.80	\$	363.80	\$	-
NRC	A.2.1.77	Monitoring & Evaluation Technical Assistant	1	Person	6	20%	\$	967.48	USD	\$	1,160.97	\$	290.24	\$	290.24	\$	290.24	\$	290.24	\$	290.24	\$	-
NRC	A.2.1.78	Area Manager - North	1	Person	6	10%	\$	3,580.66	USD	\$	3,580.66	\$	537.10	\$	537.10	\$	537.10	\$	537.10	\$	537.10	\$	-
NRC	A.2.1.79	Risk & operations Team Leader	1	Person	6	10%	\$	1,481.58	USD	\$	1,481.58	\$	888.95	\$	222.24	\$	222.24	\$	222.24	\$	222.24	\$	-
NRC	A.2.1.80	Monitoring & Evaluation Officer	1	Person	6	20%	\$	1,231.80	USD	\$	1,478.16	\$	369.54	\$	369.54	\$	369.54	\$	369.54	\$	369.54	\$	-
NRC	A.2.1.81	Logistics Coordinator	1	Person	6	10%	\$	1,772.47	USD	\$	1,772.47	\$	1,063.48	\$	265.87	\$	265.87	\$	265.87	\$	265.87	\$	-
NRC	A.2.1.82	Finance Officer	1	Person	6	10%	\$	935.50	USD	\$	935.50	\$	561.30	\$	140.33	\$	140.33	\$	140.33	\$	140.33	\$	-
NRC	A.2.1.83	HR Team Leader	1	Person	6	10%	\$	1,164.62	USD	\$	1,164.62	\$	698.77	\$	174.69	\$	174.69	\$	174.69	\$	174.69	\$	-
NRC	A.2.1.84	Admin/ Warehouse Technical Assistant	1	Person	6	10%	\$	800.48	USD	\$	800.48	\$	120.07	\$	120.07	\$	120.07	\$	120.07	\$	120.07	\$	-
NRC	A.2.1.85	Logistics Team Leader	1	Person	6	10%	\$	1,165.68	USD	\$	1,165.68	\$	699.41	\$	174.85	\$	174.85	\$	174.85	\$	174.85	\$	-
NRC	A.2.1.86	M&E Technical Assistant	1	Person	6	20%	\$	837.39	USD	\$	837.39	\$	1,004.87	\$	251.22	\$	251.22	\$	251.22	\$	251.22	\$	-
NRC	A.2.1.87	M&E Team Leader	1	Person	6	10%	\$	1,113.53	USD	\$	1,113.53	\$	668.12	\$	167.03	\$	167.03	\$	167.03	\$	167.03	\$	-
NRC	A.2.1.88	Risk and operations Team Leader	1	Person	6	10%	\$	1,113.53	USD	\$	1,113.53	\$	674.80	\$	168.70	\$	168.70	\$	168.70	\$	168.70	\$	-
NRC	A.2.1.89	Area Manager - South	1	Person	6	10%	\$	2,773.09	USD	\$	2,773.09	\$	1,663.85	\$	415.96	\$	415.96	\$					

OXFAM	A.2.3.7	Vehicles fuel and maintenance (4 x 15%)	4	Per month	4	15%	\$	2,200.00	USD	\$	2,200.00	\$	5,280.00	\$	1,056.00	\$	1,056.00	\$	1,056.00	\$	1,056.00	\$	1,056.00
OXFAM	A.2.3.8	Vehicle rental - Oxfam (4 vehicles x 15%)	4	Per month	4	15%	\$	3,270.00	USD	\$	3,270.00	\$	7,848.00	\$	1,569.60	\$	1,569.60	\$	1,569.60	\$	1,569.60	\$	1,569.60
IMC	A.2.3.9	International Travel	1	Month	6	100%	\$	77.50	USD	\$	77.50	\$	465.00	\$	-	\$	-	\$	-	\$	465.00	\$	-
IMC	A.2.3.10	Visa/Departure Tax/Work Permits/Airport Transit	1	Month	6	100%	\$	10.85	USD	\$	10.85	\$	65.10	\$	-	\$	-	\$	-	\$	65.10	\$	-
IMC	A.2.3.11	Hotel Accommodation	1	Month	6	100%	\$	31.00	USD	\$	31.00	\$	186.00	\$	-	\$	-	\$	-	\$	186.00	\$	-
IMC	A.2.3.12	in land transportation	1	Month	6	100%	\$	31.00	USD	\$	31.00	\$	186.00	\$	-	\$	-	\$	-	\$	186.00	\$	-
NRC	A.2.3.13	Travel costs shared staff	9	Person	6	34%	\$	75.02	USD	\$	75.02	\$	1,378.40	\$	344.60	\$	344.60	\$	344.60	\$	344.60	\$	-
										\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	A.2.4	Other essential programme supporting services, expenses, functions										\$	121,483.15	\$	20,441.20	\$	24,675.47	\$	19,660.90	\$	43,022.64	\$	13,682.93
CON	A.2.4.1	Premises - Rent, Real est.	1	Month	6	100%	\$	1,000.00	USD	\$	1,000.00	\$	6,000.00	\$	1,080.00	\$	1,200.00	\$	900.00	\$	2,160.00	\$	660.00
CON	A.2.4.2	Vehicles/other transport - Rental, Repair and Maintenance	1	Month	6	100%	\$	1,585.00	USD	\$	1,585.00	\$	9,510.00	\$	1,711.80	\$	1,902.00	\$	1,426.50	\$	3,423.60	\$	1,046.10
CON	A.2.4.3	Communication, IT Licence renewal and Subscription	1	Month	6	100%	\$	250.00	USD	\$	250.00	\$	1,500.00	\$	270.00	\$	300.00	\$	225.00	\$	540.00	\$	165.00
CON	A.2.4.4	Guest House Rental and Ruring Cost	1	Month	6	100%	\$	1,500.00	USD	\$	1,500.00	\$	9,000.00	\$	1,620.00	\$	1,800.00	\$	1,350.00	\$	3,240.00	\$	990.00
DRC	A.2.4.5	Premises - Rent, Real est.	1	Month	6	12%	\$	8,541.67	USD	\$	8,541.67	\$	6,150.00	\$	553.50	\$	1,537.50	\$	553.50	\$	2,029.50	\$	1,476.00
DRC	A.2.4.6	Office supplies - Consumables	1	Month	6	12%	\$	625.00	USD	\$	625.00	\$	450.00	\$	40.50	\$	112.50	\$	40.50	\$	148.50	\$	108.00
DRC	A.2.4.7	Vehicles/other transport - Rental, Repair and Maintenance	1	Month	6	10%	\$	5,132.50	USD	\$	5,132.50	\$	3,079.50	\$	277.16	\$	769.88	\$	277.16	\$	1,016.24	\$	739.08
DRC	A.2.4.8	Communication, IT Licence renewal and Subscription	1	Month	6	10%	\$	3,625.00	USD	\$	3,625.00	\$	2,175.00	\$	195.75	\$	543.75	\$	195.75	\$	717.75	\$	522.00
DRC	A.2.4.9	Guest House Rental and Running Cost	1	Month	6	10%	\$	3,525.00	USD	\$	3,525.00	\$	2,115.00	\$	190.35	\$	528.75	\$	190.35	\$	697.95	\$	507.60
DRC	A.2.4.10	Lawyer's Retention fee	1	Month	6	20%	\$	2,000.00	USD	\$	2,000.00	\$	2,400.00	\$	216.00	\$	600.00	\$	216.00	\$	792.00	\$	576.00
DRC	A.2.4.11	Staff Capacity Building Training - Non-Program specific	1	Lump-Sum	1	25%	\$	20,000.00	USD	\$	20,000.00	\$	5,000.00	\$	450.00	\$	1,250.00	\$	450.00	\$	1,650.00	\$	1,200.00
DRC	A.2.4.12	Staff Workshop related costs (Venue rental, catering, and other related costs)	1	Lump-Sum	1	20%	\$	3,000.00	USD	\$	3,000.00	\$	600.00	\$	54.00	\$	150.00	\$	54.00	\$	198.00	\$	144.00
DRC	A.2.4.13	Regional Office- Service contract (Lawyer, cleaning etc.,_	1	Lump-Sum	6	8%	\$	2,590.50	USD	\$	2,590.50	\$	1,243.44	\$	111.91	\$	310.86	\$	111.91	\$	410.34	\$	298.43
OXFAM	A.2.4.14	Bank Charges	1	Per month	6	100%	\$	109.00	USD	\$	109.00	\$	654.00	\$	130.80	\$	130.80	\$	130.80	\$	130.80	\$	130.80
OXFAM	A.2.4.15	Office rent (3 offices x 10%)	3	Per month	4	10%	\$	13,080.00	USD	\$	13,080.00	\$	15,696.00	\$	3,139.20	\$	3,139.20	\$	3,139.20	\$	3,139.20	\$	3,139.20
OXFAM	A.2.4.16	Consumables - office supplies (3 offices x 10%)	3	Per month	4	10%	\$	2,421.98	USD	\$	2,421.98	\$	2,906.38	\$	581.28	\$	581.28	\$	581.28	\$	581.28	\$	581.28
OXFAM	A.2.4.17	Mobile phones charges (3 offices x 10%)	3	Per month	4	10%	\$	654.00	USD	\$	654.00	\$	784.80	\$	156.96	\$	156.96	\$	156.96	\$	156.96	\$	156.96
OXFAM	A.2.4.18	Office electricity/heating/AC/generator and other costs (3 offices x 10%)	3	Per month	4	10%	\$	5,177.03	USD	\$	5,177.03	\$	6,212.44	\$	1,242.49	\$	1,242.49	\$	1,242.49	\$	1,242.49	\$	1,242.49
IMC	A.2.4.19	Office Rent	1	Month	6	7%	\$	10,500.00	USD	\$	10,500.00	\$	4,554.90	\$	-	\$	-	\$	-	\$	4,554.90	\$	-
IMC	A.2.4.20	Office Supplies	1	Month	6	7%	\$	1,000.00	USD	\$	1,000.00	\$	433.80	\$	-	\$	-	\$	-	\$	433.80	\$	-
IMC	A.2.4.21	Office Utilities	1	Month	6	7%	\$	755.00	USD	\$	755.00	\$	327.52	\$	-	\$	-	\$	-	\$	327.52	\$	-
IMC	A.2.4.22	Communication	1	Month	6	7%	\$	1,000.00	USD	\$	1,000.00	\$	433.80	\$	-	\$	-	\$	-	\$	433.80	\$	-
IMC	A.2.4.23	Security	1	Month	6	7%	\$	70.59	USD	\$	70.59	\$	30.62	\$	-	\$	-	\$	-	\$	30.62	\$	-
IMC	A.2.4.24	Vehicle rental and maintenance (Damascus)	5	Month	6	7%	\$	1,100.00	USD	\$	1,100.00	\$	2,385.90	\$	-	\$	-	\$	-	\$	2,385.90	\$	-
IMC	A.2.4.25	Vehicle fuel (Damascus)	400	Month	6	7%	\$	2.00	USD	\$	2.00	\$	347.04	\$	-	\$	-	\$	-	\$	347.04	\$	-
IMC	A.2.4.26	Legal fees	1	Month	6	7%	\$	1,000.00	USD	\$	1,000.00	\$	433.80	\$	-	\$	-	\$	-	\$	433.80	\$	-
IMC	A.2.4.27	Postage/Courier	1	Month	6	7%	\$	50.00	USD	\$	50.00	\$	21.69	\$	-	\$	-	\$	-	\$	21.69	\$	-
IMC	A.2.4.28	Fuel and maintenance for generator Office	500	Little	6	7%	\$	2.73	USD	\$	2.73	\$	591.08	\$	-	\$	-	\$	-	\$	591.08	\$	-
IMC	A.2.4.29	Cash and asset insurance fees	1	Month	6	7%	\$	600.00	USD	\$	600.00	\$	260.28	\$	-	\$	-	\$	-	\$	260.28	\$	-
IMC	A.2.4.30	Bank charges	1	Month	6	100%	\$	50.00	USD	\$	50.00	\$	300.00	\$	-	\$	-	\$	-	\$	300.00	\$	-
IMC	A.2.4.31	General Insurance	1	Month	6	100%	\$	224.64	USD	\$	224.64	\$	1,347.82	\$	-	\$	-	\$	-	\$	1,347.82	\$	-
IMC	A.2.4.32	Software/Hardware equipment/repairs/maintenance	1	Month	6	100%	\$	100.00	USD	\$	100.00	\$	600.00	\$	-	\$	-	\$	-	\$	600.00	\$	-
IMC	A.2.4.33	Local Software/Hardware equipment/repairs/maintenance	1	Month	6	7%	\$	500.00	USD	\$	500.00	\$	216.90	\$	-	\$	-	\$	-	\$	216.90	\$	-
IMC	A.2.4.34	Advertising	1	Month	6	7%	\$	100.00	USD	\$	100.00	\$	43.38	\$	-	\$	-	\$	-	\$	43.38	\$	-
NRC	A.2.4.35	Office Rent	2	office	6	12%	\$	6,436.69	USD	\$	6,436.69	\$	8,882.64	\$	2,220.66	\$	2,220.66	\$	2,220.66	\$	2,220.66	\$	-
NRC	A.2.4.36	warehouse rent - South	2	WH	6	35%	\$	950.00	USD	\$	950.00	\$	3,990.00	\$	997.50	\$	997.50	\$	997.50	\$	997.50	\$	-
NRC	A.2.4.37	Emergency Response -GH 10 Rent	1	GH	6	5%	\$	1,250.00	USD	\$	1,250.00	\$	352.50	\$	88.12	\$	88.12	\$	88.12	\$	88.12	\$	-
NRC	A.2.4.38	Utilities-water Office & Warehouse	5	Lumpsum	6	30%	\$	351.40	USD	\$	351.40	\$	2,899.04	\$	724.76	\$	724.76	\$	724.76	\$	724.76	\$	-
NRC	A.2.4.39	Private security service office	2	office	6	20%	\$	282.59	USD	\$	282.59	\$	621.70	\$	155.43	\$	155.43	\$	155.43	\$	155.43	\$	-
NRC	A.2.4.40	Rental Vehicles	5	VEH	6	10%	\$	1,850.77	USD	\$	1,850.77	\$	5,552.30	\$	1,388.07	\$	1,388.07	\$	1,388.07	\$	1,388.07	\$	-
NRC	A.2.4.41	Digital Signatures – DocuSign	2	lumpsum	6	35%	\$	211.09	USD	\$	211.09	\$	886.58	\$	221.65	\$	221.65	\$	221.65	\$	221.65	\$	-
NRC	A.2.4.42	ICT maintainance and Spare parts (toners , etc..)	2	lumpsum	6	50%	\$	177.97	USD	\$	177.97	\$	1,067.81	\$	266.95	\$	266.95	\$	266.95	\$	266.95	\$	-
NRC	A.2.4.43	Office consumables including stationaries	3	lumpsum	6	50%	\$	202.65	USD	\$	202.65	\$	1,823.88	\$	455.97	\$	455.97	\$	455.97	\$	455.97	\$	-
NRC	A.2.4.44	Staff Representative activity	2	lumpsum	1	50%	\$	1,642.50	USD	\$	1,642.50	\$	1,642.50	\$	410.62	\$	410.62	\$	410.62	\$	410.62	\$	-
NRC	A.2.4.45	Mobile phone consumption Shared Staff	35	Person	6	50%	\$	9.73	USD	\$	9.73	\$	1,021.20	\$	255.30	\$	255.30	\$	255.30	\$	255.30	\$	-
NRC	A.2.4.46	Fuel consumption rental vehicles	6	Veh	6	50%	\$	158.91	USD	\$	158.91	\$	2,860.42	\$	715.10	\$	715.10	\$	715.10	\$	715.10	\$	-
NRC	A.2.4.47	Transportation (Taxi,bus,etc.)	2	Lumpsum	6	20%	\$	846.46	USD	\$	846.46	\$	2,031.50	\$	507.87	\$	507.87	\$	507.87	\$	507.87	\$	-
NRC	A.2.4.48	Bank commisions	2	Lumpsum	6	50%	\$	7.67	USD	\$	7.67	\$	46.00	\$	11.50	\$	11.50	\$	11.50	\$	11.50	\$	-
										\$	-	\$	-	\$	-	\$							

18% 21% 15% 36% 11%

Project Title: Syria Community Consortium  
Project Duration: 1st November 2023 - 30th April 2024  
Budget Currency: USD

5,500,000,00 Detail

S.N.	Outcome	Cost category	Implementing partner name	Amount in USD	%	Total Amount excl. audit and HQJ costs (USD)	Total Amount incl. shared support costs (USD)	%
<b>TOTAL</b>				<b>5.500.000,00</b>	<b>100%</b>	<b>5.140.186,92</b>	<b>5.140.186,92</b>	<b>100%</b>
<b>A</b>	<b>Activity Costs</b>			<b>3.850.000,03</b>				
<b>1</b>	<b>Pathway 1</b>			<b>604.906,60</b>	<b>11%</b>		<b>807.618,95</b>	<b>16%</b>
a		A.1.a. - Direct activity cost (non-HQ)	DRC	81.866,29				
b		A.1.b. - Direct activity cost (non-HQ)	OXFAM	238.649,36				
c		A.1.c. - Direct activity cost (non-HQ)	IMC	-				
d		A.1.d. - Direct activity cost (non-HQ)	NRC	246.590,95				
e		A.1.e. - Direct activity cost (non-HQ)	CMU	37.800,00				
<b>2</b>	<b>Pathway 2</b>			<b>697.099,60</b>	<b>13%</b>		<b>930.707,06</b>	<b>18%</b>
a		A.2.a. - Direct activity cost (non-HQ)	DRC	227.559,10				
b		A.2.b. - Direct activity cost (non-HQ)	OXFAM	152.902,59				
c		A.2.c. - Direct activity cost (non-HQ)	IMC	-				
d		A.2.d. - Direct activity cost (non-HQ)	NRC	274.637,90				
e		A.2.e. - Direct activity cost (non-HQ)	CMU	42.000,00				
<b>3</b>	<b>Pathway 3</b>			<b>484.041,27</b>	<b>9%</b>		<b>646.250,02</b>	<b>13%</b>
a		A.3.a. - Direct activity cost (non-HQ)	DRC	81.866,29				
b		A.3.b. - Direct activity cost (non-HQ)	OXFAM	182.651,47				
c		A.3.c. - Direct activity cost (non-HQ)	IMC	-				
d		A.3.d. - Direct activity cost (non-HQ)	NRC	188.023,51				
e		A.3.e. - Direct activity cost (non-HQ)	CMU	31.500,00				
<b>4</b>	<b>Pathway 4</b>			<b>1.741.984,06</b>	<b>32%</b>		<b>2.325.746,40</b>	<b>45%</b>
a		A.4.a. - Direct activity cost (non-HQ)	DRC	298.859,58				
b		A.4.b. - Direct activity cost (non-HQ)	OXFAM	256.776,80				
c		A.4.c. - Direct activity cost (non-HQ)	IMC	910.000,05				
d		A.4.d. - Direct activity cost (non-HQ)	NRC	200.747,63				
e		A.4.e. - Direct activity cost (non-HQ)	CMU	75.600,00				
<b>5</b>	<b>Pathway 5</b>			<b>321.968,50</b>	<b>6%</b>		<b>429.864,48</b>	<b>8%</b>
a		A.5.a. - Direct activity cost (non-HQ)	DRC	219.848,74				
b		A.5.b. - Direct activity cost (non-HQ)	OXFAM	79.019,76				
c		A.5.c. - Direct activity cost (non-HQ)	IMC	-				
d		A.5.d. - Direct activity cost (non-HQ)	NRC	-				
e		A.5.e. - Direct activity cost (non-HQ)	CMU	23.100,00				
<b>B</b>	<b>Shared support cost</b>			<b>1.290.186,89</b>	<b>23%</b>		<b>-</b>	
6,1		B.1.a. - Programme support cost (non-HQ)	DRC	304.953,26				
6,2		B.1.b. - Programme support cost (non-HQ)	OXFAM	304.953,26				
6,3		B.1.c. - Programme support cost (non-HQ)	IMC	304.953,26				
6,4		B.1.d. - Programme support cost (non-HQ)	NRC	304.953,26				
6,5		B.1.e. - Programme support cost (non-HQ)	CMU	70.373,83				
<b>7</b>	<b>Audit</b>			<b>-</b>	<b>0%</b>		<b>-</b>	
7,1		Project Audit		-				
<b>8</b>	<b>HQ indirect costs</b>			<b>359.813,08</b>	<b>7%</b>		<b>-</b>	
8,1		HQJ (indirect costs - 7%)		359.813,08				

# Syria Community Consortium

## Steering Committee Terms of Reference

### Background

The Danish Refugee Council (Consortium Lead), International Medical Corps, the Norwegian Refugee Council, and Oxfam have come together to establish a consortium to develop and implement a programme model that will strengthen resilience and self-reliance among the Syrian communities through improved access to basic services, sustainable income generation and market development, protection, and community empowerment. It's a multi-year endeavour with one year inception period to set up and pilot the programming framework and approaches. The main approaches underpinning the programme are:

- Area based approach based on the strengths and complementarity of consortium members.
- Area based programme design based on joint contextual analysis, planning, and learning.
- Linking learning to policy dialogue and influencing.
- Leveraging the consortium as a platform to develop sustainable and durable solutions in the context of GoS-controlled areas.

The Steering Committee (SC) is the highest decision-making body in relation to the consortium's strategic direction, management structure, implementation oversight and external engagement.

### Members & Roles

The Steering Committee (SC) will comprise two layers. For both layers, the lead organization and grant holder will chair meetings, and the Consortium Manager (based in DRC-Syria) will serve as Secretariat of the consortium and make necessary preparations for meetings.

### Strategic Steering Committee (SSC)

Members of the SSC will comprise one representative from each donor and implementing partner who will have decision-making authority; from the implementing partner, this representative is expected to be the Country Director (CD). The main objective of the **Strategic Steering Committee** is to provide strategic oversight on high-level, critical strategic issues.

- Provide strategic oversight
- Monitor and advice on internal and external risks at the strategic level.
- Fundraising for consortium programming.
- Support to unblock any major access challenges.
- Guide learning priorities of the consortium and support the CMU in dissemination of the same – inside and outside of the country.



## Operational Steering Committee (OSC)

Members of the OSC will comprise one representative from each implementing agency. The Country Director (CD) is default SC member unless delegation by the CD is deemed absolutely necessary in order to preserve continuity and decision-making. The representation from each partner in the consortium will remain fixed – with the remaining constant throughout the duration of the programme. If this person is to be on leave or to change, each partner is committed to deliver a full handover to the new representative so that their attendance is meaningful.

The main objective of the **Operational Steering Committee** is to ensure operational excellence throughout program implementation, including providing guidance and oversight to the following:

- Decision on programmatic approaches that aligns with the consortium vision of efficiency and effectiveness.
- Consortium engagement towards joint access negotiations.
- Manage internal and external risks.
- Represent the consortium during external engagement – government and umbrella organizations.
- Resolve issues and conflicts of interest.
- Provide Guidance to the Consortium Management Unit (CMU), Sectoral Technical Units, Cross-cutting Technical Units, and Area Based Coordination Units.
- Agree on allocation of funds to the Implementing agencies.
- Reviewing/approving of a resilience programme workplan for each area.
- Monitoring of workplan implementation and burn rate by consortium partners, together with the CMU.
- Facilitating a forum where partners exchange information on implementation challenges / solutions / learning.
- Ensure that the CMU has the right capacity to steer.
- Agree on programming red lines/bottom lines.
- Decide on the expansion/contraction of the consortium, entry of new partners/donors, and selection of new geographic areas.

The OSC will be responsible for sign-off of the following:

- Signs off on the annual budget, workplan and project document.
- Reviewing/approving of a resilience programme workplan for each area.
- Allocation of funds based on workplan.
- Monitor and approve burn rate, including reallocation of funds if needed.
- Data Sharing Agreement/s.
- CMU recruitments and performance appraisals.
- MEAL Plan.
- Advocacy & Influencing plan.
- Communications Products to support advocacy, fundraising, communications with external actors, and creating branding for a consortium identity.
- Donor engagement and fundraising plan.
- Admission or exit of members.
-

## Meeting Schedule

During the first 12 months, the Strategic Steering Committee will meet every six months. The Operational Steering Committee every month. Ad hoc meeting can be called by members of SSC or OSC. Any member of the SC can call for an ad hoc meeting as necessary with a minimum representation requirement of 4 out of the 6 members in the case of SSC and 3 out of 4 in the case of OSC. From year 2 onwards, the Strategic Steering Committee will meet every three months and the Operational Steering Committee will meet every month with the possibility to call ad-hoc meetings.

The Consortium Manager will take lead in organizing meetings and make necessary logistical arrangements. The Consortium Manager will prepare an agenda in consultation with SC members and will get it signed off by the Chair. S/he will share the agenda and accompanying documents at least 3 days ahead of the meeting. The Consortium Manager will also provide other secretarial services by recording the minutes, circulating minutes within 3 working days, recording approved minutes and following up on the decisions made.

## Decision-Making

The Strategic Steering Committee will aim to achieve consensus on decisions. In the event of lack of consensus, decision will be made by a simple majority vote.

The Operational Steering Committee will aim to achieve consensus on decisions. In the event this proves impossible, decisions may be made by a simple majority vote amongst participating members. Each Consortium Member has one vote on the steering committee. The Consortium Manager will not have a vote in decision making at the SC meetings, except in cases where the vote is tied. The authority of the Steering Committee will be final on all operational matters. Decisions will be consistent with SC member and donor rules and regulations.

Six months after adoption, these terms of reference can be reviewed or amended, if the SC members deem it necessary or helpful. If revised, these terms will be effective for another six months unless a unanimous decision precedes that.

## Contact Details

Organisation	Name	Title	Email	Phone Number
DRC	Sachitra Chitrakar	Country Director	sachitra.chitrakar@drc.ngo	+963953666640
	Denah Fitzharris	Head of Programme	denah.fitzharris@drc.ngo	+963953888793
IMC	Wafaa Sadek	Country Director	wsadek@internationalmedicalcorps.org	+963948333912
	Muhammad Dawood	Programme Coordinator	mudawood@internationalmedicalcorps.org	
NRC	Andres Gonzalez	Country Director	andres.gonzalez@nrc.no	+963965055060
	Marjorie Arotin	Head of Programmes	marjorie.arotin@nrc.no	+963965055370
Oxfam	Moutaz Adham	Country Director	Madham@oxfam.org.uk	+963958001272
	Matilde-Gomis Perez	DCD Program	Mgomis-perez@oxfam.org.uk	
Secretariat	To be recruited			

## ANNEX 9: QUALITY ASSURANCE CHECKLIST

File number/360 reference: 23/27346

Programme/Project name: Strengthening the Resilience Capacities and Socio-Economic Well-Being of Crisis-Affected Communities in Syria

Programme/Project period: December 2023 – 31 December 2024

Budget: DKK 30.1 million

This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations, where development specialists from either ELK or other units are not involved in the process; i.e.

- (i) *internal appraisals* of appropriations up to DKK 10 Million where this checklist constitutes the appraisal.
- (ii) *external appraisals* of appropriations between DKK 10 – 43 million and (iii) appraisal in exceptional cases. The checklist aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

Presentation of quality assurance process:

*Based on a joint decision by the Embassy in Beirut and ELK, the project has undergone external appraisal by a consultant from Nordic Consulting Group (NCG). The appraisal also covered two other projects focused on strengthening resilience in Syria. The ToR for the appraisal were developed in close consultation with Nina Berg, ELK. The appraisal report is attached.*

☐ The design of the programme/project has been appraised/appraisal checklist filled out, by someone independent who has not been involved in the development of the programme/project.

*Comments: Yes. See above.*

☐ The recommendations of the appraisal/comments in the appraisal checklist have been reflected upon in the final design of the programme/project.

*Comments: The Appraisal has been shared with SCC and incorporation of the recommendations in the final project design will be ensured during the pilot phase, the purpose of which is to develop approaches in the areas covered by the recommendation, all three of which are process oriented.*

☐ The programme/project complies with Danida policies and Aid Management Guidelines, including the fundamental principles of Doing Development Differently.

*Comments: Yes. The project is compliant with AMG, including the principles of DDD. See also the attached appraisal report.*

☐ The programme/project addresses relevant challenges and provides adequate responses.

*Comments: Yes. See the attached internal Danida project document for details in this regard.*

- ❑ Issues related to HRBA, LNOB, Gender, Youth, Climate Change, Green Growth and Environment have been addressed sufficiently in relation to content of the project/programme.

*Comments: Yes. This will also be in focus during the pilot phase. See the attached appraisal report.*

- ❑ Comments from the Danida Programme Committee (if applicable) have been addressed

*Comments: NA*

- ❑ The programme/project outcome(s) are found to be sustainable and in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

*Comments: The project is designed as a pilot phase, during which sustainable outcomes cannot be expected. However, the pilot phase is expected to result in the development of a full scale multi-year programme, based on the described strategy and the selected implementation modalities. Subject to satisfactory performance, it is the intention of the RDE to develop a multiyear engagement with SCC on the basis of this initial pilot phase. Please also refer to the attached appraisal report.*

- ❑ The theory of change (if applicable), results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments: Yes. See the attached appraisal report, which confirms that the ToC and the results framework is of high quality.*

- ❑ The programme/project is found sound budget-wise,

*Comments: Yes. See the attached appraisal. It is noted that the budget for the first year is indicative only and subject to further development of work plans that are to be approved by the Steering Committee of which the RDE is a member.*

- ❑ The agreed budget and financial reporting procedures provide an adequate basis for financial monitoring of funds.

*Comments: Yes, not least as Denmark has a seat in the Steering Committee*

- ❑ The programme/project is found realistic in its time-schedule.

*Comments: Yes. The funding contributes to an initial funding phase of one year, during which a full multi-year programme document is to be developed based on a stronger localised context analysis, initial outcomes, and participatory planning processes.*

- ❑ Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

*Comments: Yes. Contributions are also expected from Switzerland and Norway. Both have been deeply involved in initial informal consultations with SCC and there is full alignment in terms of current planning and future perspectives. Both donors share the Danish ambition of extending planned grants into a multiyear engagement, subject to satisfactory performance in the first pilot year.*

- ❑ Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.

*Comments: Yes, the selection of partners and the consortium approach is substantiated by the experience with two of the consortium members being part of the Syria Resilience Consortium during its lifetime 2016-2023 and as such responsible for activities in government-controlled areas in Syria. Further, three of the partners already carry substantial engagements in partnerships with Danida, both in the region and globally.*

☐ The implementing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.

*Comments: Yes. See above – and please also refer to the attached appraisal report.*

☐ Implementing partner(s) has/have been informed about Denmark's zero-tolerance policies towards (i) Anti-corruption; (ii) Child labour; (iii) Sexual exploitation, abuse and harassment (SEAH); and, (iv) Anti-terrorism.

*Comments: Yes – and this will also be part of the contractual framework.*

☐ Risks involved have been considered and risk management integrated in the programme/project document.

*Comments: Yes, the project document contains a satisfactory risk analysis. Please also refer to the attached appraisal report.*

In conclusion, the programme/project can be recommended for approval: **yes**

Date and signature of Desk Officer: 08.12.23

Date and signature of Management: 08.12.23

