


www.ifrc.org  
Saving lives,  
changing minds.

## Revised Emergency Plan of Action (EPoA) Syria: Complex Emergency

 International Federation  
of Red Cross and Red Crescent Societies

Emergency Appeal n°:	MDRSY003	Glide n°: <a href="#">OT-2011-000025-SYR</a>	
Date of launch:	06/07/2012	Expected timeframe:	12 months
		Expected end date:	31/12/2021
Category allocated to the crisis: <b>Red</b>			
EPoA Funding Requirements (November 2020 – December 2021): CHF 30.8 million			
Total funding gap for 2021: CHF 24.8 million			
Total Appeal funding requirements (July 2012 -Dec 2021): CHF 208.9 million (increased from CHF 195 million)			
<ul style="list-style-type: none"> <li>Total funds received as of date: CHF 184.1 Million</li> <li>Total expenditure as of date: CHF 178.1 Million</li> <li>Total funds carry forwarded into 2021: CHF 6.0 Million (approx.)</li> </ul>			
Total number of people affected:	13 million	Number of people to be assisted:	1,000,000
Provinces affected:	Across Syria	Provinces/Regions targeted:	14
<b>National Society presence:</b> The Syrian Arab Red Crescent (SARC), with 13,762 active staff and volunteers, 14 branches and 64 active sub-branches has a presence throughout Syria and remains the largest humanitarian organizational in the country. It also the main national facilitator of all international humanitarian assistance.			
<b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> The Red Cross Red Crescent Movement partners have been supporting SARC response multi-laterally and bi-laterally since the beginning of the Syrian Complex Criss. The list of partners supporting through the IFRC Emergency Appeal ( <b>MDRSY003</b> ) is available in the <a href="#">IFRC donor response</a> . There are 10 other Movement partners including the International Committee of the Red Cross (ICRC) supporting SARC bilaterally. As of 2021, nine partner National Societies have delegates in Syria and are operating bilaterally under IFRC umbrella: the British, Canadian, Danish, French, Finnish, German, Norwegian, Swedish and Swiss Red Cross Societies. The Austrian, Japanese and Netherlands Red Cross engage in support through their regional representations in Beirut, Lebanon.			
<b>Other partner organizations actively involved in the operation:</b> SARC is working with many international organizations and agencies present in-country, such as UN Agencies including UNFPA, UNHCR, UNICEF, WHO, WFP, and INGOs such as Action Against Hunger, ADRA, AVSI, COOPI, Danish Refugee Council, Lutheran World Relief, MEDAIR, Oxfam, Premiere Urgence, Secours Islamique France and Terre des hommes and Triangle. In addition, DG-ECHO, USAID-OFDA, Irish Aid, Austrian Development Agency, Government of Japan, Canada's Department of Foreign Affairs, Trade and Development, private and corporate donors also contribute to the Emergency Appeal.			

The revised Emergency Appeal (EA) seeks a total of **30.8 million Swiss francs** to support the SARC to continue providing **life-saving assistance that meets the critical humanitarian needs of more than one million vulnerable people in 2021** - including food distributions for more than **60,000 households**, emergency household items support for **30,000 households**, winter support for **30,000 children**, income generation support for **33,000 households**. The operation will also support **450,000 people** to access health care services and hygiene promotion interventions.

This revised EPoA is one of two complementary planning and resource mobilization (RM) tools, the other being the Operational Plan (OP) which will essentially mirror the EA. The One Plan and Budget approach will enable SARC to continue providing essential services when and where needed throughout Syria. While ensuring the gradual migration of the EA to support strategic priorities of SARC, the OP will accommodate new incoming resources and pledges for 2021. It takes into account the coordinated interventions of the International Red Cross Red Crescent Movement (Movement), including the ICRC and Partner National Societies (PNS) active in Syria. IFRC partners are committed to a greater collective way of working in the coming years to ensure SARC's services continue and tailor-made National Society development support through sustainable response capabilities. An enhanced engagement with partners will support clarifying and understanding the use of the IFRC planning and RM tools and the continued support to SARC.

## A. Situation analysis

### Description of the Crisis

Syria is entering the 10<sup>th</sup> year of the crisis and the plight of Syrians has worsened considerably during 2020 with hunger reaching record levels due to a mixture of events on top of the continuing crisis. Although the most intensive conflict may now be centred in the North surrounding Idlib, with rural Aleppo and Al Raqqa and the North East (Hasaka) down the Euphrates to Dier-Ez-Zour, there is still insecurity across the country with skirmishes between different factions and use of improvised explosive device (IEDs) and vehicle-borne IEDs, including in Damascus as recurring incidents. The south of the country surrounding Daraa has especially seen a worsening security situation for people already suffering from nearly 10 years of crisis. The World Food Programme (WFP) has reported that in Darra Governorate, with a population of some one million people, 41 per cent are food insecure and over a third of the population are returnees.



**Figure 1:** SARC offers a broad range of services to conflict affected communities including relief, livelihoods, health care, WASH and protection. **Photo: SARC**

Throughout 2020 we have witnessed the evolution of the Syria crisis in all its complexity. According to the latest Global Humanitarian Overview 2021 report<sup>1</sup>, 13 million people are still in need of humanitarian assistance in Syria. While in some locations there is increasing stability and an end to prolonged crisis and with the changing economic circumstances, there is still a need for continued programming that meets the immediate need of people affected by the crisis, particularly in the northeast, where tens of thousands of people, many of whom are women and children are fleeing their homes in search of safety. This has been further impacted by economic factors including the ongoing complex and deteriorating economic situation in neighboring Lebanon, the effects of the COVID-19 pandemic and the tightening of sanctions.

In addition to that, it is estimated that the wildfire<sup>2</sup> incidents in October 2020 burned more than 30,000 hectares of agricultural and forest land across the coastal region of Syria, affecting at least 100,000 people (19,000 families) through the destruction and damage to homes and livelihoods assets, loss of power and water supply.

The WFP has stated that 6.7 million people are internally displaced, with 9.3 million people food insecure and 2.2 million people at risk of food insecurity<sup>3</sup>. The food insecurity has deteriorated over the past two years, and people are sliding deeper towards poverty than at any other time during the crisis. The UNDP multi-dimensional indicators estimate that the national poverty rate in Syria is at 38 per cent. Key aggravating factors include low supply of USD, high inflation, and significant devaluation of the Syrian Pound (SYP) against USD. The value of SYP reaching to all time low with SYP 1,256 per 1 USD in June 2020. In the informal market SYP value declined steadily reaching over SYP 3,000 in late December 2020. The prices of many essential commodities rose more sharply than previous months such as price of the subsidized bread doubled between September to October 2020. Financial and other impacts of sanctions, especially inflation, raises costs of basic items in the market and for SARC, a large portion of the funding is reduced due to currency exchange losses. With market prices following the informal exchange rate the consequence is a more than double loss in purchase power for ordinary citizens to cover their basic needs and humanitarian organizations alike that left with limited options to cope with the crises. This also delayed some of the tendering processes in the pipeline and disrupted overall supply chains for various programmes, as contractors were unable to deliver goods and supplies according to framework agreements. Similarly, contractors and suppliers are reluctant to enter longer-term predictable contracts.

<sup>1</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/GHO-2021-Abridged-EN.pdf>

<sup>2</sup> SARC has been responding to the disaster supported by DREF

<sup>3</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/2020%2010%20WFP%20Syria%20External%20Situation%20Report%2010%20-%20October%202020.pdf>

There is still a high risk associated with the ongoing operation in Syria and health needs remain critical with 11.3 million Syrians in need of health assistance<sup>4</sup>. The security situation and access to areas can change at short notice and frequently during implementation of activities keeping operations on an emergency footing. The crisis in North-West Syria continues to impact basic life-saving services to civilians.

### Socio-economic and humanitarian impact of COVID-19

The outbreak of COVID-19 and the resulting lockdown for few months impacted Syrian people severely, with movement restrictions, increasing prices, job losses, difficulties in accessing basic services such as business, education, and health care. Though not entirely blocked, humanitarian activities suffered delays further affecting those in need of assistance. International delegates were stranded around the world striving to provide support virtually in a country where direct physical contact is essential to conducting effective business. In the words of Syrians “we have three choices: dying because of crisis, economic sanctions or the Corona virus”. In this context, only partial lockdowns were maintained to stem specific flareups and life resumed. The IFRC was quick in taking a number of steps that enabled SARC to conduct their work. Financial resources were successfully transferred into the country. Procurement of personal protective equipment (PPE) was conducted locally thus limiting international transportation delays. Hence, SARC could adapt to the new threats, resume key activities and catch up with some of the delays. Instead of the usual large groups, food distributions were made to smaller groups and even door-to-door. This resulted in increased logistics costs, but a safer environment for volunteers and the population alike. All ambulance emergency calls were treated as potential COVID risks and measures were taken to protect SARC’s first responders. In addition to the five million people assisted by SARC annually, more than two million people received COVID-19 related response support.

“Needs have deepened”, is how humanitarian actors working within Syria describe the current situation. People in Syria continue to suffer from increasingly localized, intensified hostilities which uproot families from their homes, claim civilian lives, damage and destroyed basic infrastructure, with limited freedom of movement. Almost 40 per cent of internally displaced people (IDPs) have been displaced more than three times, with every displacement further eroding coping capacity. Repeat displacement numbers are particularly high for IDPs in north-west and north east Syria. Contested areas are vast with large populations and the threat of armed crisis has not disappeared, ambushes, sniper and similar ad-hoc, IEDs are still happening in these areas and people still need urgent assistance. Increased displacement of this kind means an increase in **protection and health needs**, as well as a severe strain on the **economic security** of the Syrian people. It is therefore mandatory for the humanitarian community to adjust its strategy towards life-saving support, while responding to fluid population movements in a context of limited capacities or funding. At the time of writing, the events underway in the North of Syria are being supported by cross border operations but SARC stands by to activate cross lines support. IFRC is monitoring daily and planning alongside SARC to ensure priority services are delivered to the most affected communities.

As always, SARC continues to respond to immediate needs with emergency relief supported by the Red Cross Red Crescent Movement and alongside INGOs and UN partners. This is also factored into SARC’s programming for 2021, with the need to progressively move from food aid to livelihoods assistance, and some level of recovery and resilience, as recognized in the SARC’s Strategic Plan 2020-2022. SARC has been responding to the needs of these communities, and the years of crisis have profoundly changed the National Society. In the months and years ahead, the important subject of analysis is what the nature of these changes are, and how SARC should evolve to retain its relevance in Syria. In order to support SARC to continue responding in the most agile and effective way donors are kindly requested to provide flexible unearmarked funding.

With no political solution to the Syrian crises in sight, resources and support for humanitarian work in Syria is steadily diminishing. During 2020, SARC, the IFRC Secretariat and indeed the whole Red Cross Red Crescent Movement conducted intense humanitarian diplomacy and advocacy efforts. In July 2020, the IFRC President and SARC Secretary General (SG) addressed the Brussels EU/UN Syria conference while in November, the SARC SG had the opportunity to address a session of the UN Security Council highlighting the negative impact on Syrian civilians and the work of SARC. March 2021 will mark 10 years since the beginning of the Syrian crisis. This provides an opportunity for the Movement partners to further impress upon governments the urgency of reaching a lasting political solution to the crisis as well as the importance of continuing the support of principled, impartial and neutral humanitarian work in Syria.

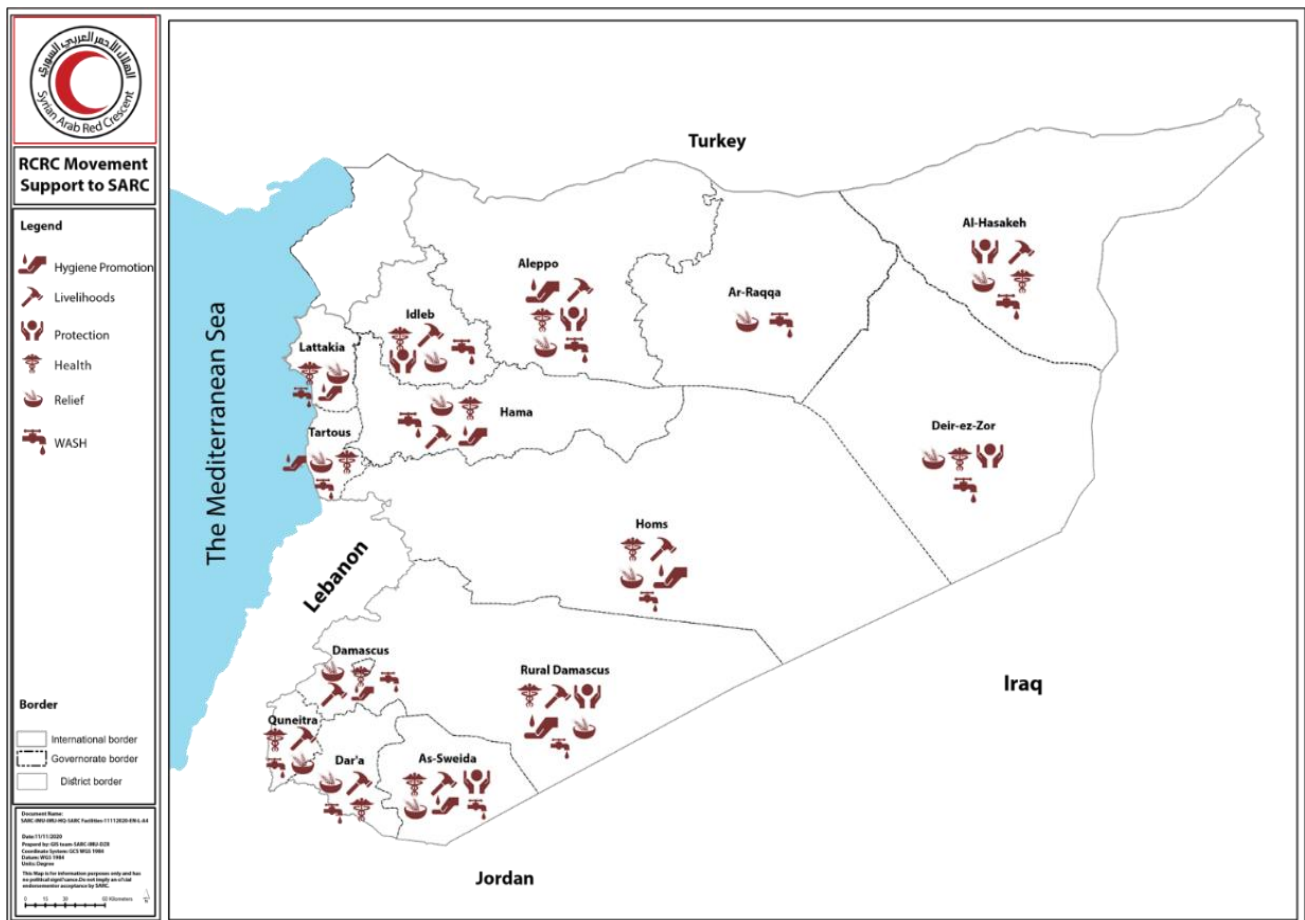
<sup>4</sup> [UNHCR Operational Update for Q3 of 2020](#)

## Summary of the current response

### Overview of National Society Response Action

SARC is headquartered in Damascus, with **14 branches** in the fourteen governorates of Syria, and **65 active sub-branches**. SARC has an extensive network of volunteers working across its headquarters, branches and active sub-branches which includes health facilities active across Syria.

SARC is the main humanitarian actor in Syria with an assigned coordination mandate for international assistance. With its presence across most of the country, and utilising its network of staff and volunteers, it remains the largest national provider of humanitarian services in Syria. SARC works closely with local communities providing humanitarian assistance to more than five million internally displaced people, affected host communities and returns annually. The Movement support to SARC with different sectoral interventions is given in the map below.



## Summary of Red Cross Red Crescent Response to date



**Figure 2:** SARC volunteer, assisting local communities with health care and relief items distribution supports as part of IFRC appeal. **Photo: SARC**

People reached through IFRC Appeal	2012	2013	2014	2015	2016	2017	2018	2019	2020 <sup>5</sup>	Cumulative
Population Reached - Shelter	15,000	40,000	50,000	520,000	214,000	296,000	479,122	148,092	94,006	1,856,220
Population Reached - Livelihoods	194,000	794,294	1,159,683	1,121,705	1,250,000	408,080	566,948	553,163	272,683	6,320,556
Population Reached - Health	138,601	374,199	345,821	750,000	596,197	400,000	630,000	1,362,814	556,021	5,153,653
Population Reached - WASH	109,410	814,740	338,086	535,000	570,000	330,000	152,862	227,735	20,807	3,098,640
<b>Total</b>	<b>457,011</b>	<b>2,023,233</b>	<b>1,893,590</b>	<b>2,926,705</b>	<b>2,630,197</b>	<b>1,434,080</b>	<b>1,828,932</b>	<b>2,291,804</b>	<b>943,517</b>	

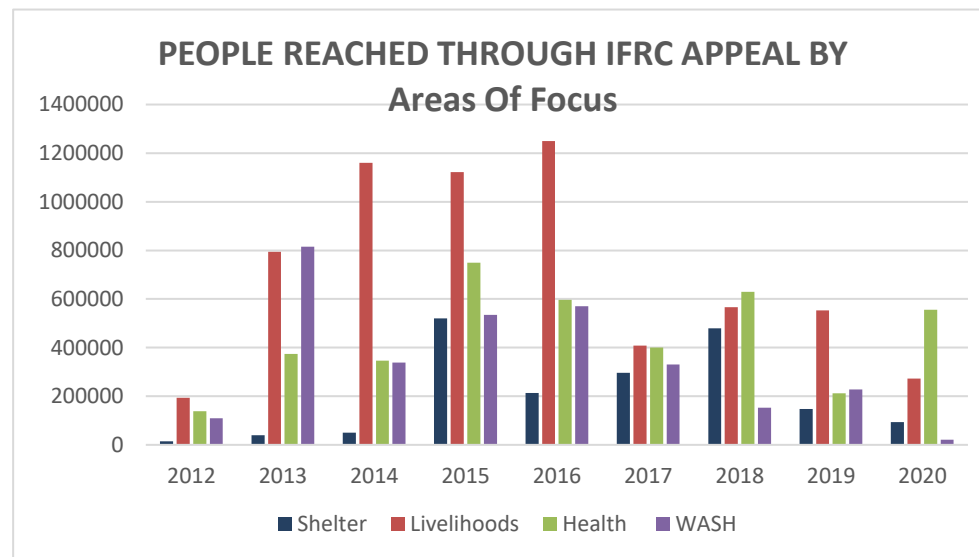
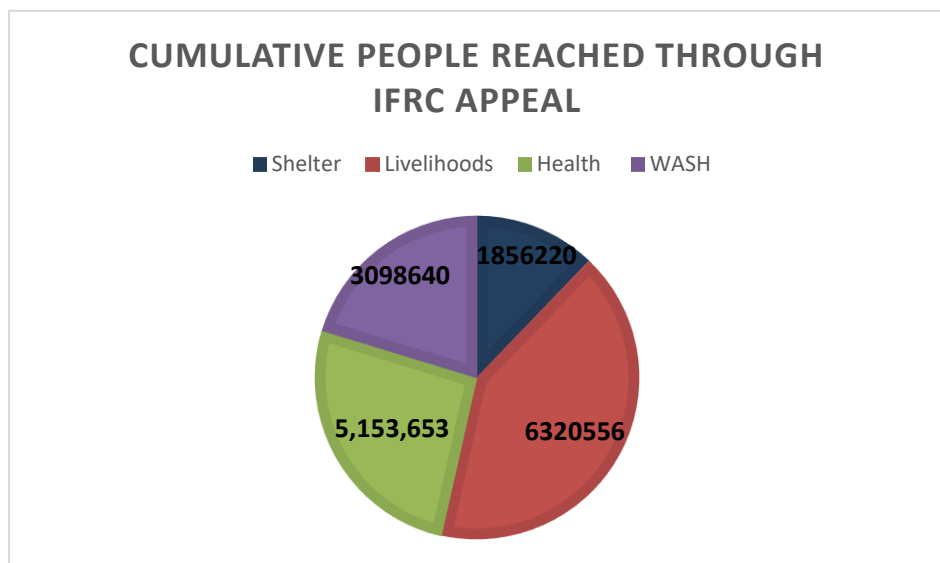
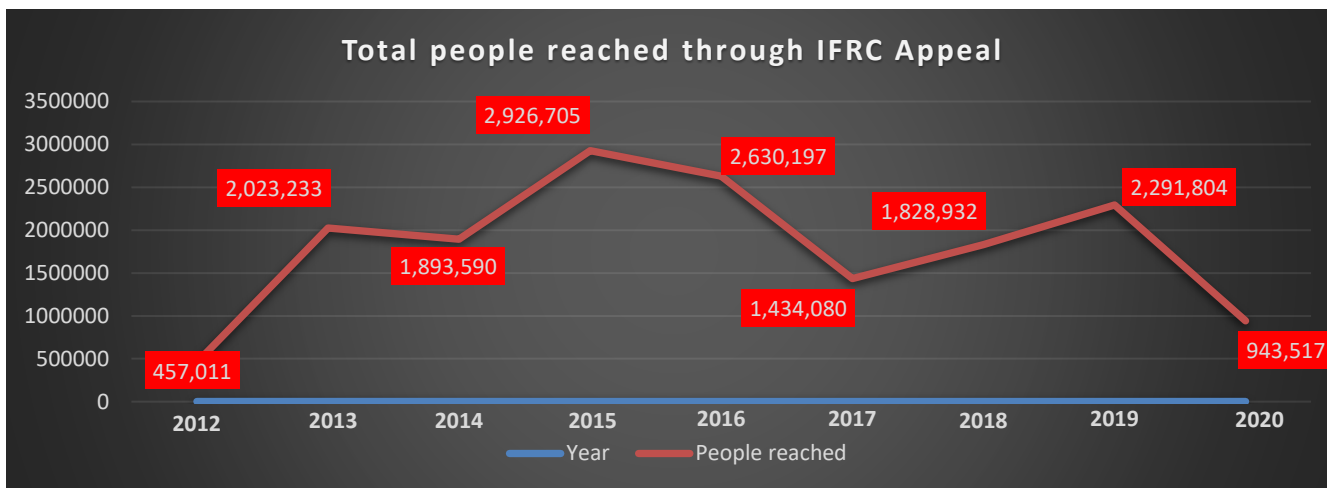
<sup>5</sup> People supported through IFRC Emergency Appeal for 2020 covers period from January 2020 to September 2020.



Average number of people annually reached through the IFRC Appeal

From 2012-2020

**1.8 Million**



### The Syrian Arab Red Crescent (SARC)

SARC continues to be the main humanitarian actor in Syria. Through its network of staff, volunteers and with SARC's assigned coordination mandate and its presence across most of the country, it is currently the largest national provider of humanitarian services in Syria. SARC works closely with local communities providing humanitarian assistance to more than 6.5 million internally displaced people, affected host communities and returnees every year and 13 million people in need for 2021. SARC is the main national facilitator to international humanitarian assistance, with formal coordination and cooperation with 29 partners between the International Red Cross Red Crescent Movement, UN agencies and international non-governmental organisations. This assistance is based around the provision of food and household items for shelter, hygiene items and hardware. SARC also provides medical and health care services through more than 200 health facilities. In addition, SARC's water projects provide services to close to 80 per cent of people in Syria.



Photo: SARC Latakia branch volunteers responding to emergency calls adhering to COVID-19 guidelines including distribution relief items through convoys.

SARC delivers food support, both from emergency food distributions, convoys, and regular distributions to **more than 5M people per year.**



SARC delivers essential household items, during emergency response, regular distributions and for winter response to **more than 5M people per year.**



**80% of people in Syria** gained access to clean water and sanitation through water projects supported by SARC.



**More than 1M people** receive medical consultations, medications, treatment, and emergency health services from SARC health facilities every year.



In 2020, SARC launched COVID-19 response plan for Syria and ensured PPE kits for staff and volunteers as well as responded to the wildfire in **Latakia, Tartous & Homs** through DREF. This was also supported by IFRC and partners from within the Movement and outside.

In 2020, SARC continued its support to **vulnerable returnees in North-East Syria as well as in Aleppo, Daara, Idleb and Rukban**, SARC volunteers from these areas keep ongoing actions including food distribution, household items, livelihoods inputs & hygiene items distribution, and psychosocial support activities.

SARC keeps an emergency response operation to support people from **Rukban Camp**, providing relief and health services in the humanitarian corridor and in the five makeshift shelters. SARC also activated shelters to receive people from the evacuation and provide further assistance.

To date 65 SARC staff and volunteers have lost their lives in the line of duty, as well as 8 volunteers from the Palestinian Red Crescent Society (PRCS).



## Overview of Red Cross Red Crescent Movement Actions in country

Founded in 1942, SARC is an independent humanitarian organization in Syria. SARC was recognized by the ICRC in 1946 and it is committed to the Geneva Conventions and the seven Fundamental Principles of the International Movement of Red Cross Red Crescent. SARC, with 14 branches, 64 active sub-branches and 13,762 staff and volunteers has a presence throughout Syria and remains the largest humanitarian organisation in the country. It is also the main national facilitator of all humanitarian assistance. In late 2019 SARC completed its Strategic Plan for 2020-2022 which provides an articulated point of reference to orientate partners' support for more sustainable programmes in the country.

IFRC has been present in Syria since the mid-1990s with a permanent representation office since 2007. Currently the IFRC has a dedicated team based in Syria. A regional office in Beirut supports the response operation and capacity building initiatives. The IFRC team in Syria is integrated with SARC to support the National Society from its headquarters and coordinates operational matters with partner National Societies (PNSs) and the ICRC. IFRC will continue supporting SARC's emergency response as well as the development of its operational capacity, recognizing the unique role that SARC plays by partnering with organisations both inside and outside the Red Cross Red Crescent Movement. IFRC participates as an observer in the Humanitarian Country Team meetings and in technical sector meetings.

IFRC supports SARC in their role as lead agency within the Movement in the implementation of regular coordination meetings. Additionally, there are now Movement coordination meetings for updates on COVID-19. Regular Movement health coordination meetings take place, bringing together representatives of SARC, IFRC, ICRC and in-country PNSs, to ensure good sharing of information, joint planning, efficient coordination of resources and aligned strategies related to Movement partners' support to SARC's health programme. Also, IFRC's Global Humanitarian Services and Supply Chain Management has been providing international procurement services to PNSs through its established supply chain, as well as assisting with the exemptions. As of early 2020, nine PNSs have delegates in Syria and are operating bilaterally under IFRC's umbrella: the British, Canadian, Danish, French, Finnish, German, Norwegian, Swedish and Swiss Red Cross Societies. The Austrian, Japanese and Netherlands Red Cross engage in support through their regional representations in Beirut. Many others such as the Australian, Icelandic and Irish Red Cross are engaged in multilateral support. IFRC works together with SARC to promote complementarity and cooperation between different PNSs as well as ICRC to deliver urgent humanitarian assistance in Syria. The strategic and operational coordination approach will be articulated in the country plan for Syria that mirrors the Emergency Plan of Action (EPoA) of the revised Emergency Appeal. In September 2020, IFRC gained legal status in Syria, through the signature of a Status Agreement with the Syrian Arab Republic. Besides administrative services, it will further provide IFRC and future integrated PNS delegates with IFRC's so called "diplomatic status" offering a clear and solid legal base for their presence in Syria under the IFRC umbrella. Any Integration Agreements between IFRC and PNSs will be crafted in ways not to duplicate or charge for services that are part of SARC/PNS bilateral contracts.

The ICRC has been present in Syria since 1967 and is working as a key operational partner with SARC. The ICRC has five offices in Syria, employing international staff and resident staff. The main areas of support to SARC are emergency assistance, economic security, health (first aid, prosthesis rehabilitation programme, mental health, and primary health clinic), water and habitat, risk education, restoring family links, forensic, promoting humanitarian values and strengthening SARC capacities.

## Overview of other actors in country

SARC is working with many international organizations and agencies present in-country<sup>6</sup>, such as UN Agencies including UNFPA, UNHCR, UNICEF, WHO, WFP, and INGOs such as Action Against Hunger, ADRA, AVSI, COOPI, Danish Refugee Council, Lutheran World Relief, MEDAIR, Oxfam, Premiere Urgence, Secours Islamique France and Terre des hommes and Triangle.

Besides functioning as an implementing partner for these organizations, SARC participates in cluster meetings and working groups for health, shelter and household items, livelihoods, information management, among others. Activities conducted are carried out in coordination with local, national and international stakeholders active in the relevant sectors.

---

<sup>6</sup> SARC Annual Report 2019

## Needs Analysis

### Shelter

The humanitarian consequences for people suffering the crisis in Syria are wide-ranging and profound. Overall, 13 million people are in need of some form of humanitarian assistance in 2020. This includes 4.65 million people estimated to be in acute need. As the crisis enters its 10<sup>th</sup> year, 6.7 million people remain internally displaced<sup>7</sup>. Some 5.6 million people have fled their homes, the vast majority to neighbouring countries, with limited prospects for return due to ongoing hostilities in some locations, concerns regarding safety, and the lack of adequate housing, basic services and employment opportunities<sup>8</sup>. Crucial civilian infrastructure such as schools, water supply systems, health facilities, and housing infrastructure has sustained extensive damage and much of it remains unrestored or in disrepair. In areas where hostilities have subsided, life remains a daily struggle due to limited access to basic services and livelihood opportunities, increasing financial hardship and an eroding capacity to cope. Around 80 per cent of the population is estimated to live under the poverty line. Recent economic shocks stand to further set back the recovery of the Syrian people and render many more vulnerable.

With the rising cost of living and the potential for multiple displacements families and individuals are facing harder times to make ends meet and this also means the need for household items support such as mattresses, blankets and clothing are even more necessary to meet urgent needs. The nine years of continual conflict has ensured that the accumulative damage to essential infrastructure and housing is immense, with the scale of rebuilding and reconstruction needed going beyond the capacity of the humanitarian community's response support in general. Syria in general suffers from decreasing availability of adequate accommodation and the lack of essential rebuilding items will keep thousands of households in inadequate and often overcrowded shelters, without at least basic items to endure winter and preserve a modicum of dignity in already severe conditions.

There is a critical need to ensure that live-saving interventions are conducted, and we continue to monitor opportunities for resilience-building interventions that may have positive outcomes that meet immediate needs and the potential for longer term sustainable advantages to people's wellbeing. Displacement patterns continued to be affected by restrictions on freedom of movement for people; particularly in areas of North-East Syria (NES) and North-West Syria (NWS), as well as in areas witnessing changes in control. People displaced from Afrin, north-east of Aleppo, were subject to movement restrictions preventing them from seeking access to accommodation, from returning to their areas of origin in Afrin to secure assets and repossess their properties. The humanitarian situation in NES remains dire with an estimated 1.7 million people in need of humanitarian assistance.

Fuel shortages continued since October 2020, with long waiting hours to refill their cars. Rising fuel prices were of particular concern with the onset of winter weather. The price of subsidised diesel fuel rose by 120 per cent and displaced families are particularly vulnerable to deteriorating weather conditions, as are communities in elevated areas, such as in parts of Rural Damascus. Approximately, 4.7 million vulnerable people exposed to hostilities and in need of shelter<sup>9</sup> whereas 4.4 million people in need of core relief items. Geographically, poor shelter conditions are most prevalent in Idlib, Aleppo, and Rural Damascus Governorates, in Ar-Raqqa city and generally in camps in the NES and NWS. In November, rainfall and flooding damaged almost 400 tents in 10 displacement sites in the Idlib and western Aleppo governorates.

The increased needs faced by Syrians in 2020 as a bi-product of the COVID-19 pandemic place a strain on everyone in terms of access to basic services and opportunities for income generation to meet their family and their own essential needs. With such a high urgency to meet critical needs in an ever-changing environment, it is critical that our donors continue to provide the flexibility to our operations to meet urgent needs as they arise.

### Livelihoods

Food insecurity is still prevalent and increasing due to the continuation of the crisis and the added effects of the COVID-19 pandemic. Which means that after more than nine years of the crisis, the number of food insecure people has increased from 6.5 million in 2019 to 9.3 million people in 2020, and 2.2 million more people at risk of food insecurity.

<sup>7</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/2020%2010%20WFP%20Syria%20External%20Situation%20Report%2010%20-%20October%202020.pdf>

<sup>8</sup> [https://data2.unhcr.org/en/situations/syria\\_durable\\_solutions](https://data2.unhcr.org/en/situations/syria_durable_solutions)

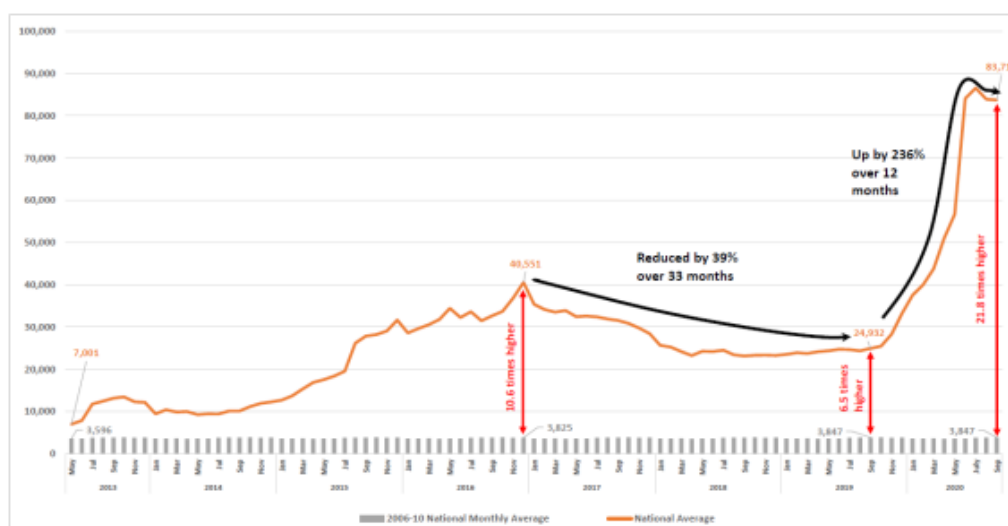
<sup>9</sup> [UNHCR Operational Update for Q3 of 2020](#)

It's also important to note that the latest humanitarian needs assessment report for Syria (HNAP of which SARC is also a partner) carried out in June 2020, shows that food and livelihood support are the first priorities, followed by health services.

Across the country large-scale vulnerabilities persist, further increased because of limited access to basic services, as well as lost and damaged infrastructure and unproductive assets. This is true in both urban and rural settings, where infrastructure still lies destroyed or in disrepair. These factors in turn severely undermine the ability of communities to recover, and meet the cost of basic needs, such as food and medical care. Key aggravating factors include the displacement of people in north-eastern and north-western, the escalation of conflict in north-western, the economic sanctions (in June 2020 Caesar Act Sanctions came into force) and the especially, the Lebanese financial crisis and COVID-19 outbreak.

In eight months, the Central Bank of Syria devalued the Syrian pound from SYP 434 to 700 per USD on 1 November 2019 and up to SYP 1,250 per USD on 16 June 2020. The informal exchange rate rose to the highest more than SYP 3,000/USD. A year ago it was around SYP 694 per USD, and this change is having a huge impact on the purchasing power of the households.

Based on WFPs Vulnerability Analysis and Mapping in Syria, the national average price of a standard reference food basket<sup>10</sup> increased by 91 per cent since March 2020 and is 21.8 times higher than the five years pre-crisis average for September 2020.



WFP Reference FB national average price

The Minimum Expenditure Basket (MEB) national average for a household of five (with inflated income) was SYP 130,364 in February 2020, SYP 194,985 in May and SYP 282,006 in June 2020. These results show a 216% increase from February to June 2020.

Affected families are not able to meet food needs and more than 80 per cent of households engage in one or more negative consumption-based coping strategies since April 2020. Communities continue to report the spending of savings, buying less expensive food, borrowing food, buying on credit, limiting portion sizes or a reduced number of meals per day. It also shows that “using savings to cope with lack of food or lack of money to buy food was still not an option for 84 per cent of the Syrian households in July 2020 highlighting that most of the households have already depleted their savings”.

In agriculture sector, high prices of agriculture inputs, lack of chemical fertilizers, fuel shortages, high price of transportation inflate the production cost. The livestock sector has also been seriously affected. Depletion of government veterinary services and the short supply of vaccines and other livestock medicines have combined to reduce livestock numbers in the country. By August 2020 it was reported that egg production in Syria had fallen by 70 per cent compared to levels in May 2020 due to the high prices of poultry feed, that led to many poultry farms closing. Markets and traders

<sup>10</sup> The standard food basket is a group of essential food commodities. In Syria, the food basket is a set at a group of dry goods providing 2,030 Kcal a day for a family of five members during a month. The basket includes: 37 kg bread, 19kg rice, 19kg lentils, 5kg of sugar and 7 litres of vegetable oil.

have also been affected by the economic situation (volatile exchange rate) and COVID-19 crisis in Syria. Some shops were closed temporarily due to measures taken to prevent the spread of the virus.

## Health

The WHO health resources and services availability mapping system (HeRAMS)<sup>11</sup>, which constantly monitors the condition of the public health centres in the country estimates that by end of June 2020, 43 per cent hospitals reported damaged, of which 10 per cent are fully damaged and 33 per cent are partially damaged. As a result of disrupted health care delivery and non-functional of hospitals in full capacity, limited amount of health services being delivered across the governorates. It is therefore mandatory for the humanitarian community to adjust its strategy towards provided life-saving support, while responding to fluid population movements in a context of limited capacities or funding. The healthcare system in Syria has been weakened by the protracted crisis, impacting every aspect of the health system, reducing the capacity of public and private health care sectors to deliver services. Inadequate health financing for health professionals, support systems and supplies continue to contribute towards this critical lack of access. The return of Syrian refugees to Syria as well as increasing movements of IDPs is expected to cause more burden on the existing overstretched health service delivery mechanisms. These population movements by the majority of IDPs and returnees are expected to be mostly experienced in the governorates of Aleppo, Rural Damascus, Idlib, Al Raqqa, Homs, Al-Hasakeh, Hama, and Dara.

The lack of spare parts for medical equipment and ongoing sanctions prohibit their importation and subsequent maintenance services, by the MoH. Additionally, a shortage of staff, of drugs and of medical supplies, place a burden on health facilities in general, but especially on those without support from international agencies. Displacement has contributed to a reduction of up to 50 per cent of qualified medical personnel in some areas. The quality of health care is further compromised by the deterioration in the functionality of medical facilities. During the COVID-19 pandemic, patients presenting symptoms similar to those of COVID-19 (not confirmed with a test), have created an additional burden and led to additional disruptions on the health system. As of 15<sup>th</sup> February 2021, the Ministry of Health reported 14,906 confirmed cases of COVID-19 with 981 deaths in the Syrian Arab Republic<sup>12</sup>. Syria still lacking the capacity and resources to conduct large scale testing and intensive care the threats of COVID-19 will continue to affect day-to-day life of people throughout the country. Since the start of the crisis, SARC has provided live-saving and life-sustaining health assistance to people in need across Syria, supported by the Red Cross Red Crescent Movement partners and other international agencies including UN. There are discussions between IFRC and SARC on developing a SARC framework for international procurement for Syria in 2021. This plan will define which items can be sourced locally and/or internationally.

## National Society Development

SARC is a very different National Society from the one in 2011 as the crisis began and when it was appointed to coordinate international humanitarian assistance and assumed the role of conducting operations and providing services across the country, as the only organisation, through its volunteers that enjoys national coverage across the country and could access the communities that needed them. SARC remains the largest local actor to the humanitarian needs of Syria partnering with a number of UN agencies, INGOs and Movement partners to reach approximately 5.5 million people yearly. The crisis saw the swift scaling up of SARC's services and reach throughout the country and the IFRC has supported the capacity building of the National Society to meet the needs of both partners and the people of Syria in its efficiency and ability to do so. The year 2020 saw a large increase in the people in need in Syria driven by the impact of COVID-19, both on the health and economic situation of the people of Syria. The need for continuing the operational capacity building of SARC as a key strategy for the IFRC has not diminished and will continue throughout 2021.

There is also a need to continue to look towards a future beyond ongoing crises in line with the SARC's strategic plan for 2020-2022 which was written in consultation with Movement partners. The aim of the Strategic Plan is to define a vision towards its own sustainability and to ensure it will be a strong actor in the post-crisis future of the country. Since 2019 SARC began its preparedness for emergency response (PER) process through several orientation presentations and discussions. After review of several options, SARC determined PER was best suited for moving forward with both branch and institutional development centred on response preparedness. The PER approach improves the whole of National Society capacity development and therefore, appropriately aligned through the Organisational Development & Strategic Planning Unit as focal point, as PER emphasises both the headquarters and branch interconnectivity. Through the support of the regional office of the IFRC, SARC is also using the expertise of consultants to look at its future fundraising/resource mobilisation opportunities as it plans a course for its future. Through the COVID-19 planning

<sup>11</sup> <https://applications.emro.who.int/docs/syr/EMRLIBSYR258E-eng.pdf?ua=1>

<sup>12</sup> [MoH Syria - official website](#)

and reporting process SARC's Strategic Planning and Organizational Development team has led a National Society driven one planning and reporting taking ownership of the process and supporting technical departments to understand and benefit from a "one plan of action" for the National Society.

At the headquarters level, National Society Development (NSD) activities will relate to capacity, accountability and strengthening of systems. It is challenging for any organization to have systems that are flexible enough to accommodate both everyday work and complex emergency protocols. For example, human resources (HR) and the recruitment of new staff or retaining volunteers through appropriate incentives. Additionally, the capacity and procedures of the procurement team will continue and the linkages to programmes further clearly defined. Finance and procurement procedures aim to include mechanisms for sudden unanticipated emergencies. Furthermore, the different situations in different geographical areas will be assessed using the PER approach and SARC's capacities in these specific areas.

Over the last few years SARC's branches have been conducting numerous essential operational activities with many humanitarian organizations including its Movement partners. Branches have developed/gained operational experiences and have required tools and resources to respond to needs in their area of responsibilities. However, many branches, if not all, lack capacity in one or more areas and through the PER process it is envisaged deeper understanding of the capacity and needs will be achieved. SARC through its Strategic Plan (2020-2022) and using the information gained in 2020 via initiatives such as the PER and in close collaboration with Movement partners will implement the roadmap for the development of its branches.

The Movement partners have been assisting in NSD activities and will continue to provide such support. Other systems that have been developed with partners, include financial management systems, comprehensive and cost-effective logistics planning and management system (including fleet and warehousing), HR, information management (IM), stronger information and communication technology (ICT) system and service, strengthened capacity in Monitoring, Evaluation, Accountability and Learning (MEAL). In October 2020 Syria was hit with devastating wildfires in Latakia, and surrounding areas and SARC have taken the step to respond to this urgent need with cash-based interventions broadening the options of its intervention strategies with the support of partners. Partners also continue to support SARC in areas of HR, logistics and finance development and in 2021, IFRC will endeavour to bring all these standalone initiatives into one NSD plan for the National Society.

## Targeting

In the areas where crisis is diminished and access to communities improved, SARC's staff and volunteers will continue to conduct assessments that move beyond geographically based, and more focused on the household or community level, whichever is more appropriate for the type of intervention.

SARC engages in **principled programming** to reach people based on needs in areas it has access to. In those areas where the crisis does not allow for safe access, or access may be time limited, SARC's operations department and volunteers conduct emergency assessments. At the same time, if there is a possibility to enter the area for a short time, rapid assessments are conducted to supplement the information. The assessments are also conducted by direct observation. Additional programmatic assessments are done through key informant interviews and focus group discussions with families, community leaders and other local organizations. Trained volunteers (e.g. in disaster management or livelihoods) conduct home visits and use a questionnaire to determine vulnerabilities.

The level of vulnerabilities of selected people are also assessed based on their gender, age, education level, income, the number of children and their health conditions. Also, considering context-specific vulnerabilities in each governorate using core beneficiary selection criteria, such as IDPs and host communities, youth, female-headed households, elderly and people with disabilities, people who lost their homes, access to source of income, etc. Once selected, the target people receive a distribution card, usually distributed once per year for each family. There are also tailored responses for different situations.

## Scenario planning

Syria operation remains one of the complex humanitarian operations. The continuous movement of people provides a challenging environment and need for different scenario planning for delivering humanitarian assistance.

Scenario	Humanitarian consequence	Potential Response
<b>COVID-19 transmits across a very broad geographical area and</b>	COVID-19 will remain a constant threat to the health and economic situation of all Syrians impacting on their ability to cope with rising risks and economic inflation. In Syria, since the first case was announced on the 22 March	Preventative measures are already implemented as per government standards, which include rostered staff attendance in SARC offices while others work from home. SARC will continue its engagement with the Ministry of Health to

<p><b>infecting staff and volunteers</b></p>	<p>2020, the number of cases has been increasing with more testing facilities in place. As of 15<sup>th</sup> February 2021, 14,906 laboratory-confirmed cases with 981 deaths, 8,754 recovered and 5, 171 active cases have been reported by the Ministry of Health (MoH). With Syria still lacking scale testing and intensive care facility the threats of COVID-19 will remain for the months to come.</p>	<p>implement its COVID-19 response plan including risk awareness activities, referral services and protection kits for staff and volunteers to implement field level activities. In addition, SARC regular relief distribution activities will be continued with provision of food parcels for more number of families.</p>
<p><b>Volatile security situation and scheduled elections limits access in certain areas</b></p>	<p>The ongoing security situation: especially in the northeast, northwest and some parts of southern Syria, may result increased number of IDPs and access challenge for SARC's volunteers to deliver relief items and implement scheduled activities in the affected communities. For example, SARC has limited access into the Idleb and the northwest which remains serviced by the cross-border humanitarian agencies and continues to review the situation in preparation for cross lines responses.</p>	<p>The security plans will apply to all staff and volunteers throughout Syria. An area specific Security Risk Assessment will be conducted for the operational area should any IFRC personnel deploy there. This will include security briefings for all IFRC personnel, movement monitoring for Field travel and availability of safety equipment. Specific guidance on immediate actions in the event of an attack will be disseminated. Close security coordination with the SARC, ICRC and PNS will also be observed through regular information-sharing channels. All SARC staff and volunteers are encouraged to complete the IFRC Stay Safe e-learning courses. IFRC will coordinate with SARC to identify and support additional safety and security needs. Insurance of volunteers involved in the operation will also be ensured.</p> <p>SARC will rely on branch volunteers and local communities, to facilitate access and movement of SARC's staff and volunteers. Working through volunteers who are part of the community themselves increases acceptance and is an advocacy for unimpeded access.</p>
<p><b>Increased humanitarian needs aggravated due to escalation of inter-factional fighting and severe cold weather</b></p>	<p>Security and donor situation are worsening due to the impacts of COVID-19 on a country already suffering from 10 years of crisis. With the high number of geo-political factors influencing the Syrian crisis, there is always a high level of unpredictability that will affect civilians as currently unfolding in the North and West, Idleb, Daara and surroundings. It is expected that SARC has to increase its essential services as the overall situation of Syrians slides deeper into economic uncertainty and risk to health and wellbeing.</p>	<p>Expectation is nonetheless that SARC together with the Movement partners will continue implementing emergency response activities. Through extended timeframe of the Emergency Appeal, IFRC will continue supporting SARC's humanitarian response and programmes across the country – main priority is to cover the gaps in health; WASH; and livelihoods, recognizing the huge humanitarian need that SARC has to deliver with partners from inside and outside the Red Cross Red Crescent Movement.</p> <p>SARC and IFRC to monitor weather forecasting, and direct operations accordingly. IFRC will coordinate with the Movement partners for winterization relief package, if required.</p>
<p><b>Strict economic sanctions (Caesar Act) and high inflation disrupting supply chain of essential commodities</b></p>	<p>From the last quarter of 2019 until the present, it has been a particularly fluid time in Syria, with increased sanctions and the accompanying effect of inflation led a sudden rise in prices of essential goods. The value of the Syrian pound fell from 694 SYP to 1,256 SYP in terms of its exchange rate against the USD whereas in informal market this is more than 3,000 SYP.</p> <p>The economic sanctions and accompanying inflation also negatively impacted financial transfers to the country, resulting in disrupted supply chain, delayed procurement and slow implementation of activities on the ground.</p>	<p>IFRC country office together with regional office is working on a mechanism to ensure timely transfer of funds to Syria. Local procurement option was considered as well as signing of new framework agreements with the suppliers where possible.</p> <p>SARC and other Movement senior officials keep regular dialogue with authorities to remain flexible for importing humanitarian assistance and equipment, when needed. Full compliance of partners with new import administrative regulations and rely on a coordinated logistics tracking system will be ensured.</p>

## Operation Risk Assessment

There is a high risk associated with the ongoing humanitarian response operation, as the situation in Syria still remains volatile and fluid, compounded by severe economic sanctions and for security reasons. The issue of sanctions imposed on Syria, although not targeting humanitarian actions, has had a devastating effect on the wellbeing and food security of Syrians in general with food prices rising steeply since the first quarter of 2020. In summary, security situation will remain relatively unchanged in the short-term, while the need for even more donor support will increase. At the same time, considering the high number of powerful geo-political actors with big influence in the Syrian crisis, there is always a high level of unpredictability as is (at the time of writing) currently unfolding in the North East.

The COVID-19 virus further complicates the situation in Syria and will impact on ongoing lifesaving and non-lifesaving humanitarian actions. SARC has developed its capacity and skill in providing key humanitarian support and remains one of the largest organisations with access to people in need in Syria, and as the situation changes it can be expected that they will be called on even more to provide services to people in need. SARC, supported by Movement partners, IFRC and by ICRC, continues to ensure close dialogue with all parties to the crisis, to ensure the safety of volunteers, staff and goods, to the extent of what is possible in such a context. This emphasizes the need to be flexible and adaptable to changes on the ground. SARC's strategy for the operation is flexible in approach, ensuring the capacity and adaptability to the changing context is maintained for the interventions supported by the Movement partners.

In a protracted crisis there is always a risk of negative perception about the RCRC Movement Fundamental Principles. IFRC will review existing policy and procedures and contextualize where possible. Wider Movement engagement in and commitment to promoting the Fundamental Principles to ensure identity, mandate and role are clearly understood and respected. SARC/IFRC to develop a communication and advocacy plan targeting different audiences.

The IFRC's security plans – including Covid-19 adapted measures - will apply to all IFRC staff and any future integrated PNS throughout Syria. An area specific Security Risk Assessment will be conducted for the operational area should any IFRC personnel deploy there; risk mitigation measures will be identified and implemented. This will include security briefings for all IFRC personnel, movement monitoring for field travel and availability of safety equipment. Specific guidance on immediate actions in the event of an attack will be disseminated. Close security coordination with the SARC, ICRC and PNSs will also be observed through regular information-sharing channels.

All SARC staff and volunteers are urged to complete the IFRC Stay Safe e-learning courses, i.e. Stay Safe Personal Security, Stay Safe Security Management and Stay Safe Volunteer Security online training and Prevention and Response to Sexual Exploitation and Abuse (PSEA) online training. IFRC will coordinate with SARC to identify and support additional safety and security needs. Insurance of volunteers involved in the operation will also be ensured.

## B. Operational strategy

### Overall Operational Objective:

IFRC launched its **emergency appeal in response to the crisis in July 2012**, with the aim of mobilising resources to provide SARC with a certain level of flexibility in delivering lifesaving aid to vulnerable communities across Syria, including hard-to-reach areas, as well as enhancing its capacities to deliver this assistance. These resources have complemented the bilateral support that SARC has received from partners, within and outside the Red Cross Red Crescent Movement.

### Proposed strategy

Through this revised EPoA, IFRC will continue supporting a flexible humanitarian response and programmes across the country based on a **one plan and budget approach**, recognizing the significant response that SARC has mounted with partners from inside and outside the Red Cross Red Crescent Movement. An increased focus will continue to be placed on **strengthening the operational and organisational capacities** for delivering the services that SARC prioritizes based on the criteria of its own mandate and needs of the people.

To this end the two main products are:

- i. **The current Emergency Appeal that has been extended to the end of 2021, which provides a platform to support SARC in the continued provision of emergency services aimed towards critical humanitarian needs, and a way-forward to start transition process jointly with partners.**
- ii. **A Country Plan that is drawn from a longer-term focus to facilitate specific actions, whilst ensuring immediate risks are addressed. The plan will be reviewed annually and complements SARC's Strategic Plan 2020-2022.**

At present the focus remains the evolving humanitarian situation in the northwest of Syria which is driven by hostilities and displacement, with still hosting some 2.7 million displaced people<sup>13</sup>. Some 204,000 spontaneous returns were recorded by a UN partner between January to June 2020, mostly in the southern and eastern Idlib areas. The humanitarian situation remains alarming across northwest Syria where the impact of the crisis continues to have a devastating impact on the lives of an estimated 4.1 million people living in the Idlib area and northern Aleppo governorate. As weather conditions deteriorate especially in winter, concern is high for the displaced people who lack adequate shelter and basics such as fuel for heating, blankets, warm clothes and shoes. As the context evolves, the IFRC will update its collective approach together with the Movement partners to respond to the situation and anticipating the future role of SARC in the Syrian humanitarian context.

The goal is to enable a joint process of migrating from the current emergency platform towards a more comprehensive multi-year country plan when the environment is conducive to doing so. This approach will guide SARC and its Federation-wide partners to collaborate and work together in the present and future and to ensure SARC's services continue through the transition which lies ahead. This approach recognises both the need to support emergency response and to provide a platform for longer term transition into early recovery, resilience, community-based approaches along with institutional development. As such, it relies on three pillars:

***Ensure coordinated provision of lifesaving and life sustaining humanitarian assistance through:***

To safeguard the relationship that SARC has with affected communities it has served so committedly over the past nine years, the IFRC will keep the same basic level of support in most areas it has targeted.

- **Emergency relief:** support SARC's relief operations by maintaining provision of **standard family food parcels and canned food parcels** for response to sudden displacements, returns and convoy operations. Emergency response needs will also provide **special kits for children**, designed to cover their needs during winter, as well as core relief items such as tarpaulins, blankets and mattresses. The overall concept of IFRC support for relief items is to support SARC's timely and flexible response model to meet immediate needs as they present themselves.
- **Emergency health services:** support SARC's primary and emergency **medical services** for people in areas with limited access to such services, or who are still experiencing the direct humanitarian consequences of the crises.

***Enhance SARC's capacity to support early recovery efforts and contribute towards improving the resilience of vulnerable people:***

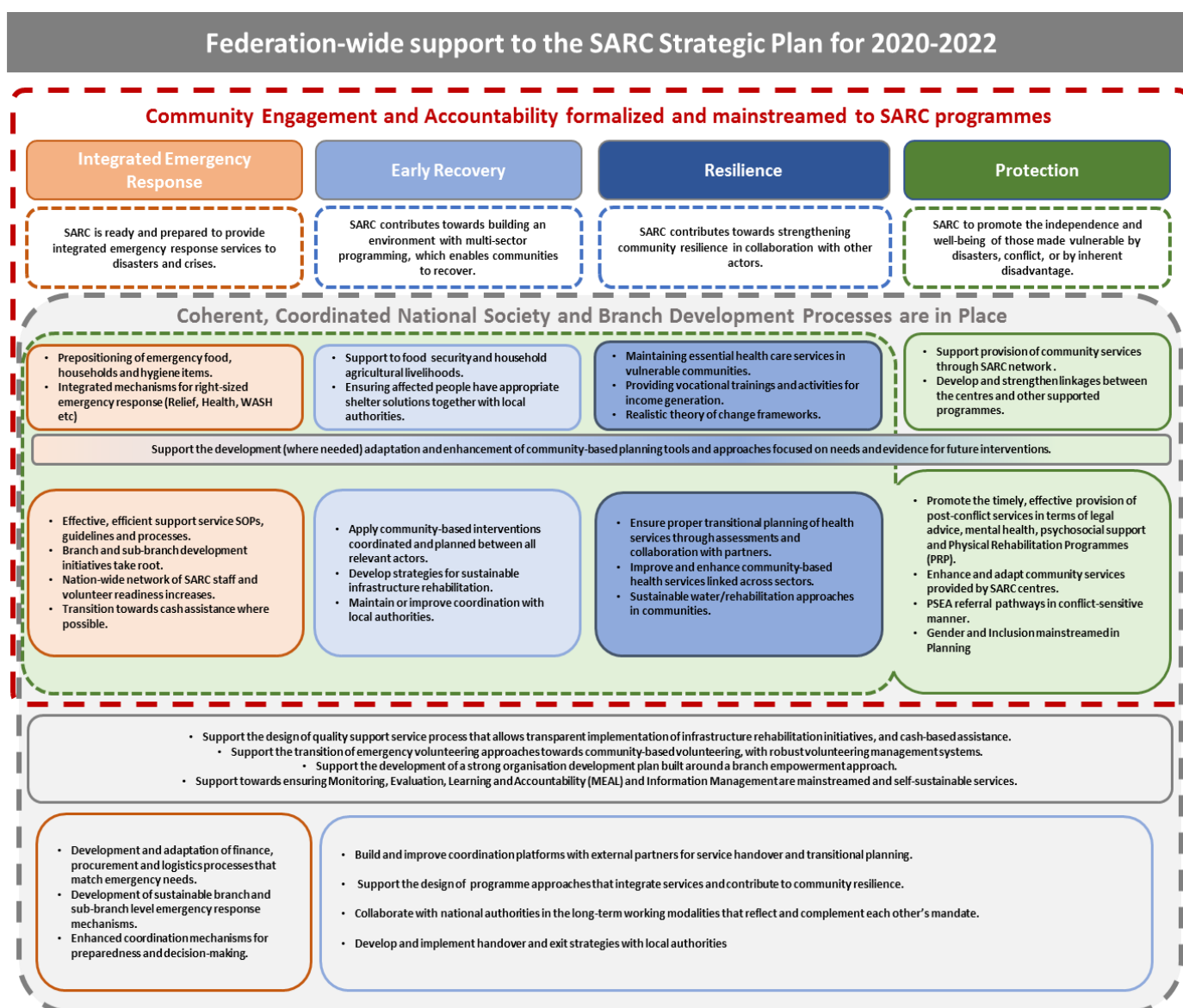
- SARC's **food security and livelihoods** programme will continue and through careful reviews and pilots, plan out how to broaden its scope and sustainability. IFRC and partners have supported introducing new methodologies including cash-based interventions and documenting their impact and shared learning from the programme. This year, the range of community-based livelihoods interventions will be maintained and vocational trainings in community centres will be enhanced through involvement of and consultations with target communities in identifying vocational training needs to ensure relevancy and appropriateness of the interventions.

***Ensure coordinated tailor-made NSD support and migration from EA to country plan:***

- The ongoing humanitarian services as well as increased SARC's operational and structural capacity, will be complemented by a longer-term sustainability approach through operational capacity building and organizational development for SARC's headquarters, branches and sub-branches. This approach will focus on leadership development, branch development, volunteer development and financial sustainability complemented by enhancing SARC's response preparedness through PER. ICRC and PNSs will continue to contribute to coherent support to SARC across different thematic areas, both programmatically and institutionally, primarily to ensure SARC's capacity to keep delivering lifesaving assistance addresses critical humanitarian needs whenever and wherever needed. By the end of 2021, IFRC's ambition is to have a country plan that will establish a stronger foundation for coordination within the Red Cross Red Crescent Movement in the country. This will outline how the IFRC Secretariat and PNSs collectively support SARC in the coming years, collaborating closely with the ICRC, a key SARC long-term partner.
- Federation-wide support works on consolidation and refocusing of existing programmes in line with the five result areas of the SARC Strategic Plan. The proposed intervention will capitalize on successful Movement and shared leadership approaches developed during 2020. Several examples include: enhanced operational logistics and capacity building with German and Danish Red Cross; cash and food security/livelihoods interventions with British Red Cross expanded and applied from an initial pilot project to the wildfire DREF operation; NSD in emergency with IFRC, Danish, German and Swedish Red Cross; finance development, essentially a Norwegian Red Cross endeavor where the IFRC facilitated obtaining licenses for software; health with Canadian, Danish, Finnish, French, Swedish and Swiss Red Cross; Swiss and German Red Cross with logistics surge, COVID-19 response, etc.

<sup>13</sup> OCHA, Recent Developments in Northwest Syria, Flash Update-as of 7th August 2020

The model below, briefly summarizes what the Federation's collective support over the next two years seeks to achieve, based on SARC's own priorities within its Strategic Plan 2020 – 2022.



In the current context, and with the potential scenarios outlined above, the Federation-wide support plan will broker support from numerous channels and modalities.

## Human resources

The IFRC Syria team is based within the SARC headquarters, working directly together with SARC's technical units, management and leadership to support the National Society. The IFRC Syria team will in 2021 consist of staff that assume the function of providing support to general programme management overview, logistics, livelihoods, health, finance and administration, planning and reporting, partnerships and resource development, and strategic leadership and management. The IFRC will continually monitor the needs in-country and assess changes to the team to ensure it remains relevant to the changing needs of Syria.

## C. Detailed Operational Plan



### Shelter

**People targeted: 140,000 people**

Male: 68,600

Female: 71,400

**Requirements (CHF): 947,850**

**Needs analysis:** As per the latest Global Humanitarian Overview 2021 report, 13 million people are still in need of humanitarian assistance in Syria. There is a reduction in household items requirements compared to previous years; this still leaves 4.4 million people in need of core relief items in Syria<sup>14</sup>. For shelter, there are still 4.7 million people in need of support because of the inadequate conditions in existing accommodation, and the overall lack of available, adequate and affordable shelters. Providing household items to vulnerable IDPs, returnees - IDP and refugee- and crisis-affected communities is still a life-saving priority. Hence, it is recognised that there is an urgent need, in concert with decreasing dependency on general emergency assistance, of improving the situation of households in terms of resilience and self-reliance.

As in all such crisis a significant number of IDPs are able or would like to return to their communities of origin, increasing the need to repair and rehabilitate damaged houses and infrastructure to move towards solutions for those able to return. Housing Land and Property (HLP) issues are integral to the shelter and housing situation, as the availability of documentation is a pervasive issue, and the infrastructure to recreate documents is not equally functional, across the country. The damage to housing and infrastructure has been extensive throughout Syria, rebuilding will take many years and is beyond the scope of the humanitarian response resources in general as people seek a durable solution now and into the future. There are increased housing needs. Host communities face significant pressures in terms of shelter capacity and adequacy, as well as services. Syrians themselves remain the largest supporter of housing support by hosting others less fortunate. Displacement continues in some areas requiring emergency response, most recently in the North-West, while other areas have reached their capacity in shelter options with no more shelter capacity available. Newly displaced persons resorting to IDP sites face immediate and acute needs related to access to shelter, food, basic services and livelihoods is only exacerbated by the economic impact of the COVID-19 which has negatively impacted on the coping strategy of most Syrians as employment opportunities dwindle.

**Risk analysis:** The distribution of core relief items such as blankets, water containers, tarpaulins and winter kits for affected people will be done in such way as to meet those in need most such as the elderly, children, women and persons with disabilities. There will be robust assessments and coordination with other stakeholders to avoid any duplication of activities. The distribution process will be conducted in safe manner to ensure the risk of COVID-19 transmission is mitigated. Other risks include further population movements caused by escalation of the conflict and currency fluctuations that trigger price increases for local procurements.

**Population to be assisted:** SARC will provide assist 140,000 vulnerable children, men and women over the course of the year 2021 through this revised appeal. The relevance of SARC's relief assistance in response to household basic needs is well recognised, and it should be appropriately prepositioned and used when specific triggers require fast action to save lives. Household items, which Federation-wide stock usually hovers around 8-10 per cent of SARC's total stock will now be complemented with core relief items (such as tarps for 50,000 people, mattresses and blankets for 50,000 people, and family dignity kits for 10,000 people) provide SARC with flexibility and immediate response capabilities until further assistance becomes available. ICRC and UNHCR continue to distribute, through SARC, a range of household items, IFRC support 30,000 children's winter kits (rubber boots, woollen socks and thermal underwear) with targeted provision of core relief items to enhance SARC's contingency stocks ahead of the winter season. As in previous years, these will be used by SARC when and where they are required based on needs and preparedness pre-positioning and used to complement items of

<sup>14</sup> [UNHCR Operational Update for Q3 of 2020](#)

greater scale from other agencies. Newly accessible areas, and areas where populations are remaining will have greater needs. An example is currently the North-West (Idleb) area which at this stage is serviced from cross border support. SARC remain vigilant to the situation and when the opportunity arises will begin its cross lines support to one of the worst affected regions of the country.

**Programme standards/benchmark:** Shelter interventions will seek to meet the 7 Shelter and Settlement Sphere Standards, the Minimum Standards for Protection, Gender and Inclusion in Emergencies, as well as technical guidance of the Shelter Cluster. IFRC will support SARC to ensure effective participation of affected communities and accountability through feedback and complaints platforms such as post-distribution monitoring as guided by the IFRC community engagement and accountability (CEA) standards and Core Humanitarian Standards (CHS).

P&B Output Code	Shelter Outcome 1: Communities in disaster and crisis affected areas restore and strengthen their safety through emergency household items provision	# households provided with emergency shelter and settlement assistance (Target: 10,000)											
	Shelter Output 1.1: Short and medium-term shelter assistance is provided to affected households	# of people provided with emergency shelter items (Target: 110,000) # of children provided with winterization kits (Target: 30,000)											
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10
AP005	Field assessments and crisis monitoring												
AP005	Mapping and updating possible scenarios for assistance												
AP005	Prepositioning of core relief items for 10,000 households												
AP005	Distribution of 30,000 winter kits for children												
AP005	Coordination with SARC and relevant actors												
AP005	Coordination with shelter cluster and PNS												
AP005	Conduct post-distribution monitoring (PDM) surveys on household items support provided												
AP005	Analyse, share and implement learning from the PDMs												



## Livelihoods and basic needs

People targeted: 479,500 people

Male: 233,756

Female: 245,744

Requirements (CHF): 5,979,680

### Needs analysis:

Food insecurity is still prevalent throughout the country and large-scale vulnerabilities persist, further increased because of limited access to basic services, as well as lost and damaged infrastructure and productive assets. The protracted nature of the crisis in Syria has been impacted over the past year by a series of shocks that have caused highest

number of food-insecure people ever recorded. According to WFP, the number of food insecure people increased from 6.5 million in 2019 to 9.3 million people in 2020. Key aggravating factors include the displacement of people in north-eastern and north-western, the escalation of crisis in north-western, the economic sanctions (June 2020 Caesar Act Sanctions came into force), devaluation of the Syrian Pound against USD, the complex and deteriorating economic situation in neighbouring Lebanon and outbreak of the COVID-19 pandemic. This has resulted in an overall decrease in household purchasing power, and household incomes that cannot cover average expenditure due to lack of income opportunities, limited employment, the increase in the price of basic commodities and inputs. These factors in turn severely undermine the ability of communities to recover, and pay for services that they require, such as medical care.

**Risk analysis:** The risks include further population movements caused by escalation of the conflict and currency fluctuations that trigger price increases for local procurements. Other risks include further deterioration of livelihood and income generation opportunities for the affected population, continued disruption in social and health services and decreased capacities to address the increasing needs, major disease outbreaks and weakened health status of the affected population and natural disaster affecting the region further increasing the needs. In addition, people's income does not match the expenses due to the high prices, lack of income opportunities and loss of livelihoods and limited employment opportunities. Once again there is a factor that stands out: lack of employment opportunities which makes households more susceptible to shocks, linking to an immediate knock-on effect on households' food security levels. More than 80 per cent of households engage in one or more negative consumption-based coping strategies since April 2020. Communities continue to report the spending of savings, buying less expensive food, borrowing food, limiting portion sizes or a reduced number of meals per day. There is decreased the capacity of the households to cover their basic needs and mean that most Syrians have been left with extremely limited strategies to cope with the ongoing crisis.

**Population to be assisted:** SARC will provide assistance to 479,500 vulnerable men and women over the course of the year 2021 through the IFRC appeal. The relevance of SARC food assistance is undeniable for the crisis affected people across Syria. Without support it is by far the most severe, life threatening need; a need that must be addressed during any sudden population movement, emergency crossline operation or sudden onset "emergency within the emergency". For 2021, IFRC strategy for supporting SARC in providing food parcels for 60,000 households (standard food parcel – 30,000 and canned food parcel – 30,000) is small in number, but flexible to meet essential need of affected people compared to that of SARC's major partners. However, provision of food at such a scale is not sustainable nor does it provide a pathway to recovery for the recipients. In recognition of this and as a means to better support people's resilience, IFRC with partners and SARC have several livelihoods projects. Livelihoods approach will continue focus in creation or restoration of livelihoods activities of the affected population with interventions focus on the provision of an initial set of inputs which can quickly improve the household's food availability and income (home gardening providing seeds, fertilizer and tools), and also to diversify the livelihoods activities of individuals and families affected by the crisis. In rural areas the focus is on agricultural in kind input provision for 25,000 households and the support for at least 8,000 households through community-based interventions. This will contribute to restart people's livelihoods activities and the provision of an initial set of inputs which can quickly improve the household's food availability and income. The community-based intervention is developed on the basis of household and community consultations where community members decide the implementation modality based on their priority visa-a-vis need. For urban areas, the focus is on vocational trainings addressing needs identified through labour market assessments and the provision of in-kind assets to start income generating activities or business start-up kits depending on further assessment (for 900 individuals).

CBA remains relatively small in scale as a response modality in Syria. Nevertheless, during 2020 some pilot projects related to Covid-19 and wildfires has been rolled out so this response modality could be considered depending on further assessment since it's implementation faces different challenges such as the inflation and the depreciating currency. An internal review will also be carried out to ascertain the impact and future options of livelihoods interventions.

**Programme standards/benchmarks:** The planned activities will be carried out in compliance with the Syria Food and Agriculture Sector and early recovery cluster standards. The guidelines from the cash working group as well as the IFRC cash in emergency toolkit will be instrumental as reference during implementation of the cash pilots.

P&B Output Code	Outcome 1: Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods	# of people reached by food security and livelihoods initiatives, including emergency response (Target: 479,500)													
	Output 1.1: Vocational skills training and productive assets to improve income sources are provided to target population.	# of people trained in vocational skills trainings or receiving assets to increase their income sources (Target: 900)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP007	Complete labour market assessments														
AP007	Develop vocational skills training plan with SARC and partners														
AP007	Identify opportunities for future business start-up kits in the event cash pilots can be completed by Q4 of 2021														
AP007	Provide vocational trainings for an initial 800 targeted individual to start income generation activities														
AP007	Provide business start-up kits to an initial 800 targeted individuals														
AP007	Conduct the following livelihoods trainings to national staff and volunteers: ToT livelihoods programme course (LPC), early recovery and livelihoods assessment (ERLA) and livestock emergency guidelines and standards (LEGS)														
AP007	Finalize vocational training in Latakia for 100 targeted individuals														
AP007	Recruitment of supply chain manager														
P&B Output Code	Output 1.2: Basic needs assistance for livelihoods security including food is provided to the most affected communities	# of people reached with emergency food assistance (Target:60,000)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP008	Field assessments and crisis monitoring														
AP008	Mapping and updating possible scenarios for assistance														
AP008	Distribution of 30,000 canned food parcels														
AP008	Distribution of 30,000 standard food parcels														
AP008	Coordination with SARC and relevant actors														
AP008	Coordination with food security and agriculture cluster and PNS														
AP008	Conduct PDM surveys on the shelter support provided														
AP008	Analyse, share and implement learning from the PDMs														
P&B Output	Output 1.3: Household livelihoods security is enhanced through food production and income generating activities	# households supported to improve household food production (Target:25,000) # households supported for income generating activities (Target: 10,000)													

Code	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
		AP009	Conduct agricultural assessments and monitoring												
AP009	Provide 25,000 households with irrigation kits														
AP009	Provide 25,000 households with agricultural inputs, winter and summer														
AP009	SARC branches identify the best livelihoods community-based approaches for 8,000 households														
AP009	Finalize community-based intervention in Deir-ez-Zor for land rehabilitation reaching 2,000 households.														
AP009	Provide 8,000 households with community-based approaches such as land and irrigation system rehabilitation, as appropriate														
AP009	Support SARC's livelihoods structure at HQ and branch level														



## Health

**People targeted: 300,000 people**

Male: Approximately 138,000

Female: Approximately, 162,000

**Requirements (CHF): 5,854,184**

**Needs analysis:** The latest 2020 HNAP report for Syria, of which SARC is also a partner, shows that the health care requirements are in the top three priority needs along with food and livelihoods. In particular, the demand for health care services is higher in North East Syria, and Central and South Syria, where 38 and 33 per cent of households respectively, report it as one of their top three priority needs, compared to 29 per cent nationally. Another highest need reported was for reconstruction and repair of healthcare infrastructure (health facilities), which was most prevalent in the North-East (28 per cent) and least prevalent in North-West Syria (14 per cent). Nationwide the poor access to basic health services and psychosocial support are evident from figures as low as 35 per, while in other parts of the country where the humanitarian crisis is less acute, access can be as high as 87 per cent, therefore illustrating the inequity that exists to access healthcare. . In half of Syria's 14 governorates, the minimum number of health care staff required per 10,000 people is well below the international standards. Displacement has contributed to a reduction of up to 50 per cent of qualified medical personnel in some areas. The quality of health care is further compromised by the deterioration in the functionality of medical equipment. During the pandemic, patients presenting symptoms similar to those of COVID-19 (not confirmed with a test), have created an additional burden and led to additional disruptions on the health system. COVID-19 has had an immense impact on the Syria health operations with the subsequent waves of community transmission. The protection of staff and volunteers on health and safety has been viewed as a critical component to the successful continuation of Syria's emergency operations. The staff in clinics have been catching up with trainings of personal protection and implementing normal health care services and health promotion adapted to COVID-19. Some 46 per cent of Syria's health facilities, including maternal health services are either partially functional or not functional<sup>15</sup>.

<sup>15</sup> <https://www.who.int/health-cluster/countries/syria/Syria-Health-Sector-Bulletin-April-2020.pdf?ua=1>

The H NAP special report on disability is based on the results of a national household survey conducted in June 2019. The analysis provides humanitarian stakeholders with insight on the prevalence of persons with disabilities (aged 12+) throughout Syria by area, age group and population type, including resident, or non-displaced host communities; IDPs; and returnees within 2019. The finding shows 27 per cent of IDPs and returnees aged 12 and above within Syria were found to have difficulties, as compared to 17 per cent of non-displaced host communities. Older, disabled and injured populations are often neglected by humanitarian responses (Calvot 2014). Highest estimates of persons with disabilities are due to trauma of Syrian crisis, 30 per cent people with acute severe trauma are estimated to end with permanent disability and demand rehabilitation treatment (Thompson, 2017). Many of them have a combination of mobility and/or psychosocial difficulties. Majority requiring medical and/or physical rehabilitation services which are either not accessible or not available. In Syria communities' beliefs and opinions play a huge part in people's lives. Social stigmatization, disability discrimination remains a substantial issue. It is a necessity to raise awareness starting from persons with disability themselves and their families, reaching employers, the society and decision makers.

**Risk analysis:** Health services will be provided in a safe manner and all health staff and volunteers will be trained and equipped to ensure the risk of COVID-19 infection to them and to the communities they serve is mitigated.

**Population to be assisted:** SARC will provide health care in the IFRC-supported facilities to an estimated 300,000 vulnerable children, men and women over the course of the year 2021. Activities during 2021 will improve the access and quality of health services to the population, expanding community outreach programs by training of community volunteers as Community Health Workers to address maternal and child health illnesses, mental health issues, non-communicable diseases and nutritional programs implemented in health facilities. IFRC will support SARC in improving the reach of SARC's primary health services, including mental health, and to provide integrated services based on needs and context-based realities. SARC, supported by the IFRC will do a joint planning for a longer-term health plan to ensure that partners are able to provide the necessary support, guided by SARC's health strategy and national health strategy and priorities. While the emergency response phase is ongoing, SARC's health programme in 2021 will be focusing on health services in clinics, mobile health units (MHUs) and first/aid ambulances for 215,000 people, with IFRC providing support to 7 Emergency Health Points (EHPs), 9 clinics and 6 mental health clinics, 11 MHUs, 4 physiotherapy centres and up to 28 mobile teams. All of these are in Governorates of the GoS (Government of Syria accessible territory) and IFRC partners will support this, with increasingly the IFRC helping to broker support for the transformation of health services to the necessary capacity building to emergency health, mental health and psychosocial support (PSS) and community-based health and first aid (CBHFA). These efforts contribute to strengthening the Syrian health system by sharing the load of health care with MoH and by being present in places that are considered as the last mile. This is great burden sharing in a context where nationwide the poor access to basic health services and PSS, as well as implementing health care services and health promotion that are adapted for COVID-19 context. Activities during 2021 will improve the access and quality of health services to the population, expand community outreach programmes by using CBHFA approach (18 communities to cover 75,000 people), and recruiting and training of community volunteers as Community Health Workers to address non-communicable diseases (NCD) awareness in communities, nutritional programme implemented through health education and existing health facilities in case of clinical needs that includes screening of malnutrition. This will focus on identification of anemia among the pregnant women and women of reproductive age group, promotion of a holistic view of malnutrition among community members, promotion of healthy diet and physical activities to reduce stunting and growth monitoring of children under five years to reduce the risk of malnutrition and in supporting health promotion and care for reproductive, maternal, newborn, child and adolescent health (RMNCAH).

Throughout 2021, increasing functional independence of people with long term mobility disability and improving their quality of life is the vision of SARC's Disability Inclusion and Physiotherapy Programme. SARC will focus on three areas under this programme to support 10,000 people - (1) supporting up to 28 mobile teams across 11 Governorates and 4 physiotherapy centres in 3 Governorates to strengthen identification, registration, physical rehabilitation, referrals for general health services and increase the functionality and self-empowerment of persons with mobility disabilities which enables them to take an active involvement in society; 2) increase awareness of disability inclusion and removing barriers SARC staff and volunteers as well as communities through training, and (3) behavioral change in communities through campaigns and advocacy in order to minimise social stigma and discrimination related barriers.

**Programme standards/benchmarks:** All activities will be based on SPHERE standards and will be in line with WHO protocols and guidelines and those of the Ministry of Health. SARC volunteers will also be guided by the Epidemic Control for Volunteers Manual and Toolkit.

P&B Output Code	<b>Outcome 1: The immediate risks to the health of affected populations are reduced</b>	# of people reached by First Aid and emergency health services (Target: 300,000)													
	<b>Output 1.1: Target population is provided with rapid medical management of injuries and diseases</b>	# of response centres assessed (Target: 5)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP022	Assess the current locations of emergency response centres for EHPs towards more efficient working modalities														
P&B Output Code	<b>Output 1.2: Enhance SARC's capacity to provide relevant health care support to vulnerable households</b>	# of targeted capacity building trainings conducted to SARC staff and volunteers (Target: 42)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
	AP016	Plan and conduct infection prevention trainings (including waste management procedures)													
AP016	Plan and conduct trainings on clinical management of chronic diseases														
AP016	Plan and conduct drug management trainings at the clinics and warehouses														
AP016	Plan and conduct Advanced Mental Health Gap Action Programme (mhGAP) trainings														
P&B Output Code	<b>Outcome 2: The medium-term risks to the health of affected populations are reduced</b>	# of categories/types of medical services provided to vulnerable children, men, and women in Syria (Target: 6)													
	<b>Output 2.1: The health situation and medium-term risks are properly assessed</b>	SARC has updated health facility assessments and distribution plans for medical stock (Target: 1)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP011	Support SARC to conduct regular assessments on the context, needs and support provided in the sectors														
AP011	Together with SARC and partners, revise identified issues in standard operating procedures and guidelines														
AP011	Together with SARC and partners, assess and identify proper exit strategies (where relevant) in areas where government health systems are able to meet demands, downscale options or shift in location for health facilities based on critical humanitarian needs														
P&B Output Code	<b>Output 2.2: Gaps in the provision of the affected population filled</b>	# of people provided with clinical health care services (Target: 215,000)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
	AP025	Provide support for 7 SARC Emergency Health Points													

AP025	Provide support for 9 SARC Clinics and 6 Mental Health Clinics																
AP025	Provide support for 11 SARC Mobile Health Units																
AP025	International procurement of medicines																
AP025	Support SARC's medical equipment upkeep																
AP025	Support SARC's core health structure in HQ																
<b>P&amp;B Output Code</b>	<b>Output 2.3: Community-based Health and First Aid (CBHFA) measures provided.</b>	<i># of communities implementing CBHFA interventions (Target: 8)</i>															
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
AP011	Continue with planned CBHFA activities across 18 communities																
AP011	Conduct "graduation phase out" and reach 18 new communities																
AP011	Review CBHFA volunteering approach together with partners																
<b>P&amp;B Output Code</b>	<b>Output 2.3: Improved Access to health-related rehabilitation services for persons with mobility disabilities or traumas</b>	<i># of mobile teams (28) across 11 Governorates and 4 physiotherapy centres in 3 Governorates</i>															
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
AP023	Support provision of multi-professional rehabilitation services (physiotherapy, psychosocial support, and other) for persons with mobility related disabilities or traumas																
AP023	Support training for rising awareness and psychosocial support of disability inclusion for SARC staff and volunteers																
AP023	Support advocacy and campaigns at local level to reduce stigma and to promote inclusion and engagement																



## Water, sanitation and hygiene

**People targeted: 150,000**

Male: 73,000

Female: 77,000

**Requirements (CHF): 837,976**

**Needs analysis:** Some 15.5 million people need assistance to cover basic water, sanitation and hygiene (WASH) needs<sup>16</sup>. Access to enough quantities of safe water remains limited. Water chlorination is insufficient, and people are still forced to complement water received from the network, or to solely rely on alternative sources. The

<sup>16</sup> <https://www.unocha.org/story/syria-safe-drinking-water-reality-87000-internally-displaced-people-eastern-ghouta>

change in control of many areas across Syria has resulted in a disruption of water service delivery to extremely vulnerable populations. Particularly vulnerable groups in water, sanitation and hygiene are children under two years, women of reproductive age and people with disabilities living in camps. Among the 30 per cent of internally displaced persons in the north-east reports that access to water, sanitation and hygiene services is their first priority, second priority among 40 per cent and the third priority among 30 per cent. Internally displaced in host communities are consistently worse off than resident communities in accessing water, sanitation and hygiene services and items. IDPs and female-headed households have more difficulties to afford most hygiene items in comparison with female-headed households in host communities.

The One WASH initiative, a tentative collaboration between SARC with IFRC and the Norwegian Red Cross may enter into a scoping phase once travel restrictions due to COVID-19 are lifted most likely in the last quarter of 2021. Start-ups for One WASH programming has effectively been postponed to at least mid-2021 for all countries including Syria. This will focus upon long-term reduction of AWD\Cholera among vulnerable groups. Since the commencement of the COVID-19 response in Syria, SARC has mobilized volunteers on complementary services of WASH focusing on access to safe and sustainable water supplies, sanitation, and hygiene facilities. This also includes hygiene promotion activities along with the distribution of hygiene kits in communities. Based on assessments, the support will target affected IDPs and host communities.

**Risk analysis:** Provide a short description of any anticipated risks relevant to this Areas of Focus that the EPoA will seek to address to ensure a risk-informed response.

The key risks to the population are lack of access to clean water and outbreak of water-borne diseases due to poor hygiene. Other risks associated with WASH and hygiene promotion activities will be conducted in a safe manner that ensures all WASH/CBHFA staff and volunteers trained and equipped to ensure the risk of COVID-19 infection to them and to the communities they serve is mitigated.

**Population to be assisted:** The Movement partners will continue with the WASH intervention in 2021 by providing technical and financial support to SARC based on assessment findings. IFRC's support to SARC will be, aside from technical consultation and potentially on the public health components of One WASH, amounts to WASH 'Software' activities such as hygiene kits that will be distributed together with community awareness sessions on hygiene. As part of the WASH programme therefore, IFRC will support SARC's activities to reach 30,000 households (150,000 people) with hygiene promotion through CBHFA interventions and distribution of 15,000 hygiene kits.

**Programme standards/benchmarks:** Activities will seek to meet Sphere standards and the IFRC WASH guidelines for hygiene promotion in emergency operation (2018). IFRC will also support SARC to ensure effective participation of affected communities and accountability through feedback and complaints platforms such as post-distribution monitoring of hygiene item as guided by the IFRC community engagement and accountability (CEA) standards and Core Humanitarian Standards (CHS).

P&B Output Code	Outcome1: Immediate reduction in risk of waterborne and water related diseases in targeted communities	# of households reached by hygiene promotion through CBHFA interventions (Target: 30,000)													
	Output 1.1: Hygiene-related goods (NFIs) which meet Sphere standards and training on how to use those goods is provided to the target population	# of households provided with a set of essential hygiene items through CBHFA interventions (Target: 15,000)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP030	Mapping and updating possible scenarios for assistance														
AP030	Distribution of 15.000 hygiene parcels through CBHFA initiatives														
AP030	Maintain coordination with relevant partners														



## Protection, Gender and Inclusion

**People targeted: 6,000**

Male: 2,400

Female: 3,600

**Requirements (CHF): 0 (incorporated into other activities)**

**Needs analysis:** The Syrian crisis has exacerbated gender inequalities and risks of violence for both women and men, though disproportionately for women and girls. It is estimated that 75 per cent of young girls living in camp settings inside Syria are not going to school for fear of sexual violence. Protracted crisis has resulted in large scale displacement, increased family separation, the breakdown of traditional community protection structures and the large-scale destruction of basic infrastructure and livelihoods. Roles within families are changing with many women having to assume the role of head of household and primary bread winner. Protection concerns are increasingly inter-linked, between, for example, dependency on assistance, sexual exploitation, early marriage, child recruitment and labour, and need to be addressed comprehensively to ensure impact. At the same time, issues around civil documentation limits freedom of movement and exacerbates other protection risks such as access to safe locations, basic services, humanitarian aid and livelihoods. The lack of livelihoods coupled with the depletion of resources forces affected populations to unsafe coping mechanisms such as child labour, child marriage and in some cases, as an act of last resort, survival sex. It is estimated that one in three school-age children are not attending school due to the destruction or re-dedication of many schools, displacement or because they have to contribute to the family income. Elderly persons and persons with disabilities are particularly exposed to protection risks including exploitation and abuse.

**Risk analysis:** Increased exposure to gender, protection and inclusion issues due to displacement, disaster impacts and uncertainties associated with the prevailing emergency situation.

**Population to be assisted:** As a cross-cutting operational priority, protection, gender and inclusion (PGI) interventions will continue in to 2021. Special attention will be given to particularly vulnerable individuals through community centres, providing a safe space and open and welcoming environment that promotes the sense of community, dialogue and sharing. The community centres supported through the IFRC's appeal, have a role to implement more structured and advanced activities for small groups of children or adults who might need additional basic psychosocial support as well as recreational, educational and handicraft activities. They are also locations where vulnerable people can be given information about other SARC services that they may require a holistic approach to wellbeing or be referred to other organisations that can advise on a range of legal and social issues something much appreciated within the communities they serve. Community engagement and accountability activities (CEA) in PGI, is being adopted in the community centres. To some degree SARC undertakes different activities within the CEA framework which in 2021 will be mapped across all areas as a means to identify and build a more comprehensive understanding and approach, IFRC in close collaboration with the British, Canadian RC and other in-country partners will be providing technical guidance to support SARC in order to institutionalize CEA and together put a roll-out plan that aims to systematize the CEA function in-line with the wider Movement commitments. In the community centres, promoting the participation of the community and building on their own resources is one of the most important roles of the centres. The activities will be carried out together with SARC's staff and volunteers as well as by community volunteers that are the local examples for behavioural change, who can play a leading role in promoting protection and resilience. SARC and IFRC staff and volunteers will also receive training on addressing sexual and gender-based violence (SGBV).

**Programme standards/benchmarks:** The operation will commit to applying IFRC's Minimum Standards for protection, gender and inclusion in emergencies.

P&B Output Code	Output 1.2: Programmes and operations prevent and respond to sexual- and gender-based violence and other forms of violence especially against children.	# of people reached by services (Target: 1,000)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP033	Use Minimum Standards as a guide to support sectoral teams to include measures to mitigate the risk of SGBV														
AP033	Hold basic ½ day training with IFRC and SARC staff and volunteers on addressing SGBV (or integrate a session on addressing SGBV in standard/sectorial trainings)														
AP033	Establish a system to ensure IFRC and SARC staff and volunteers have signed the Code of Conduct and have received a briefing in this regard														
P&B Output Code	Output 1.3: Psychosocial support provided to the people affected by the conflict	# of people reached by psychosocial support (Target: 5,000)													
	Activities planned Month (November 2020 – December 2021)	11	12	1	2	3	4	5	6	7	8	9	10	11	12
AP023	Support for two SARC community centres (Al-Ghizlaniya and Bab Amr community centres) to provide psychosocial support services to affected people														
AP023	Train SARC's staff and volunteers to apply tools and methodologies to provide psychosocial support to people in need and peers, and benefit from activities to enhance self-care														
AP023	Provide psychosocial support services for communities in the catchment area of the community centres														
AP023	Assess the best approach to scale-up psychosocial support services together with partners														

## Strategies for Implementation

Requirements (CHF): 9,400,683

Since the beginning of the Syria crisis interventions by all Movement partners have had components that gradually strengthened SARC's operational capacity through sectoral activities such as DM, livelihoods, health, etc. to deliver humanitarian assistance. The National Society has now a network of 12,000 volunteers delivering essential aid to more than 5.6 million people on yearly basis through the combined support of Movement partner, UN Agencies and INGOs. This gives a fair idea of SARC's current operational capacity. To reach this level the following non-exhaustive examples of NSD initiatives are being undertaken by the Movement partners:

- establishment of a modern **finance management** system and obtaining the authorization for export licences, the roll out and training of staff is ongoing,
- the establishment of an **Organizational Development and Strategic Planning Unit** which is now the motor towards more harmonious operational cycles across departments and partners,
- strengthening of the **IM, planning and reporting** systems as demonstrated through the Covid-19 response,

- finalisation of a **logistics** manual is ongoing for improved management of warehouses and stocks and a constantly improved local procurement gradually moving closer to IFRC standards procedures,
- strengthening of **HR systems** and procedures
- significant steps towards introducing and applying **PGI, CEA and SGBV** in a cross-cutting manner in all interventions,
- an increased strengthening of capacities of **branches operating in conflict and protracted crises**,
- a constant improvement of capacities and services of the **health, livelihoods, relief** as well as **disaster response** networks and,
- improved capacities in **cash-based assistance** in emergency response.

All of the above will continue and more elements will be added during 2021. With SARC in the lead, and based on their 2020-2022 Strategic Plan, a logically phased plan will be developed that can be implemented as the National Society maintains its primary focus on assisting ever increasing numbers of people in need. A comprehensive mapping of the technical support available through Movement partners in Syria or in the wider Movement network will be put in place with clearer prioritization and resource mobilization for tailor made support, using operational capacity as a driver. IFRC has been coordinating with the Movement partners to ensure required NSD and aligned National Society capacity strengthening supports such as Preparedness for Effective Response (PER) and Branch Development. IFRC will work with the in-country PNSs to assume role beyond their own project level and how the PNS will maintain a constant flow of information for all partners through the IFRC platform. The IFRC will ensure that all developments are captured, reflected, and shared through its reports. The Strategies for Implementation under this revised emergency appeal are no different from the ones to be articulated under the country plan platform, whose main reason will be to better accommodate both emergency and longer-term contributions. One of the 2021 NSD priorities will be to improve SARC's volunteer protection in the multiple crisis context of Syria. For instance, training packages will include knowledge transfer on the use of and access to insurance schemes or funds available through SARC or other Movement volunteer funds. IFRC will continue focusing on the development of SARC's planning, monitoring, evaluation, accountability and learning (PMEAL) and reporting capacities including standardised tools for monitoring purposes. IFRC, together with SARC, will also work with in-country PNSs to enhance its ICT infrastructure to follow disaster management and increase connectivity between the headquarters and branches and defining the transition path from an emergency appeal to long-term strategic priorities.

In regard to mobilizing resources and partnerships in support of SARC operation, an enhanced engagement with current partners will be undertaken throughout 2021 to ensure a thorough understanding of the IFRC working modality, and thus the continued support through the validity of the EA and onwards in migrating the IFRC support through another funding tool which is the Syria Crisis Country Plan or operational plan.. An engagement plan with partners and donors is in progress of being drafted to strategise and detail this effort.

Furthermore, IFRC will support SARC's efforts to mobilize resources and will facilitate support towards SARC, in line with the fundraising market study and the proposed fundraising strategy finalized in January 2021.. This marks also a modality of bridging resources provided through the COVID-19 Appeal that support the overall financial sustainability of the National Society.

Support will be provided for ensuring a maximum reach of SARC advocacy key messages and asks through the UN/EU-hosted Pledging Conference and other country, regional and global events, by leveraging the International Organization status of IFRC, in full coordination with all the Movement partners.

Based on the demand for the technical and coordination support required to deliver in this operation, the programme support functions will be supported to ensure an effective and efficient technical coordination: **human resources, logistics and supply chain; information technology support (IT); communications; security; Planning, Monitoring, Evaluation and Reporting (PMER); partnerships and resource development; and finance and administration.**

P&B Output Code	<b>SFI1.1: SARC's capacities and organizational development objectives are facilitated towards building ethical and financial foundations, systems and structures to plan and perform</b>															
	<b>Output S1.1.4: SARC has effective and motivated volunteers who are protected</b>															
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12	

AP040	Provide insurance to SARC volunteers																
AP040	Provide life skills trainings to SARC volunteers																
AP040	Support SARC to ensure volunteers' safety and wellbeing including caring for volunteers "self-care, peer to peer support system in place"																
AP040	Ensure volunteers are properly trained																
AP040	Support the review of SARCs volunteering and youth-related processes and policies																
<b>P&amp;B Output Code</b>	<b>Output S1.1.6: SARC has the necessary corporate infrastructure and systems in place to effectively respond to the humanitarian consequences of the conflict</b>																
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
AP042	Support core staff positions in SARC's HQ and branches, outside of the areas of focus																
AP042	Engage and support two SARC sub-branches as pilot for PER process																
AP042	Contribute to SARC's sub-branch development plan as pilot																
AP042	Work with SARC to enhance its support service capacities, as per the 2021 Country Plan																
AP042	Contribute towards SARC's ICT infrastructure for disaster management and support the rollout of initiatives that require branch/HQ connectedness (e.g.: ERP)																
AP052	Develop and implement an information management capacity building plan together with SARC																
AP052	Support SARC in developing linkages between the information management, MEAL, planning and reporting for better programming																
AP052	Support the capacities SARC health staff dedicated to the Health Information System (HIS)																
<b>P&amp;B Output Code</b>	<b>Outcome SFI2.1: Effective and coordinated international disaster response is ensured</b>																
	<b>Output S2.1.4: Supply chain and fleet services meet recognized quality and accountability standards</b>																
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
AP050	Ensure standardized tools available for monitoring stock																
AP050	Recruit a Procurement Coordinator to support Federation-wide efforts, especially around local procurement																
AP050	Develop joint working platforms with partners supporting logistics, warehousing and procurement and facilitate transitional planning																

P&B Output Code	Output S2.1.6: Coordinating role of the IFRC within the international humanitarian system is enhanced															
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
AP049	Coordinate with the shelter cluster for household items distributions and strategic direction on rehabilitation, together with SARC and the German Red Cross															
AP049	Participate as observer in the Health Working Group, supporting SARC as needed															
AP049	Coordinate and participate in the food and agriculture sectoral meetings and chair SARC's Livelihoods Steering Committee															
AP049	Maintain coordination with the Information Management Working Group															
P&B Output Code	Outcome SFI2.2: The complementarity and strengths of the Movement are enhanced															
	Output S2.2.1: In the context of large-scale emergencies the IFRC, ICRC and SARC enhance their operational reach and effectiveness through new means of coordination.															
Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
AP051	Host a monthly coordination meeting (IFRC, ICRC, PNSs & SARC) to highlight ongoing activities, challenges and operational milestones															
AP051	Coordinate a Movement partnership meeting															
AP051	Map out all ongoing Movement capacity building initiatives with SARC in all sectors															
P&B Output Code	Output SFI3.1.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming.															
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
AP055	Conduct relevant market assessments for the improvement of livelihoods and food security activities															
AP055	Support the scale-up of MEAL sub-unit activities using emergency response and the health programme as a cornerstone for 2021															
AP055	Support the development of SARC's PMEAL capacities and develop related policies, standards and procedures															
AP055	Conduct post-distribution monitoring initiatives as described in the areas of focus															
AP055	Support SARC and the Movement partners in migration of EA to Country Plan process through enhanced engagement with donors/partners and clarification of the process															
AP055	Support SARC roll out of the fundraising market study and the fundraising strategy finalized in January 2021															

AP055	Coordinate and support SARC presence and messaging at the Pledging Conference in coordination with all Movement components at country, regional and global level															
AP055	Support and amplify SARC advocacy efforts through bilateral dialogue with governments and other stakeholders leveraging the IFRC status as IO and its function of international representation															
AP055	Conduct the final evaluation and end-line survey of the Syrian Complex EA															
AP055	Support sharing experience workshops and meetings for each relevant area of focus, whenever possible															
P&B Output Code	<b>Outcome SFI4.1: The IFRC enhances its effectiveness, credibility and accountability</b>															
	<b>Output S4.1.3: Financial resources are safeguarded; quality financial and administrative support is provided contributing to efficient operations and ensuring effective use of assets; timely quality financial reporting to stakeholders</b>															
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
AP063	Recruitment of a DRM delegate															
AP064	Provide on-the-job support to SARC finance staff															
AP064	Cover SARC's core finance structure related to the Emergency Appeal															
AP064	Conduct mentoring sessions with SARC's finance staff on key procedures															
P&B Output Code	<b>Output S4.1.4: Staff security is prioritised in all IFRC activities</b>															
	Activities planned Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
AP066	IFRC security focal points keeps coordination with SARC operations for situational monitoring and contingency mapping															

## Funding Requirements

International Federation of Red Cross and Red Crescent Societies

# REVISED EMERGENCY APPEAL

## MDRSY003 - Syria - Complex Emergency

### Budget by Resource

(November 2020 – December 2021)

(in CHF)

Budget Group	Budget
Shelter - Relief	450.000
Construction - Housing	0
Food	5.320.313
Seeds & Plants	4.320.976
Water, Sanitation & Hygiene	786.832
Medical & First Aid	5.473.492
Other Supplies & Services	440.000
<b>Relief items, Construction, Supplies</b>	<b>18.858.909</b>
Office & Household Equipment	100.000
<b>Land, vehicles &amp; equipment</b>	<b>100.000</b>
Storage	23.395
Distribution & Monitoring	118.000
Transport & Vehicles Costs	984.051
<b>Logistics, Transport &amp; Storage</b>	<b>1.125.446</b>
International Staff	1.270.148
National Staff	0
National Society Staff	1.590.683
Volunteers	1.146.669
<b>Personnel</b>	<b>4.007.500</b>
Consultants	0
Workshops & Training	1.405.204
<b>Workshops &amp; Training</b>	<b>1.405.204</b>
Travel	191.696
Office Costs	3.306.187
Communications	8.040
<b>General Expenditure</b>	<b>3.505.923</b>
Assets Depreciation	0
<b>Depreciation</b>	<b>0</b>
DIRECT COSTS	29.002.983
INDIRECT COSTS	1.885.194
<b>TOTAL BUDGET</b>	<b>30.888.177</b>

## Reference documents

Click here for:

- [Previous Appeals and updates](#)

**For further information, specifically related to this operation please contact:**

**In the Syrian Arab Red Crescent**

- Khaled Erksoussi, **Secretary General**, phone +963 11 332 7691; fax: +963 11 332 7695; email: [secretariat@sarc-sy.org](mailto:secretariat@sarc-sy.org)
- **Operational coordination:** Tammam Muhrez, Head of Operations, phone: +963 95 366 6635, email: [tammam.muhriz@sarc-sy.org](mailto:tammam.muhriz@sarc-sy.org)
- **SARC Media and Communications:** Rahaf Aboud; Head of Communication and Media, phone: +963 95 999 9853, email: [rahaf.aboud@sarc.sy.org](mailto:rahaf.aboud@sarc.sy.org);

**In the IFRC**

- **Head of Country Delegation:** Andrei Engstrand-Neacsu, phone: +963 95 999 9869; email: [andrei.engstrand@ifrc.org](mailto:andrei.engstrand@ifrc.org)
- **Operations Coordinator MENA**, Fidel Peña, phone: +961 76 174 465, email: [fidel.pena@ifrc.org](mailto:fidel.pena@ifrc.org)
- **Head of DCC MENA**, Hosam Faysal, phone: +961 71 802 916, email: [Hosam.faysal@ifrc.org](mailto:Hosam.faysal@ifrc.org)

**In IFRC Geneva**

- **Programme and Operations focal point:** Rena Igarashi, Senior Officer, Operations Coordination, email: [rena.igarashi@ifrc.org](mailto:rena.igarashi@ifrc.org)

**For IFRC Resource Mobilization and Pledges support:**

- **Partnerships and Resource Development focal point for Syria:** Adam Haydar; Senior Officer, phone: +961 79 300 562; email: [Adam.HAYDAR@ifrc.org](mailto:Adam.HAYDAR@ifrc.org)

**For In-Kind donations and Mobilization table support:**

- **IFRC MENA Regional Logistics Unit:** Dharmin Thacker, Acting Head of Logistics, Procurement and Supply Chain Management, phone: +961 54 28 505, email: [dharmin.thacker@ifrc.org](mailto:dharmin.thacker@ifrc.org)

**For Performance and Accountability support (planning, monitoring, evaluation and reporting enquiries)**

- **IFRC MENA Planning, Monitoring, Evaluation and Reporting (PMER):** Nadine Haddad, Regional PMER Manager, phone: + 961 71 802 775, email: [nadine.haddad@ifrc.org](mailto:nadine.haddad@ifrc.org)

## How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



**Save lives,**  
protect livelihoods,  
and strengthen recovery  
from disaster and crises.



Enable **healthy**  
and **safe** living.



Promote **social inclusion**  
and a culture of  
**non-violence** and **peace**.