

Appeal No: MAASY002

Funding requirements: 31,323,841 CHF

A. BACKGROUND

This operational plan has been written within the framework of the IFRC Plan and Budget 2021-2025. The results are part of a coherent and coordinated approach of IFRC support to National Societies world-wide and aligned with the IFRC Strategy 2030 and the IFRC Agenda for Renewal. While the plan has a long-term strategic outlook, it foremost outlines the strategic priorities of the International Federation of Red Cross and Red Crescent Societies (IFRC) and the results that the IFRC is committed to achieve in collaboration with the Syrian Arab Red Crescent Society (SARC) in 2022.

The Syria Crisis Country Plan (SCCP) for 2022 reflects a One Plan and One Budget approach agreed with SARC and will enable the National Society to continue life-saving and other essential services when and where needed throughout the country, while at the same time aiming to increase the longer-term coping capacities and the resilience of the Syrian people. The plan is aligned with SARC's Strategic Plan 2020-2022 and developed in coordination with International Committee of the Red Cross (ICRC) and in-country Partner National Societies (PNSs). The SCCP accommodates all incoming resources for IFRC's emergency and recovery operations, as well as longer-term support to SARC's organisational development and capacity building.



Context

Syria's population reached 18.2 million in 2021, which is 2.8 million less than 2011. Syria's Human Development Index (HDI) value declined from 0.644 in 2010 to 0.567 in 2020 and Syria is now ranked in the low human development category as the 151st out of 189 countries. According to the Global Peace Index, Syria is also the least peaceful country in the world and has been so for the past six years¹.

The Syrian crisis is now in its 11th year, and around 6.7 million people remain internally displaced, and 5.6 million people have fled their country². The displacement of Syrian families has resulted in one of the largest refugee crises in the world, with Syrian refugees making up to a quarter of all refugees globally. The vast majority have fled to neighbouring countries, with limited prospects for return due to ongoing hostilities in many locations. The humanitarian needs far exceed the capacity of local authorities and the humanitarian response from the international community. Insufficient resources and limitations in access are worsened by the uncertain conflict environment, the worsening economic crisis and a devastated public infrastructure. People in Syria continue to suffer from localised hostilities, which uproot families from their homes, claim civilian lives, damage and destroy basic infrastructure and limit access to basic services. The Syrian crisis is today even more critical than ever.

A decade of protracted crisis and economic collapse has left more than 13.4 million people in need of some form of humanitarian assistance. 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 most of the governorates. In areas where hostilities have subsided, families are struggling to access basic services such as drinking water, food, health care services and livelihood opportunities.

Destruction of health facilities and a limited number of qualified health staff continue to severely impede access to health care in Syria. With just 58% of hospitals and 53% of primary health care centres fully functional, there is a rapid increase in communicable and non-communicable diseases throughout Syria³. Ensuring access to essential health services, including repair and rebuilding of health facilities, and other basic infrastructure such as water and sewage installations is therefore essential. Addressing the significant burden of non-communicable diseases, and other long-term health needs, including mental health and psychosocial conditions also remain crucial.

Continuous displacement, exposure to different forms of violence, increasing poverty and persistent lack of access to food, health and education continues to affect the wellbeing of children. In 2020, an estimated 2.45 million children were out of school and 1.6 million children were at risk of dropping out⁴. Due to the cumulative effect of the conflict, the number of children out of school and children who are at risk of dropping out, is almost certain to increase, to 6 million children under 18 years who need humanitarian assistance by the end of 2021⁵. In addition, 600,000 are chronically malnourished and an additional 90,000 suffering from acute malnutrition, heightening their exposure to preventable morbidity and mortality⁶.

Due to several factors, including conflict-related traumas, the disability prevalence and impact in Syria is very high, 32% for males above 12 years old and 27% for females. Only 62% of the males and 7% of the females with disabilities are working. Note that the prevalence of disabilities grows exponentially with age, and stigma related to disabilities creates barriers for social cohesion and participation⁷.

With a dire humanitarian and economic crisis, protection concerns are on the rise. An increase in gender-based violence such as early marriage, forced abortions and domestic violence has been reported. Exposure to violence and extreme stress coupled with living in displacement for years, has led to a deterioration of people's mental

¹ www.arabdevelopmentportal.com/country/syria

² 2021 Humanitarian Needs Overview: Syrian Arab Republic (March 2021) UN OCHA

³ WHO WoS Consolidated HERAMS, Q3. 2020.

⁴ 2021 Humanitarian Needs Overview: Syrian Arab Republic (March 2021) UN OCHA.

⁵ UNICEF Whole of Syria Humanitarian Situation Report (March 2021).

⁶ 2021 Humanitarian Needs Overview: Syrian Arab Republic (March 2021) UN OCHA.

⁷ 2021 May H NAP Disability Prevalence and Impact Report.

health and psychosocial well-being which is more likely to have long term implications for both adults and children.

The current economic crisis is the worst in the history of Syria. Ongoing hostilities, international sanctions and COVID-19 are continuing to accelerate the economic crises pushing an increasing number of people into poverty. Furthermore, the regional economic downturn; especially the deteriorating economic and political situation in neighbouring Lebanon has reduced the estimated remittances of US\$1.6 billion sent to Syria each year with nearly 50%. Hence, up to 90% of the population is estimated to live under the poverty line, which is a 10% increase from the previous year⁸.

The downturn of the Syrian economy is further exacerbated by the introduction of the Caesar Syria Civilian Protection Act of 2019⁹, which has added an additional burden on the Syrian economy and has led to a record level price increase of essential goods, a sharp declining value of the Syrian pound (SYP) and considerable fuel and gas shortages throughout the country. Within one year (December 2019 to December 2020), the price of the average food basket increased by 236%. This has pushed an increasing number of people into poverty and food insecurity with hunger reaching record levels. The World Food Programme (WFP) has stated that 12.4 million people are estimated to be food insecure of which 1.3 million people are considered severely food insecure¹⁰. The humanitarian crisis is worse now than ever before with more parents than ever before struggling to feed their children and struggling to pay for water and health care.

The top three priority needs as expressed by Syrian households is access to food/nutrition, livelihood support and winterization/shelter support¹¹. Accordingly, the support to livelihoods and vocational training activities is essential and it has become increasingly important to identify innovative ways of including the population, as well as the private sector in securing income and longer-term job creation to foster socio-economic resilience building and facilitate participation in the rebuilding of the Syrian society and economy.

The COVID-19 pandemic has also presented a multitude of new and complex challenges for the humanitarian sector, including the Red Cross Red Crescent Movement. As of 30 September 2021, the Syrian Ministry of Health registered 34,205 confirmed COVID-19 cases, with 2,247 reported deaths, a number that reflects limited Government testing capacity for a population of which it is believed that up to 25% might be infected.

The restriction to movement of goods, and a critical lack of protective equipment for staff and volunteers are just some of the challenges that have been dramatically impacting operations in Syria. The pandemic has accelerated the economic downturn by further reducing sparse income-generating opportunities in a context where 50% of the work age population is now estimated to be unemployed with 300,000 having lost their jobs since the beginning of COVID-19 pandemic in March 2020¹². In addition, Syria is still lacking the capacity and resources to conduct large scale testing, it is also suffering shortage of intensive care facilities and a slow vaccination programme roll out due to shortage of vaccines and a widespread vaccine hesitancy. Having said this, the Government continues to implement the roll out of its vaccination programme and secure vaccines through the COVAX facility and other sources.

The humanitarian crisis is further aggravated by the current drought in the North and North-east of the country resulting from a series of interlinked climatic and man-made factors. Water levels of the Euphrates River have been declining since January 2021 and reached a critically low level in May 2021. In addition, water levels of the Tabqa Dam in Ar-Raqqa governorate have depleted by nearly 80%. The water shortage crisis is extremely concerning, given that nearly 4.5 million people in Syria rely on the Euphrates and its subsidiaries for drinking water and agriculture irrigation. Moreover, the continued low water flow has affected the electricity which more than three million people are benefiting from, as the water-powered generators of the Tishreen Dam have stopped. Thereby negatively impacting the access to pumped water, health care and sanitation, livelihoods, agricultural production, and food security across the North and North-east regions of the country. This situation

⁸ 2021 Humanitarian Needs Overview: Syrian Arab Republic (March 2021) UN OCHA.

⁹ United States of America Congressional Bill that establishes additional sanctions and financial restrictions on institutions and individuals related to the conflict in Syria and was signed in December 2019 and came into effect June 2020.

¹⁰ UN World Food Programme (WFP).

¹¹ UN's 2021 Syria needs presented at the SOM. Note that SARC data was also used to complete this analysis.

¹² United Nations, COVID-19 Socio-Economic Impact Assessment, August 2021.

is impacting public health, as households are increasingly consuming unsafe drinking water and have less access to water for domestic use, including for hygiene and sanitation¹³.

Securing humanitarian access to all places in the country and the ability to provide relief and recovery support is crucial. However, ensuring uninterrupted delivery of impartial and needs-based humanitarian aid in a highly fluid security and political context is becoming increasingly difficult. Interrupted crossline access to Idleb combined with the forced closure of the SARC branch and health facilities in Idleb city and the surrounding villages in March 2020, continues to hinder all humanitarian efforts from within Syria to reach Idleb and renders the UN decision Resolution 2504 and the subsequent UNSCR 2533 obsolete. In July 2021 the UN Security Council Resolution 2165 extended the cross-border aid into the North-west of Syria with an additional 6 months.

With no common political agreement among the international actors and Syrian Government in sight, resources, and support for humanitarian work in Syria is steadily diminishing. The funding environment has been politicised and major back-donors hesitate to release the funds before reforms. With shrinking of funds for humanitarian actions continue to render millions of Syrians extremely vulnerable.

IFRC strategic vision for Syria

Collective impact is essential and rests on a well-coordinated Movement. The capacity of SARC and the Movement to deliver in an increasingly difficult political and operational environment has over the years been enabled through the development of systematic and strategic approaches to ensure the delivery of programmes and operations, coordinate the Movement support to the SARC, and more efficient and effective coordination and collaboration with Movement partners. These approaches will continue to guide the IFRC's Strategic Vision for Syrian in the coming years:

IFRC and its membership are adequately positioned to respond efficiently and effectively to the ongoing and protracted emergency and recovery needs in a changing Syria through well-coordinated operations in support of SARC's Strategy 2020-2022.

The strategic vision is developed around four overarching longer-term strategic priorities and six overarching approaches for the IFRC in Syria that have been agreed with SARC and Movement partners. In line with the socio-political changes in Syria, the strategic objectives address both critical emergency and recovery needs, as well as longer-term support to SARC's organisational development and capacity building. The overarching strategic objectives are in line with the SARC Strategic Plan 2020-2022 as well as the mandate and added value of IFRC in country. Specific strategic priorities, approaches, and principles withing thematic areas are outlined in Section B: Strategic priorities and approaches.

Strategic Priority No. 1 - Enable SARC to respond efficiently and effectively to humanitarian needs: In the spirit of localization, a coordinated support from partners to SARC's organisational development and capacity building, is critical for the SARC's ability to effectively continue the role as lead agency. With respect for the integrity of the National Society, IFRC will support the organisational development and work towards developing the overall organisational capacity of the National Society. IFRC will create conditions and provide operational support that will allow National Society to scale up, increase the speed and improve the quality, access, and accountability of their services.

Strategic Priority No. 2 - Improve and scale up existing IFRC support to the operations and the organisational development and capacity building of SARC through and increased and diversified resource mobilisation: In full coordination with ICRC and Movement partners working in Syria, and while maintaining the highest quality in all interventions, IFRC will focus on the needs of the most vulnerable and support SARC's service delivery and strategy development in areas where IFRC has its core competences and comparative advantages. In this regard IFRC will promote coordinated resource mobilisation with Movement partners in Syria and facilitate joint applications where relevant and applicable and look at practical solutions to be more cost effective and efficient. In addition,

¹³ A DREF for the drought was launched in October 2021.

IFRC will tap into new and more diversified funding sources for IFRC/SARC and put particular emphasis on increasing the levels of longer-term funding.

Strategic Priority No. 3 - Assume a lead role in IFRC membership coordination, and a complementary role in Movement coordination as well as promote shared leadership among Movement partners: Acknowledging SARC's lead role in coordination with Movement partners, and under the auspice of shared leadership, IFRC will assume a lead role in the coordination of support of the membership to SARC's organisational development activities and the coordination of international support from multilateral partners. IFRC will continue to develop partnerships involving both practical cooperation as well as strategic and conceptual discussions and alliances with other Movement partners, and relevant local and international actors.

Strategic Priority No. 4 - Promote a stronger positioning of SARC, IFRC and its membership in the overall response and recovery through strengthened advocacy and humanitarian diplomacy efforts: IFRC will continue to strive to be an engaged, accountable and trusted partner to the National Society and its membership, as well as national and international political decision makers, donors and partners and back-donors. The IFRC will position and profile its membership and the work of SARC as part of the overall coordinated Movement emergency and recovery response, through illustrating its unique role with external stakeholders. Acknowledging the increasingly politicised context in Syria, the IFRC will support its membership and SARC in addressing the highly sensitive communication requirements that come with complex conflict situations, notably in terms of clarifying and communicating the auxiliary role of SARC to the Syrian Government and in reinforcing the neutrality, impartiality, and independence of SARC and its humanitarian actions vis-à-vis key local and international stakeholders. In addition, IFRC will present and promote National Society flagship activities and capacities such as the strength of its volunteer network to position SARC among international partners, back donors as well as international policy and decision makers.

Overarching approaches

This Plan will adopt key overarching approaches and principles to ensure accountability as well as smooth and timely implementation of its components towards holistic achievement of objectives/outcomes of the strategic vision and corresponding priorities.

Organisational development and capacity building: IFRC will focus on strengthening the organisational development and overall capacity of SARC across financial, human, and material resources. Through support to SARC's organisational development process led by SARC's Performance and Partnerships Support Department, it is envisaged that building capacity of the SARC will enable it to deliver intended results in a timely and sustainable manner.

Sustainability of actions: While the humanitarian imperative is critical, sustainability of Movement actions and the integrity of the National Society post-emergency remain essential. To that extend IFRC interventions will reflect and be aligned with the National Society's strategic Plan 2020-2022, as well as the strategic aspirations and support needs beyond 2022. In this process, SARC will be supported to uphold its role as an auxiliary to the government and to communities through local level programmes and initiatives. For this, IFRC will support ongoing reviews of policies, strategies, guidelines, manuals as well as the development of clear post-crisis operational and organisational exit strategies.

Integrated programming: The needs of conflict affected population are enormous and multidimensional. To address the needs of affected communities, an integrated and well-coordinated programming approach auspice that addresses the multiple humanitarian demands of people simultaneously, and deliver programmes and solutions that address these multiple, interrelated needs and problems, will be applied.

Protection, gender, and inclusiveness: The IFRC will effectively and efficiently address the different needs, vulnerabilities and capacities of women, men, girls, and boys of all ages and will seek to gain the participation and inclusion of targeted communities during assessment, design, and implementation of all interventions. The IFRC

will provide capacity building and support to mainstream disability inclusion in all programmes to ensure the implementation according to IASC guidelines for humanitarian work.

Alignment with Movement and International strategies, guidelines, and mechanisms: The SCCP aligns with IFRC Strategy 2030, the IFRC Agenda for Renewal, Red Cross and Red Crescent Principles and Rules for Humanitarian Assistance as well as the Seville Agreement and Supplementary Measures and the Council of Delegates Resolution on Strengthening Movement Cooperation and Coordination (SMCC). In addition, the SCCP will align with the Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction, SPHERE and Humanitarian Accountability Partnership (HAP) and Inter Agency Standing Committee (IASC) standards. The various Memoranda of Understanding (MoUs) between the IFRC and technical institutions, UN agencies and other international development partners, will also be considered to leverage the technical resources and ensure quality of the services delivered to the target population.

Risk management, accountability, and compliance: Whether operational, fiduciary, financial or security related, IFRC will continue to assess, document, and monitor risks to its operations in Syria and develop corresponding risk mitigation plans. In addition, IFRC will strive to ensure accountability and compliance in accordance with internal and back donor requirements.

National Society profile

The Syrian Arab Red Crescent was founded in 1942 and recognized by the ICRC in 1946. Headquartered in Damascus, the National Society has a network of 14 branches across all the governorates of Syria and 73 active sub-branches manned by 8,031 active volunteers and 5,749 staff working across its headquarters, branches, and sub-branches.

As an auxiliary to the public authorities, SARC is serving as the lead agency as agreed among the Movement partners according to a signed Letter of Understanding in 2012 and is Syria's national coordinator for humanitarian aid mandated by the Government of Syria (GoS) in 2008.

SARC is well recognised by the authorities and is one of the key members of the national Humanitarian and Disaster Response Committees both at national as well as provincial levels. As the lead humanitarian actor in Syria, SARC is working closely with the line ministries of the government, including with the Ministry of Foreign Affairs and Expatriates, Ministry of Health, Ministry of Social Affairs and Labour, Ministry of Local Administration and Environment, and Ministry of Agriculture and Agrarian Reforms, etc.

Since 2011, SARC has faced, and responded to, unprecedented demands on its human and technical resources in the face of one of the world's worst humanitarian crises of recent decades. Through its network of staff and volunteers, and presence across most of the country, SARC remains the largest national provider of humanitarian services in Syria, providing humanitarian assistance to more than five million internally displaced people, affected host communities and returnees per year.

Together with the Red Cross Red Crescent (RCRC) Movement, United Nations (UN) partners and several International and local Non-Governmental Organization partners, SARC's operational capacity expanded exponentially in a short span of time. In the first half of 2021 for instance, SARC provided life-saving and life-sustaining health services to more than one million patients across a network of 229 health facilities both static and mobile-based. The SARC is also able to reach 80 percent of the Syrian population with safe water through treatment and maintenance of damaged water infrastructure.

Acting in coordination with other humanitarian organizations and national authorities, SARC strives to provide a principled, humanitarian-needs driven, and comprehensive response to meet the needs and ensure the protection of vulnerable population: addressing both the internally displaced, returnees and/or vulnerable local

communities. However, the highly politicised environment is putting increasing demands on SARC in navigating the space between neutrality and independence. SARC is aware of this and has throughout the conflict emphasised its neutrality and impartiality in international fora such as the yearly Humanitarian Pledging Conferences and in their briefings to the UN Security Council. The SARC 2020-2022 Strategy reflects these complexities and marks a shift in strategic focus. SARC is now not only an emergency response organisation but is also a key player in the recovery phase of a rapidly changing Syria. This is manifested in the 5 focus areas of SARC's Strategy 2020-2022:

- a. Integrated emergency response with focus on improved and well-coordinated response planning, contingency planning, developing standard operating procedures and funding mechanism.
- b. Early recovery with focus on integrated multi-sector programming driven by community participation.
- c. Resilience with focus on community engagement and participatory engagement of communities in assessment, planning, and implementation as well as capacity development.
- d. Protection with focus on programming that considers the dignity and safety and legal support of people in need.
- e. Strengthening of SARC's foundation with focus on organisational developing vis-à-vis creating more robust operational support systems.

To support this strategic shift, SARC embarked on a National Society Development (NSD) process led by its Performance and Partnership Support Department. Key focus has been on creating a more agile, manageable, and sustainable organisation with a clear focus on the aspects of:

- a. Integrity, quality, accountability, inclusiveness, and transparency of the organisation.
- b. A more holistic approach to addressing and managing both organisational and reputational risks has also become crucial in-light-of the ever changing territorial and political dynamics in Syria.
- c. Redefining the role and responsibility of the headquarters and branches is high on the agenda and is giving the branches more responsibility and autonomy while at the same time ensuring that the organisation is working towards a common vision.
- d. Financial sustainability has become crucial with a highly politicised funding environment. With the general funding trend for Syria decreasing, SARC's development of their own resource base and diversification of their funding has become a key priority.

Membership coordination

The IFRC has been present in Syria supporting SARC in the implementation of its humanitarian work across the country since the mid-1990's and established a permanent representation office in 2007. Over the course of the last two decades, IFRC has provided technical support to SARC in implementing its programmes.

IFRC supports SARC in their role as lead agency within the Movement in the implementation of regular coordination meetings. Regular sectoral coordination meetings also take place ensuring solid technical coordination. On demand, IFRC's Global Humanitarian Services and Supply Chain Management is providing international procurement services to PNS's through its established supply chain.

The IFRC mandate is to strengthen SARC's operational and structural capacity for a continued and efficient humanitarian response through technical support as well as long-term sustainability through capacity building and organizational development for SARC's headquarters and branches. The IFRC Syria delegation maintains close collaboration with SARC at all levels and aims to continue provision of technical support in SARC's range of services including emergency relief, livelihoods, health, water and sanitation, community services, community engagement, inclusiveness and accountability (CEA) and NSD.

IFRC works together with SARC to promote complementarity and cooperation between different PNSs to deliver urgent humanitarian assistance in Syria. As of 2021, nine PNS's have delegates in Syria and are operating bilaterally: 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, Finnish, Swedish, Icelandic and Irish Red Cross have engaged in multilateral support.

The IFRC, through its Delegation in Syria strive to providing an appropriate working environment to all in-country members so that each of them can support SARC as outlined in the table below:

Name of in-Country Partner NS	SP1	SP2	SP3	SP4	SP5	E1	E2	E3	Details of support & comments
British Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Food and NFIs, DM, Finance, HR, MEAL, CEA and Cash and voucher assistance (CVA)
Canadian Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Health, IM/MEAL/PMER, CEA, DM, Livelihoods, MHPSS, PGIE, NSD
Danish Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Health, livelihoods, MHPSS, and Youth, NSD, DM leads consortium with IFRC and partners and medical logistics.
Finnish Red Cross	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Health, physical rehabilitation, and physiotherapy, IHL and disability inclusion
French Red Cross	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WASH, hygiene promotion and distribution of hygiene kits.
German Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Logistics/warehouse development, IM/MEAL/PMER, DM, Media, IT and Telecommunications, hygiene kits & Health infrastructure.
Norwegian Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WASH rehabilitation, Logistics/ Procurement, DM, NFIs, health and finance development
Swedish Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	CEA, Health, NSD and MHPSS.
Swiss Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WASH, livelihoods, Cash, Health and First Aid project.

In September 2020, IFRC signed a Legal Status Agreement with the Syrian Arab Republic. Besides facilitating our operations in Syria, it also provides the IFRC with a “diplomatic status” and thereby offers a clear and strong legal base for the IFRC’s presence and operations in Syria, the potential to expand its services to the Membership present in Syria, as well as enable IFRC to leverage its International Organisation status in its partnerships in country.

Palestine Red Crescent Society (PRCS) Syria branch has the mandate, in agreement with SARC, to support the over 525,000 registered Palestinian refugees in need of assistance in Syria. The objectives of PRCS- Syria branch include: Provide quality and accessible primary and secondary health services through its hospitals, care centres and clinics, provide community health and preventive health-care services in Palestinian communities, particularly in Palestinian refugee camps, work in the area of disaster management and strengthening the resilience of Palestine refugees within their communities, as well as its capacity for disaster relief and assistance, strengthen the role of the youth and volunteers, enhance livelihoods and skills through vocational training programmes, strengthen the organisational capacities of the PRCS-Syria branch to ensure its ability to sustainably provide core services and scale up to respond to the current complex emergency and any potential new crisis. PRCS-Syria is supported by Movement partners including the Danish Red Cross, the Swedish Red Cross, IFRC and the ICRC. PRCS-Syria plan and budget are further elaborated in the IFRC 2022 Operational Plan for the occupied Palestinian territory.

Movement cooperation

The IFRC Country Delegation coordinates and collaborates closely in a Movement context which is complementary to the IFRC membership coordination. The Membership Coordination Meetings where ICRC has an observer status take place on bi-weekly basis 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 partners’ support to SARC’s. The different coordination mechanisms have been established and ensure continuity of support and guidance to SARC. The Strengthening Movement Coordination and Cooperation (SMCC) initiative is applied by all Movement partners in Syria. The objective of SMCC is to improve the way Movement partners work together and enhance coordination and cooperation, especially in response to large-scale emergencies. In the context of Syria includes promoting common planning and analysis and coordinated activities and utilizing the specific expertise and know-how of respective Movement components to optimize the reach and quality of humanitarian assistance.

The IFRC Syria Delegation has signed a Movement Security Framework Agreement¹⁴, together with SARC and the ICRC. The agreement clarifies and outlines the roles and responsibilities of each Movement Partner when it comes to security. While SARC has the Lead Agency role, including having the lead on security support, the ICRC continues to provide strong security support to all Movement Partners. The Movement Security Framework Agreement also enhances the interoperability of security systems to ensure agile support to operations. In addition, the IFRC Delegation receives security support from the Regional Security Unit based in Lebanon and the Global Security Unit in Geneva to ensure it complies with the IFRC’s Minimum Security Requirements.

Partnerships

Partnerships with key stakeholders is crucial for IFRC in fulfilling its goals in supporting SARC. Areas of cooperation between IFRC and SARC are numerous and include NSD on both organisational and technical level, coordination with movement partners, sharing expertise and international representation.

SARC works with multiple international and national actors in-country who are actively involved in humanitarian sector operations. These international organizations and agencies present in-country and partnering with SARC

¹⁴ A revised Movement Security Framework Agreement was revised in October 2021

include UN Agencies such as UNFPA, UNHCR, UNDP, UNICEF, WHO, WFP, and INGOs including Action Against Hunger, ADRA, AVSI, COOPI, Danish Refugee Council, Lutheran World Relief, MEDAIR, Oxfam, Premiere Urgence, Secours Islamique France, Terre des hommes, Intersos and Triangle.

In addition, IFRC supports SARC in its interventions through partnerships with DG-ECHO, USAID-BHA, Irish Aid, Austrian Development Agency, Government of Japan, Canada’s Department of Foreign Affairs, Trade and Development, private and corporate donors. IFRC is also working to leverage its International Organisation status in the partnerships with UN agencies, aiming for more balanced and equitable agreement, which would benefit SARC institutionally on the longer term and elevate SARC from being a mere ‘implementing partner’.

IFRC participates alongside SARC 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. These multisectoral partnerships play a key role in the humanitarian response to the needs of the Syrian people.

B. STRATEGIC PRIORITIES AND APPROACH

Global Flagship Initiatives

Flagship	Contribution of the plan
<p>F1: Local Action: Strong NS</p>	<p>This Plan contributes to SARC maintaining its position as the lead humanitarian organization in Syria by strengthening and supporting its branch and sub-branch structures, ensuring adequate systems and procedures are in place and the and a pool of human talent among its staff and volunteers. This includes supporting the implementation of branch specific plan of actions designed based on systematic Preparedness for Effective Response assessment process, supporting the ongoing digital transformation including state of the art information management, telecommunications and IT systems and structures and the development and roll-out of policies, procedures and trainings such as volunteer management, financial management (cost recovery), and PGI and CEA in coordination with Movement partners. Efforts will be scaled up in ensuring a strong local actor by enhancing the disaster response and preparedness capacities of branches and sub-branches prioritising hard-to-reach areas, areas with unmet humanitarian needs including newly accessible areas.</p>
<p>F2: Going to Scale on Humanitarian Action and Risk Reduction</p>	<p>The key focus of the operational plan is to continue to provide humanitarian assistance to vulnerable populations in a context where the humanitarian needs are increasing. The IFRC will seek to apply new operating modalities to scale-up interventions by using its International Organisation status to obtain more predictable and more flexible funding, with IFRC taking a greater strategic and Membership coordination role and partner national societies supporting SARC in the implementation based on the concept of being best positioned. Interventions that build the resilience of vulnerable populations such as livelihoods strengthening and livelihoods protection will be scaled-up in parallel with continued provision of emergency assistance seeking to reduce aid dependency of vulnerable populations. In addition, investments in human capital, branch and sub-branch networks and operational structures will continue to maintain a strong local response readiness. This includes ensuring SARC has a pool of trained technical experts in various functions deployable as surge capacities all across Syria, logistical and financial resources as well as</p>

	vulnerability and capacity assessments in high risk areas and preparedness planning based on scenarios.
F4: Global Cash Leadership	In 2022, IFRC in Syria will continue to promote and support SARC to increase the proportion of humanitarian assistance and services provided through CVA in coordination with the British Red Cross CVA advisor and other Movement partners. This builds on steps taken in 2021 such as the establishment of a multi-year framework agreement with a financial service provider, reflections from CVA response operation to wildfires, and livelihoods and food security interventions that piloted the use of CVA as a delivery modality. IFRC will also support SARC to increase the proportion of CVA in emergency response operations to emerging and/or sudden onset disasters and crises.
F5: Reduce Cholera Related Deaths by 50%	SARC will continue to be supported in its efforts to build and maintain community-level capacity in effective detection, prevention and response to infectious disease outbreaks. SARC is already now supplying up to 80% of the Syrian population with safe drinking water including in urban settlements and the operability and maintenance as well as construction of new schemes will continue in 2022 with the support from its partners. SARC's pool of trained volunteers and community health promoters will continue their essential role in disease prevention and early detection and training in infection prevention and control and community-based surveillance. The close link between SARC's volunteers and health promoters with health facilities (its own and those managed by others) facilitates a rapid response in case of disease outbreaks. At times of heightened risk for disease outbreaks due to man-made or natural hazards such as areas most affected by currently prevailing drought conditions in the northern part of Syria, health and hygiene promotion actions will be intensified to areas at high risk.
F6: Respond to and Recover from the COVID-19 pandemic¹⁵	With a slow and low vaccine roll-out in Syria, the population continues to be extremely vulnerable to the COVID-19. IFRC will support SARC's role in the roll-out of vaccinations working in particular in the areas of RCCE and reduce vaccine hesitancy among the population. Furthermore, specific targeted COVID-19 activities will continue to be implemented through the Global Emergency Appeal based on available resources. This includes for example ensuring the protection of staff and volunteers prioritising health workers and frontlines, adherence to COVID-19 transmission prevention and control protocols in all its operations vis-à-vis recipients of its humanitarian services.

¹⁵ For further details please refer to the most recent revision of the IFRC COVID-19 Emergency Appeal

Strategic Priorities



Climate and environmental crises

People targeted: Included in the count under other Strategic Priorities

Male: 250

Female: 250

Requirements (CHF): 235,000

Rationale and intended results

Assessment and analysis:

The number of extreme weather events is on the increase and their consequent impacts in already fragile humanitarian contexts are adding to the need for lifesaving and rapid interventions. To support SARC to address needs arising from climate-related emergencies, IFRC will also mobilise, its 'Global Tools', including DREF to support SARC to respond to disasters and crises in 2022.

Syria has a combination of arid and semi-arid environments. The total country area is 185,880 square kilometres (km²), the majority of which is covered by the Syrian desert. Natural forests cover approximately two per cent of the landscape, and water covers less than one per cent of it. Groundwater is known to take hundreds to thousands of years to replenish in arid and semi-arid environments. Most of the country receives very little rainfall; about 60% of the country averages less than 250 millimetres (mm) of rain annually. In the Syrian desert, situated in the central and southeast parts of the country, it is common for annual precipitation levels to fall well below 100mm¹⁶. In Spring (March – May) Syria is sometimes affected by strong southerly winds that cause massive sandstorms and raise the temperature considerably. These sandstorms damage vegetation and prevent livestock from grazing. Contributions to frequent sandstorms include the degradation of green terrestrial cover, which is caused by overgrazing, desertification, soil erosion and salinization, and unsustainable irrigation practices.

The country has experienced heat waves in the recent past, with temperatures 8–10°C higher than usual (USAID2017). The projection shows that temperatures will continue to rise in Syria and are expected to be at least 2°C higher by 2050 (World Bank Group 2014). There has been a trend towards warmer and drier conditions in the Eastern Mediterranean, and this is seen as the main reason behind the intensity of the 2006–2011 drought, causing the most severe set of crop failure, leading to mass migration to urban areas. Currently, an ongoing drought situation in the North, Northeast and central Syria is witnessed. Anthropogenic climate change appears to have aggravated the drought. The frequency and intensity of droughts will increase as global temperatures increase. Syria is more exposed than ever to future climate-related shocks, with much of its infrastructure in ruins and weak governance due to protracted crises.

Climate models have shown precipitation is projected to decrease by 11% over the next three decades, especially in the winter, spring and fall (USAID 2017). Other projected changes include a decrease in runoff by 25–27%, higher number of consecutive dry days, decreased annual frost days affecting water availability, increase in frequency of dust storms and coastal flooding. Key climate impacts will cause detrimental effects on agriculture, water resources, human health, and coastal zones. Increased temperatures and higher frequency and intensity of drought will have a major impact on the agricultural sector in Syria in terms of decreased agricultural productivity, crop failures, increased soil salinity, and migration from rural to urban areas. Under a climate change context, more extreme weather patterns will also be witnessed¹⁷. Erratic rainfall throughout the winter season in 2020 affecting soil moisture during the reproductive stage of crops has been observed in

¹⁶ Climate Fact Sheet 2021, RCCE-ICRC Country Profile-Syria

¹⁷ Climate Change Risk Profile – Syria, USAID, 2017

Al-Hassakeh, parts of Ar-Raqqa, Aleppo, and Deir-ez-Zor—which account for 80% of the annual domestic wheat production¹⁸. The unfavourable agroclimatic conditions add to an already dire economic crisis resulting from 11 years of crisis worsened by the spill over effects of the financial crisis in the neighbouring Lebanon. Decreased precipitation frequency and averages along with decreased mountain runoff will decrease river flow, decreasing the availability of water used for irrigation in agriculture. Compounded with higher frequency and intensity of drought, recharge rates are decreased, exacerbating depletion rate of water resources. Extraction and reliance on groundwater resources, with levels already low, will increase saltwater intrusion making it unfit for drinking and agricultural purposes. The reduction in quality and quantity of water will result in increased risk of waterborne illnesses on one hand, and heightened food insecurities¹⁹.

Globally, sea levels are projected to rise by an additional 20–30cms by 2050 and from 50–200cms by 2100, depending on levels of emissions; with at least one study ranging as high as 280cms (Kulp and Strauss 2019). Rise in sea level at Syria's coast, based on predictions and scenarios, will vary between 60 cm under a very low risk scenario and up to 750 cm under extreme risk scenario, based on the Initial National Communication to the UNFCCC. Therefore, sea level rise will lead to damage to coastal infrastructure and agricultural areas, increase in seawater intrusion into groundwater aquifers and will displace the coastal communities²⁰.

This plan will support actions that support mainstreaming of climate and environmental risks into ongoing operations and programmes. Human capital in the form of expertise and knowledge will be increased among SARC staff and volunteers. This is intended to encourage and support local climate action led by SARC volunteers and staff. The activities will seek to establish the foundation within SARC for mainstreaming and scaling-up climate change adaptation and mitigation as part of recovery and resilience building efforts.

Addressing both the short term risks and impact of ever increasing and severe weather and climate change results particularly droughts and flash floods and the longer term impact of natural water availability and population growth requires a paradigm shift in RC planning, capacity building, asset prepositioning and increased training, simulation exercises and contingency planning especially for WASH related interventions that should reflect both climate change adaptation and mitigation (use of renewable energy, rainwater and runoff harvesting, groundwater replenishment and water conservation, waste water recycling and effective hydration in heat waves especially for children and the elderly). SARC with IFRC support will need to draw up a strategy for WASH and climate change\extreme weather events and seek investment for an action plan that prepares the National Society for effective action both short and long term to meet with these increasing demands. Activities under this strategic objective will be planned and coordinated by the IFRC regional climate and resilience coordinator and interested IFRC Members tapping into the resources of the Red Cross Red Crescent Climate Center.

Intended results:

Outcome 1.1: Communities and Red Cross and Red Crescent (RCRC) staff and volunteers undertake urgent action to adapt to the rising and evolving risks from the climate and environmental crises.

Output 1.1.1: Ensure IFRC & NS staff & volunteers have the knowledge, capacity & resources to serve as agents of change & mobilise urgent action to adapt to the climate & environment crises.

Activities:

- Facilitate workshop for up to 30 SARC staff on climate change, climate actions and climate-smart programming at national and branch levels linked to climate change predictions and scenarios for Syria.
- Facilitate at least one planning processes related to climate change adaptation of drought response.
- Assess and plan the integration of climate and environmental crises into strategies, programmes and operations of IFRC and SARC including in the assessment agriculture-based interventions for livelihoods strengthening.

¹⁸ *Middle East and Northern Africa Seasonal Monitor, WFP, 2021*

¹⁹ *Climate Change Risk Profile – Syria, USAID, 2017*

²⁰ *Initial national communication of the Syrian Arab Republic, MSEA/UNDP/GEF, 2010*

Output 1.1.2: Support NSs to ensure communities have increased capacity to address the impacts of climate change & ownership over programmes addressing climate risks.

Activities:

- Ensure that livelihoods and early recovery interventions adapt greener solution (solar instead of diesel) and address the impacts from climate change (more drought resistant seed variants, more effective irrigation solutions).
- Mainstream climate change/actions/ and environmental issues into SARC strategies/plans/operations.
- Train 20 staff/volunteers on community-based climate action disaster risk reduction.

Outcome 1.2: IFRC Secretariat and National Societies adopt environmentally sustainable practices and contribute to climate change mitigation.

Output 1.2.3: Identify, avoid, reduce, and mitigate adverse environmental impacts resulting from humanitarian response and long-term programmes and mainstream green response into all Red Cross and Red Crescent systems and practices.

Activities:

- Ensure that SARC maintains its key role and member in the IFRC Global Green Response Working Group.
- Disseminate the developed Greening practices and preparedness tools and guidelines to at least 20 staff.
- Integrate at least one disaster risk reduction and climate action component in line with global and regional developments on the adaptation of tools and approaches in fragile and conflict-affected contexts.
- Disseminate Green logistics and supply chain guidelines to at least 15 staff based on Green Response.



Evolving crises and disasters

People targeted: 363,300

Male: 176,700

Female: 186,600

Requirements (CHF): 14,833,352

Rationale and intended results

Assessment and analysis:

The humanitarian crisis is worse now than ever before in Syria. The ongoing complex and protracted crisis, collapse of the economy, steep price increases, international sanctions, COVID-19 impacts and emerging drought conditions in Syria are pushing an increasing number of people into poverty and need for humanitarian assistance. The situation continues to deteriorate drastically and the compound effects from these crises mean that an estimated 14.2 million people need some form of food and agriculture assistance, compared to 9.8 million in the previous year, 12.4 million people are estimated to be food insecure of which 1.3 million people are considered severely food insecure reaching record levels, and 11.6 million people need early recovery and livelihood support²¹.

Food prices in Syria have increased dramatically, in July 2021 WFP's national standard reference food basket was 93 percent higher compared to July 2020. The high cost of agricultural inputs with recurrent price increases in Syria limits and will continue to limit access, especially for vulnerable smallholder farmers. Low rainfall and drought-like conditions have negatively impacted several governorates in Syria, especially in the North and North-east that is the country's "wheat basket" producing between 70 and 80 per cent of the country's wheat, a

²¹ Syrian Arab Republic, 2021 needs and response summary, March 2021

staple food crop for Syria's roughly 18 million residents. At the same time, drinking water has become a significant issue in Al-Hassakeh, Ar-Raqqa, Deir-ez-Zor and Aleppo governorates due to two of the most significant water reservoirs of Syria: Tabqa Dams and Tishreen having significantly diminished, resulting in the reduction of energy production, compounded by the ongoing fuel shortage.

Initial below-average harvests were reported in May/June 2021, and several estimations suggest poor yields and crop failures. It is expected to have implications across all of Syria, including for food security. This is having a disproportionate impact on the already vulnerable and poor leaving them with limited strategies to cope with the ongoing crises. According to the last Humanitarian Needs Assessment Programme (HNAP) conducted in May/June 2021, 81% of households across Syria reported that their monthly income was insufficient to meet their needs and 88% of households have undertaken coping strategies over 3 months prior to data collection. Purchasing items on credit, reducing expenditure on essential items (which include water, food, education, health) and the sale of non-productive household assets are the top three coping strategies taking by households²². Desperate to generate additional income or reduce household expenses, families also engage in coping mechanisms which increase protection risks, 5% of the households reported undertaking high risk or exploitative work and 3% reported children working (By gender of head of household, female-headed households reported high rates of children working in the household (10 percent) which is likely connected to the absence of a more traditional breadwinner in the family)²³.

Besides the ongoing conflict for a decade, Syria is prone to climate-related hazards which further exacerbates the humanitarian situation in-country. Syria is exposed to extreme rainfall events that often exceed 50 mm/hour, which cause floods with severe damage to humans, livestock and agriculture (World Bank, 2021). Syria is also at risk of cold waves, during winter and occasionally during transitional seasons, with temperatures dropping below zero. Based on the number of the affected population, droughts have ranked among the worst of Syria's climate-related weather events since 1900. According to the Global Assessment Report (2009) about 10% of the Syrian population is exposed to drought.

In 2022, SARC, being the largest provider of humanitarian assistance in Syria in partnership with UN agencies, INGOs and the Movement reaching on an annual basis more than six million people many of whom receive assistance regularly, will continue to prioritise providing essential, inclusive and right-sized support, with do-no-harm to the community, to the most vulnerable and affected population in environmental, social, political or health-related disasters country-wide in Syria. SARC will continue early recovery interventions already in place, to provide a bridge between humanitarian response and early recovery towards building resilience through integrated multi-sector programming driven by community participation. Building resilience and providing more continuous access to essential lifesaving services to the vulnerable Syrians require a dual approach of continuing ongoing and urgently needed relief efforts in parallel with increasing investments into early recovery assistance. To put people in Syria on the path towards recovery and support them to find their own dignified path to a better future require investing in resilience activities, while the failure to do so risk leading to greater humanitarian need and greater tension.

IFRC's priority is to contribute to enabling SARC to respond efficiently and effectively to immediate life-saving humanitarian needs and early-recovery/recovery interventions according to its mandate: In the spirit of localization, a coordinated support from partners to SARC's organisational and capacity development, is critical for the National Society's ability to continue its role as lead agency. IFRC will create conditions and provide operational support that will allow the SARC to scale up, increase the speed and improve the quality, inclusiveness and accountability of services as well as increase the levels of especially longer-term funding in line with its Flagship area 'Going to Scale on Humanitarian Action and Risk Reduction'. Efforts will be scaled up in ensuring a strong local actor by enhancing the disaster response capacities of branches and sub-branches prioritising hard-to-reach areas, areas with unmet humanitarian needs including newly accessible areas. The agility of SARC to rapidly respond to sudden needs, will be supported by prepositioning food for 10,000 families, representing the readiness that SARC aims to maintain at any point in time. Furthermore, IFRC will

²² HNAP | Syria, Socioeconomic situation, June 2021

²³ HNAP | Syria, Socioeconomic situation, June 2021

support the pre-positioning of relief items to cover the needs of up to 10,000 households. Through this Plan, the capacity and reach of SARC's branch and sub-branch network will be extended by strengthening the operational structures, financial and human capital among its staff and volunteers through relevant trainings and on-the-job coaching. The branches and sub-branches constitute the last mile in the delivery of humanitarian assistance and early recovery interventions to the vulnerable population. A strong structure is therefore a pre-requisite for an agile organisation that provides relevant services on time and with quality. SARC is continuing to build technical expertise for bringing CVA programmes to scale and positioning the organisation as a prominent and accountable CVA actor in Syria. IFRC, as part of its Flagship area 'Global Cash Leadership', is fully committed to support SARC cash preparedness programme working jointly with Movement partners and the BRC that has a shared leadership role for the coordination and technical support for CVA. IFRC will continue to promote cash and voucher assistance (CVA) interventions in emergency response and early recovery/recovery building on the good experiences from 2021's wildfire operation. In coordination with Movement partners and the British Red Cross technical adviser support the IFRC will continue to institutionalise CVA across SARC's organisation and departments.

One of the key efforts of the IFRC will be concentrated around strengthening SARC's institutional response preparedness capacities, leveraging and optimising the experiences from previous years. This would entitle continuing the systematic implementation support to the Preparedness for Effective Response (PER) approach with the branches and headquarter, in line with the SARC Strategic Plan 2020-2022 as well as Branch Development Roadmap. In addition, given various expertise of SARC in disaster management, IFRC will continue its support on fostering and promoting peer-to-peer exchange of SARC with other NSs, and showcasing SARC experiences in regional and when possible global disaster risk management fora.

SARC is the recognised focal organisation for Sphere standards in Syria and assumes its commitment to the humanitarian principles and strives to promote and advocate for the application of Sphere standards among all humanitarian partners in Syria. To ensure the availability of a core group of Sphere trainers available for SARC and other organisations in 2022, a training of trainers will be conducted. In 2021, SARC translated and edited IFRC's updated National Disaster Team training curriculum to enable its use by national societies in the MENA region. SARC will pilot the NRT training in 2022 for its staff and volunteers. Additional trainings that will be supported in 2022 include training of trainers on disaster management (DM) at headquarters' (HQ) level and in branches, relief management training, assessment trainings and basic and advanced DM training for branches.

Livelihoods and basic needs

SARC's basic needs and Livelihood's interventions planned for 2022 are focused on food assistance, food security and restoration/protection of disrupted livelihoods for affected households and communities as the following:

Food assistance:

- Provision of immediate and short-term/temporary food aid in kind or through cash and voucher assistance (CVA) to assist households in surviving the impact disasters and crises when no or few alternative sources of food are available without the families having to restore to negative coping strategies.

Agricultural interventions (food security, food production and agriculture restoration):

- Food production and food security-focused, specifically on the provision of an initial set of inputs that can quickly improve the household's food availability and income. (i.e., home gardening projects with the dissemination of tools standardized by Food and Agriculture Sector in Syria or grants to support vulnerable households to generate income).
- Restoration of livelihoods in rural areas in Syria to contribute to restart the livelihoods activities of the families and reduce their vulnerability in the long term by supporting them with livestock/agricultural/fishing inputs or rehabilitation of community infrastructures to develop their economic activities and improve their standard of living.

- Protection of livelihoods preventing the sale of assets to allow households to spend time on productive activities and prevent further damage to the lives of the people affected.

Employability/ Job creation:

- Distribution of grants for agriculture interventions to ensure that target population are able to enhance skills that will enable them to engage in income generation activities that contribute financially and provide basic necessities for themselves and to their immediate and extended families.
- The labour integration of the vulnerable population through Vocational Training to diversify the livelihoods activities of individuals and families affected by the crisis promoting job creation or self-employment.
- Removing barriers to the labour market for persons with disabilities to enable them to provide for their families.

The modality of the interventions will be provided either in cash or in-kind depending on the market functionality, capacity, and beneficiaries' priorities, among others.

Through this plan, IFRC will support SARC's plan 2022: providing food parcels for 10,000 households, non-food items for up to 30,000 households including winterisation kits and dignity kits. While these are modest numbers in proportion to the scale and scope of SARC's ongoing food assistance operations, the repositioning allows for a fast and flexible response in the immediate aftermath of a rapid onset crises while additional humanitarian assistance is being mobilised. In early recovery and livelihoods, this plan will support agriculture interventions for 14,000 households and employability interventions through vocational training for 400 individuals. Furthermore, IFRC will support SARC in rolling out and increasing its proportion of emergency relief and early recovery interventions provided in the form of CVA in close cooperation with the British Red Cross with Movement shared leadership role on coordination and technical support for cash preparedness.

The planned interventions will support affected households not to use destructive food security and livelihoods-related negative coping strategies through food assistance interventions and to increase food production, income and improve living conditions through livelihood interventions.

Workshops and trainings are also planned with SARC staff and volunteers on different topics such as Market Assessment and Livelihoods supporting the strengthening and building of SARC's capacities for the implementation of livelihoods programmes.

Working closely with SARC's Livelihoods Unit and in close coordination with SARC's management, ICRC and Partner National Societies, IFRC will continue to provide technical support in developing their strategic direction, support the strengthening and building of SARC's capacities for the implementation of livelihoods programmes as well as the provision of advice on design, implementation, oversight and monitoring of SARC's livelihoods programmes. Also, IFRC will continue coordinating and supporting Movement partners towards SARC's livelihoods capacity strengthening.

Intended results:

Outcome 2.1: Communities take action to increase their resilience to evolving and multiple shocks and hazards.

Output 2.1.1: At-risk communities receive actionable risk information and are supported to take active steps to reduce their vulnerability and exposure to hazards.

Activities:

- Train 15 facilitators on the Road to Resilience and enhanced Vulnerability and Capacity Assessment (eVCA) at SARC HQ and branches.
- Provide the required support to branches that have identified the risk analysis as a high priority with conducting Emergency Vulnerability and Capacity Assessment.

- Develop early action plans that could receive DREF funding for anticipatory action, where there is a heightened risk for a disaster or crises (such as drought, cold-wave, heatwave).

Outcome 2.2: People affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate, flexible and strengthens their agency.

Output 2.2.1: People affected by crises and disasters receive timely and appropriate cash and voucher assistance.

Activities:

- Scale-up the use of CVA in operations and programmes increasing the proportion of assistance that is delivered through CVA.
- Coordinate with Partner National Societies active on CVA and the BRC as the lead technical and coordination resource to support SARC's cash preparedness programme through training, workshop, learning events.
- In coordination with SARC and BRC, strengthen the coordination on CVA within RCRC Movement partners.
- Implement CVA modality to support livelihoods intervention where appropriate.
- Train 20 SARC staff and volunteers on Markets assessment and monitoring to promote scale-up of CVA activities.
- Conduct monitoring, evaluation, accountability and learning activities that ensure effectiveness and relevance of the projects such as baselines, post-distribution monitoring and end lines.
- Provide technical support to SARC branches to pilot CVA with affected communities where appropriate.

Output 2.2.2: Where markets and services are disrupted, people affected by crises and disasters receive timely and appropriate in-kind assistance.

Activities:

- Preposition and distribute core non-food relief items for 30,000 households including family dignity kits and winterisation kits for children for rapid response to disasters and crises.
- Preposition and distribute 10,000 food parcels for families in immediate need of life saving food assistance.
- Conduct emergency needs assessments and multi-sectoral needs assessments to inform response options and strategies.
- For livelihoods interventions, provide appropriate guidance and support to SARC to conduct relevant household economic security assessments at a community level to identify priority needs and design response options.
- Distribute agriculture related inputs (Seeds, pesticides, fertilizers, livestock, etc), and/or grants for food security, food production and agriculture restoration to 14,000 households.
- Conduct Monitoring, Evaluation, Accountability and Learning actions that ensure effectiveness and relevance of the projects such as baselines, post-distribution monitoring and end lines.
- Conduct an internal review on impact of previous years' livelihoods projects and future options of livelihoods interventions.
- Coordinate on and provide technical support to SARC and Movement partners where needed.
- Coordinate and participate with SARC in relevant clusters as food and agriculture sector- HCT in Syria
-

Output 2.2.3: People affected by crises and disasters receive support and services and develop their skills to address their needs.

Activities:

- Adopt/adapt SARC Recovery Framework in line with the global framework.
- Ensure that a people-centred approach is fully reflected in DREF and Emergency Appeals.
- Provide Vocational skills training and distribution of start-up kits to 400 beneficiaries.
- Conduct monitoring, evaluation, accountability and learning actions that ensure effectiveness and relevance of the projects such as baselines, post distribution monitoring and end lines.

- Deliver workshops, training and/or courses for at least 100 SARC staff and volunteers to strengthen and building of SARC's capacities for the implementation of livelihoods programmes.

Outcome 2.3: National Societies respond effectively to the wide spectrum of evolving crises and disasters, and their auxiliary role in disaster risk management is well defined and recognised.

Output 2.3.1: National Societies are prepared to respond to crises and disasters (sudden-onset, slow-onset, time-bound and protracted), with increased capacity to analyse and address the needs of people affected by crises and disasters.

Activities:

- Ensure the continued roll-out of PER approach with SARC branches, particularly advancing to the development of work plans to ensure coordinated support from HQ and Partners based on priorities identified during assessments.
- Develop Disaster Risk Management Strategy considering findings from PER process.
- Pilot MENA regional NRT training curriculum translated and proofread by SARC in 2022.
- Conduct training of trainers in SPHERE standards for 25 participants.
- Strengthen SARC DM capacity processes through conducting training, refresher training for at least 500 staff/volunteers including DM basic course, DM advanced course, DM training of Trainers, emergency needs assessments, information management, Project/Programme Planning, among others.
- Strengthen human (staff and volunteers), financial, information management and logistical operational capacities of disaster management structures of at least 20 sub-branches and branches to ensure a timely and effective response.
- Conduct at least three peer learning and expertise exchange between SARC and other Movement partners capitalising on SARC's vast experiences from large scale operations in extremely complex contexts in regional and global disaster risk management fora.

Output 2.3.4: National Societies access funding support from the IFRC network and beyond to respond to humanitarian needs that result from crises and disasters.

Activities:

- Mobilise IFRC Global tools to respond to sudden and developing disasters including DREF and Emergency Appeals.
- Using its International Organisation status work to obtain more flexible and multi-year funding for SARC and the Membership.
- Enable SARC to access humanitarian funding by engaging and networking with donors and partners and maintaining a continuous dialogue about emerging and changing humanitarian needs in Syria.



Growing gaps in health and wellbeing

People targeted: 1,587,000

Male: 713,000

Female: 874,000

Requirements (CHF): 8,130,000

Rationale and intended results

Assessment and analysis:

Syria still remains one of the world's most complex humanitarian emergencies characterised by ongoing hostilities which have killed thousands of people, triggered one of the worst displacement crises of our time, and led to the widespread destruction of civilian and agricultural infrastructure, including homes, schools, health facilities, water supply and irrigation systems. Today, 12.4 million people in Syria need health assistance of which 45% are children and 25% are people living with disabilities.

The 10 years of protracted crisis and the declining economic situation resulted in worsening the extremely fragile health system in Syria, already severely affected by more than a decade of ongoing protracted conflict. As of 2021, an estimated 50% of Syrian health workers are believed to have fled the country. In addition, 28 attacks were registered on health facilities in 2020, and as of 2021, only 58% of the hospitals and 53% of primary health care centres are considered fully functional. Furthermore, in a country extremely suffering from a dysfunctional health system, COVID-19 added an additional burden to not only the weakened health system but to the vulnerable populations now unable to get access to services that meet their basic health needs.

Disrupted medication supply chains, particularly for psychotropic drugs and non-communicable disease (NCD) medicines, were previously identified as a key gap in the health response and a contributor to child mortality. The situation that worsened in 2020 due to breaks in international supply chains caused by COVID-19 have continued into 2021 and the effects of local currency fluctuations have reduced the availability and affordability of essential medicines. Negative trends in determinants of health, such as disrupted water networks and waste management, displacement status, insufficient shelter solutions, and food insecurity, contribute to weakened health status and leave populations vulnerable to communicable diseases. Dramatic increases in food insecurity can worsen already-elevated levels of anaemia in Women of Reproductive Age (WRA) posing a risk to adverse health outcomes for both mother and child, and, when coupled with the diarrhoeal disease, can exacerbate the risk of poor malnutrition outcomes in children under five years. Amid growing reliance on negative coping mechanisms – including child marriage – survivors of Gender-Based Violence (GBV) often rely on health facilities as a way to gain access to specialized services when no other relief can be safely sought out²⁴.

The increasing need for health services among vulnerable groups, particularly in access-constrained areas, by ensuring the availability of inclusive, lifesaving and life-sustaining essential health services. The responsiveness and resilience of the health system can best be increased through integrated multisectoral interventions that address multiple needs across health, nutrition, WASH and livelihoods.

The overall number of people in need of WASH assistance in Syria amounts to 12.2 million, which includes a combination of people in lack of adequate water quality (3.3 million people), quantity (1.4 million people), sanitation (3.2 million people), solid waste management (4.1 million people) and heavy financial burden linked with purchasing water (7.5 million), and hygiene supplies (6.4 million people). A further 5.1 million people face barriers to effective handwashing. Over 7 million people are highly dependent on humanitarian WASH assistance, including 1.9 million people living in IDP last resort sites that require comprehensive and continued WASH assistance to survive. In addition, the entire population of Syria relies on drinking water treatment chemicals provided by the humanitarian community. Community transmission of COVID-19 is anticipated to persist into 2021, especially given the low awareness of population in some areas. Mainstreaming COVID-19 response throughout all regular WASH activities with a focus on ensuring appropriate water, sanitation and handwashing standards in internally displaced people (IDP) camp sites setting, strengthening WASH infection prevention and control (IPC) measures in schools, communities and health care facilities, hand hygiene promotion and a systematic approach to address behaviour change are crucial to mitigate the risks²⁵.

In line with the SARC health strategy 2018-2023, the priorities for SARC in 2022 will revolve around continuing to increase access to primary health care by providing an integrated package of primary health services, removing barriers to services and covering the essential needs of vulnerable populations. In addition, capacity building of community volunteers will continue to play an essential role in assuring communities are empowered and are provided with the tools and capacities necessary to make informed decisions about their health and wellbeing. Furthermore, it is of the utmost importance and priority to SARC to provide care for people with disabilities and those suffering from mental health issues. This is to be implemented by providing physical rehabilitation and mental health services at the health facilities level. All these interventions are planned and implemented while taking respecting cross-cutting age, gender, diversity, and disability considerations.

²⁴ *Ibid*

²⁵ *Humanitarian Needs Overview 2021, OCHA.*

SARC has a well-established Water and Rehabilitation capacity and extensive on-going programmes both in terms of WASH emergency preparedness and response and in the operation and maintenance of WASH service provision to vulnerable communities in the longer-term. Working with both RCRC movement and external partners SARC is recognized as a significant WASH service provider in Syria especially in Urban settings. In 2022, the Movement partners will continue with the WASH intervention by providing technical and financial support to SARC. Through this plan, IFRC will with SARC focus on capitalising on SARC's vast expertise in water and rehabilitation for the benefit of national societies in MENA and globally through the sharing of tools and guidelines developed in Syria. This will include possibilities for SARC to provide field orientation and training for MENA and other global RCRC interested parties especially in the field of emergency WASH in Urban contexts. It will also explore the potential of an Urban WASH surge capacity from SARC for regional and/or global deployments. Hygiene promotion activities will be conducted through the CBHFA programme and COVID-19 hygiene-related messages mainstreamed through activities.

In 2022 SARC will continue to respond to COVID-19 pandemic and its secondary impacts in Syria. IFRC will support the response through the IFRC Global Emergency Appeal to COVID-19. This includes the provision of personal protective equipment for staff and volunteers and Risk Communication and Community Engagement including communications strategies and awareness raising related to vaccine hesitancy. This is aligned with IFRC's Flagship "Respond to and Recover from the COVID-19 pandemic".

Intended results:

Outcome 3.1: National Societies capitalise on their auxiliary role to ensure their position on relevant country level public health strategy, advocacy and policy platforms and mechanisms.

Output 3.1.1: National Societies are supported to have a defined and active health/WASH strategy.

Activities:

- Tailor programs and activities that respond to the most urgent needs in line with the SARC 2018-2023 Health Strategy.
- Support SARC in developing multi-year health and WASH plans and generate multi-year funding for the implementation of these plans.

Output 3.1.2: National Societies are supported to be officially recognised, appropriately positioned and active members of relevant public health emergency preparedness and response coordination platforms.

Activities:

- Integrate SARC in different country emergency health response platforms.
- Engage in relevant national public health response clusters.

Output 3.1.3: National Societies are supported to be included in relevant national plans, strategies, policies and/or laws related to epidemic and pandemic preparedness and response.

Activities:

- Support in Integrating SARC in the national COVID-19 response plan.

Outcome 3.2: The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course.

Output 3.2.1: National Societies are supported to deliver evidence-based and impact-driven, effective, appropriate health promotion, disease prevention and community-based care activities, focusing on the people in situations of vulnerability in all contexts.

Activities:

- Continue with planned CBHFA programme activities and regular health education sessions to improve knowledge, attitudes and practices of the community members in key health issues including Non-Communicable Diseases (NCDs), communicable diseases prevention, advocating for COVID-19 vaccine uptake, and care in communities.
- Build the capacities of the staff, volunteers and community health promoters on community health topics including and not limited to Care in Communities, Home Based care, Healthy Aging, NCDs, etc.).

- Review the current CBHFA approach under the lead of SARC and together with the Canadian Red Cross and other Movement partners.
- Conduct workshop/training on the use of SARC' HIS and PHIS system a Support the use of the existing HIS to include and generate disability-related data.
- Conduct beneficiary feedback surveys in pilot health facilities in coordination with SARC's Movement partners.
- Conduct regular assessments on the context, needs and support provided in the health facilities.
- Enable better access for persons with impairments to health information and health services Advocate for the mainstreaming of disability inclusion considerations across all SARC activities/facilities to enable better access for persons with impairments to health information and health services and reduce stigma related to disabilities in the communities.
- Engage the key community stakeholders such as teachers, religious leaders, elders, influencers to create enabling environment for inclusive health promotion activities at community level.
- Ensure that healthcare workers and patients are applying Infection Prevention Control (IPC) measures.

Output 3.2.2: National Societies are supported to help communities identify and reduce health risks through relevant community engagement, accountability and behaviour change approaches that ensure locally led solutions to address unmet need.

Activities:

- Develop a well-informed and context-specific behaviour change communication strategy to improve the knowledge, attitude and behaviours of the community members on health issues.
- Ensure community participation in the inclusive health-related activities to ensure their ownership and foster the sustainability of the interventions.
- Evaluate, apply learnings and recommendations for community feedback mechanisms.
- Conduct regular qualitative assessments to understand the behaviours and perceptions of the community members using the behaviour change framework and analysis tools to inform/modify behaviour change strategies and activities.

Output 3.2.4: National Societies are supported to expand the reach, quality and modalities of their first aid activities, including training of volunteers, staff and the general public across all contexts.

Activities:

- Cover operational costs including equipment and maintenance of first aid centres and ambulance services in connection with clinics and emergency health points (EHP).
- Scale-up of first aid services in geographical areas of critical needs.
- In coordination with the Movement partners, based on the MoU signed between SARC and the MoH, support SARC in reviewing and updating the First Aid (FA) training modules.
- With Movement partners, support SARC's FA certification and the provision of insurance for the FA volunteers, in line with the newly signed MoU.
- Enable SARC to apply for the International First Aid Attestation (IFAA) as a way to promote consistency with the latest IFRC FA resuscitation guidelines.

Output 3.2.6: National Societies are supported in their efforts to meet the mental health and psychosocial support needs of communities, as well as volunteers and staff.

Activities:

- Integrate mental health and psychosocial support services to SARC's health facilities.
- Enhance community awareness on the availability of MHPSS services and service points through CBHFA teams.

Output 3.2.7: National Societies are supported to contribute to efforts to achieve and sustain national immunisation targets and promote fair and equitable access to new vaccines (including future COVID-19 vaccines through the COVAX facility).

Activities:

- Support SARC in contributing to the national immunization program, including the COVID-19 vaccines roll out.

- Enable the engagement of SARC in advocating for communities to participate in national Routine Immunization (RI) activities.

Outcome 3.3: The health and dignity of communities in emergencies are maintained by providing access to appropriate health services.

Output 3.3.1: National Societies are supported to adequately prepare for and respond to the health consequences of disasters and crises, including epidemic and pandemics.

Activities:

- Support with operational costs and equipment for SARC's health facilities: three primary health clinics, seven EHPs, 12 MHUs with operational costs, equipment and trainings.
- Procure medicines required for the operation of SARC health facilities
- Provide equipment for SARC Damascus Hospital's specialised treatment units.
- Strengthen the capacity of SARC staff and volunteers on health services provision for persons with mobility disabilities through three physical rehabilitation centres and mobile physiotherapy teams operating nationally.
- Provide rehabilitation services (physiotherapy, psychosocial support, and other) for individuals with mobility disabilities.
- SARC promotes awareness about disability inclusion for SARC staff and volunteers
- Implement the Healthcare waste management (HCWM) protocols in the SARC health facilities
- Plan and conduct drug management trainings at the clinics and warehouse levels
- Develop and review existing health SOPs and guidelines

Output 3.3.2: SARC is supported in its efforts to build and maintain community-level capacity in effective detection, prevention and response to infectious disease outbreaks.

Activities:

- Provide refresher trainings to staff and volunteers on infection prevention and control (IPC) measures
- Conduct training for staff and volunteers on quantitative and qualitative reporting
- Provide training for SARC staff on project management
- Provide capacity building to volunteers on community-based health activities (health promotion, disease prevention)
- Provide capacity building to volunteers on active Community-Based Surveillance (CBS).

Output 3.3.4: National Societies are supported to provide adequate care, support and referral services to survivors of SGBV in disasters and other emergencies.

Activities:

- Build the capacity of SARC in GBV during emergencies.
- Enhance the SARC to establishment the referral mechanism at National Level during both Emergency and Non-Emergency.

Outcome 3.5: Communities at risk from pandemics and epidemics have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services.

Output 3.5.1: National Societies are supported to provide communities and key structures at risk from pandemics and epidemics improved access to adequate water, sanitation and hygiene services in emergency settings.

Activities:

- Preposition and distribute hygiene kits and dignity kits.
- Conduct inclusive hygiene promotion /awareness including risky hygiene behaviours including during emergencies.
- Promote a positive behavioural change in personal and community hygiene among targeted communities, including in the area of menstrual hygiene management.
- SARC's expertise in WASH shared and disseminated among MENA national societies, partners and donors.

- Conduct WASH in emergencies training for MENA national societies by SARC with the support from IFRC in coordination with Movement partners.
- SARC provides field orientation and training for MENA and other global RCRC interested parties especially in the field of emergency WASH in Urban contexts.
- Improve preparedness for response and response capacities for pandemics and epidemics.
- Ensure SARC staff and volunteers are familiar with epidemic and pandemic tools and methodologies via regular engagement in training and capacity building exercises.



Migration and identity

People targeted: Included in the count under other Strategic Priorities

Male: 50,000

Female: 50,000

Requirements (CHF): 300,000

Rationale and intended results

Assessment and analysis:

Syria has had to contend with multiple and complex humanitarian challenges due to man-made and natural threats. The needs of affected populations are increasing in scale and exacerbated by 10 years of protracted crisis, economic collapse, political and social crises, disasters. The COVID-19 pandemic, which has stretched the capacities of public authorities and SARC's, ability to respond, is also taking a heavy toll on the Syrian population, aggravating existing humanitarian challenges, including increasing displacement. People on the move have experienced disproportionate impacts due to vulnerabilities associated with barriers to support and the circumstances of their displacements. The total number of the Internally Displaced persons in the country, according to the Internal Displacement Monitoring Centre, is more than 6 million and 560.000 (as of 31 December 2020). Furthermore, the number of returnees (refugees and IDPs) coming back to the country or to their towns and communities counts for hundreds of thousands.

SARC is very active in the displacement space and provides shelter, food and non-food items, health care, water and sanitation, psychosocial support, as well as restoring family links services. Priorities in 2022 include enhancing SARC capacity in migration and displacement, through training, webinars and exchange visits, which will expose SARC focal points with good practices as well as innovative ideas and engage the National Society in planning a structured support to the returnees. The presence of a well-known and trusted National Society means that the Movement is easily identifiable to refugees, returnees and displaced persons, allowing Movement actors to assist them at all stages of their journeys.

The SARC participation at regional and international fora - like the Red Cross Red Crescent MENA Migration Network - will help developing new partnerships as well as skills in advocating for the rights of returnees and displaced people, in addition to promoting social inclusion. It will also support SARC to engage and coordinate with other local and international actors assisting IDPs and returnees, and to ensure the presence of a proper referral mechanism to specialised services based on the specific needs of the family and/or individual.

In 2021, SARC was included as one of the seven Red Cross Red Crescent National Societies from MENA region that form part of the cross regional programme "Humanitarian Assistance and Protection for People on the Move". This three-year programme involves different National Societies from Europe, MENA and Africa and applies a route-based approach is supporting people on the move. Through this programme, the IFRC will contribute to empowering the SARC to responding to the needs of the affected population and vulnerable

communities, supporting safe, voluntary and dignified reintegration of returnees, supporting activities already implemented in the field and planning further extensions.

The IFRC will also support SARC to participate in regional and global projects on Migration and Displacement such as the Children Red Initiative for children on the move in the MENA Region, and global and regional fora, such as the MENA Migration Network and the Global Migration Task Force. For all these activities, the programme approach will be based on the provision of neutral, impartial and independent humanitarian assistance in support of vulnerable migrants, returnees and IDPs, according to the needs and vulnerabilities. All activities are aligned with SARC's Strategic Plan 2020-2022 and with the IFRC Global Strategy on Migration 2018 - 2022, the IFRC Migration Policy (2009) and the resolution "Strengthening implementation of the Movement Policy on Internal Displacement: Ten years on" adopted by the Council of Delegates in 2019.

Intended results:

Outcome 4.1: Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.

Output 4.1.1: The assistance and protection needs of vulnerable migrants and displaced persons, whatever their status, are addressed through effective access to essential services, including through the establishment of Humanitarian Service Points (HSP).

Activities:

- Guide SARC in enhancing their capacities to assist and protect migrants and displaced people in disaster and protracted crisis settings.
- Ensure Capacity development through trainings and webinars based on SARC needs.
- Enable SARC to analyse data, trends, profiles of people on the move along specific migratory routes.

Output 4.1.2: Joined-up Movement humanitarian assistance and protection services to migrants, displaced people and their families are provided and promoted through engagement with local and national authorities, host communities and affected people, in partnership and collaboration with other relevant organizations.

Activities:

- Enable SARC in coordination and interaction on regional migration and displacement issues with ICRC and other relevant organizations such as UN Agencies and/or local and International NGOs.
- Ensure coordinated and collective approach among National Societies in the region to advocate for people on the move and engaging in humanitarian diplomacy.

Output 4.1.3: The assistance and protection needs of IDPs and host communities are addressed, aligned with Movement policies and resolutions, including in urban internal displacement contexts, and through access to protection during displacement and durable solutions.

Activities:

- Provide Technical support to SARC in addressing assistance and protection needs of IDPs and returnees.
- Lead with SARC assessment on Returnees and provide technical support to SARC in developing and implementing a proper strategy for the returnees.
- Enhance the use of existing IFRC technical guidance on migration and displacement.
- Undertake needs assessment in the context of internal displacement.

Output 4.1.4: National Societies are assisted to undertake effective advocacy in support of migrants' and displaced persons' access to essential public services.

Activities:

- Develop advocacy campaigns and key messages.
- Strengthen PGI coordination to promote a consolidated approach which includes human trafficking, as well as other issues such as child protection, gender-based violence as main concerns for people on the move along the route.

Outcome 4.2: National Societies are able to engage with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs.

Output 4.2.1: The IFRC coordinates, facilitates and provides SARC with support, appropriate training, advice, and clear direction to guide their engagement in the field of migration and displacement.

Activities:

- Build the capacity through trainings and webinars based on SARC needs.
- Enhance capacity building, peer exchange fora, share good practices, challenges and experiences among National Societies, national and regional partners.
- Operational coordination among MENA National Societies along the migratory routes strengthened to support preparedness and early warning, including information sharing.

Output 4.2.3: The IFRC supports global and regional networks such as the Movement Leadership Group, the Global Migration Task Force, the Movement Reference Group on IDPs, the Asia Pacific Migration Network (APMN) in Asia/Pacific, the Sahel+ technical group on migration and PERCO in Europe, to facilitate learning and information sharing and establishes coordination mechanisms, including those that support a route-based approach.

Activities:

- Facilitate SARC participation in the MENA Red Cross / Red Crescent Migration Network.
- Facilitate the exchange of information and good practices between the components of the RC/RC Movement.
- Attend global meetings and relevant fora on migration and displacement.



Values, power and inclusion

People targeted: 6,000

Male: 2,900

Female: 3,100

Requirements (CHF): 150,000

Rationale and intended results

Assessment and analysis:

The Syrian crisis has exacerbated gender inequalities and risks of violence, with protection issues disproportionately affecting women, children, adolescent boys and girls, older persons, persons with disabilities and other vulnerable, marginalized or socially excluded people and groups. These groups also face additional barriers to access the limited available services.

When gender, age and disability intersect in the Syrian context, individual and household vulnerability is notably compounded. Out of the 13.4 million people in need, approximately ten million (75%) are women and children; including approximately 2.3 million females and males with disabilities who are 12 years and over. Women and adolescent girls are paying a high price for harmful and discriminatory gender norms, including gender-based violence, while men and boys face elevated risks linked to arbitrary detention, forced conscription and explosive ordnance, among others. Older persons and people with disabilities are at increased risk of separation from their families, care providers and dependent on the assistive products which support their independence. 32% of males above the age of 12, and 27% of females in Syria have disabilities, that is, approximately five million people are currently experiencing one or more limitations in functioning, a significantly higher figure than the global

reference figure of fifteen per cent. Stigma related to disabilities creates barriers for social cohesion and into participation.

Deepening poverty continues to fuel harmful coping mechanisms and strain the capacities of families and communities to protect children, particularly adolescent girls and boys: child labour, including its worst forms is reported in all governorates. Access to basic rights is further jeopardized for children without official birth certificates and children with disabilities, many of whom also suffer marginalization, stigma and discrimination, whilst facing heightened child protection risks. The disproportionate impact of negative coping mechanisms on women in children is evident when interfaced with the fact that early marriage is prevalent in 62% of assessed communities and child labour prevents school attendance in 67% of assessed communities

SARC priorities protection, gender and diversity into its programmes, operations and emergency responses as enshrined in its strategic plan. The aim is to address the needs and protection risk of the most vulnerable women and men of all ages and from diverse backgrounds. This is in conformity with the IFRC Minimum Standards on Protection, Gender and Inclusion (PGI) in emergencies which state that all emergency plans and activities implemented by the IFRC, and its member National Societies should be informed by a gender diversity analysis and the promotion of dignity, access, participation and safety of affected persons. In June 2021, the SARC conducted a PGI baseline survey with the support from Canadian Red Cross in selected health facilities and CBHFA projects to have a broader understanding of community perceptions of SARC's PGI initiatives through identifying gaps in PGI approaches as well as providing baseline information that will enable SARC to track progress on PGI institutionalization. This work is also technically supported by the Swedish Red Cross.

In 2022, SARC will continue implementing a gender-sensitive approach across its programmes, including but not limited to greater gender and age disaggregation of data allowing subsequent gender analysis in order to ensure vulnerabilities, specific needs and access to life-saving services are best understood and responded to. Support to persons with disabilities will be bolstered through a combination of service provision and of enhancing the inclusion within the wider society. This includes physical rehabilitation for people with mobility disability, opportunities for livelihoods support and inclusion in delivery of humanitarian assistance based on the vulnerability but also recognising the existing capacities of people with disabilities. Supporting them towards independence and socioeconomic participation will enhance the resilience of both the person with disability and his/her family, as well as the wider community.

All programming and subsequent reporting tools will ensure that gender, age and diversity variables are incorporated as part of the analysis to demonstrate the impact of SARC's work on diverse communities and its contribution to global targets on the number of people reached through PGI.

Intended results:

Outcome 5.3: National Societies and the IFRC Secretariat adopt a comprehensive Protection, Gender and Inclusion approach across operations and programmes.

Output 5.3.2: Promote and support the systematic application of agreed minimum standards for protection, gender and inclusion in emergencies.

Activities:

- Roll-out of trainings, materials and mainstreaming of PGI in coordination with Movement partners.
- Ensure disability inclusion in SARC's programmes and operations including capacity enhancement trainings for staff and volunteers.
- In coordination with partners support the implementation of the findings from PGI assessment undertaken by SARC in 2021.
- Use Minimum Standards as a guide to support sectoral teams to include measures to mitigate the risk of SGBV.
- Hold basic training with IFRC and SARC staff and volunteers on addressing SGBV (or integrate a session on addressing SGBV in standard/sectoral trainings).
- 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.

Output 5.3.5: Take concrete steps to ensure that all RCRC programmes and services are inclusive and accessible for people with disabilities.

Activities:

- Ensure the systematic collection and analysis of age-, gender- and disability-disaggregated data as part of needs assessments and programme design.

Enabling approach

The 2022 IFRC SCCP 2022 will aim at ensuring sustainability of its interventions and to reach all sections of the population including vulnerable population groups, such as returnees, IDPs and families and strengthen services delivered to communities that have been affected by the conflict and the ongoing economic crisis. In this process, SARC will be supported to uphold its role as an auxiliary to the government, and to the community through local level programmes and initiatives. This enabling approach is aligned with IFRC's global Flagship "Local Action: Strong National Societies" that focusses on sustaining and upgrading the core strengths of National Societies and reprioritising IFRC's role for national society development. For this, IFRC will apply the following approaches to support SARC in fulfilling its mandate elaborated in more detail in Part A:

Sustainability of actions, organisational development and capacity building, protection, gender and inclusiveness, Integrated programming, alignment with the Movement and international mechanisms, engagement, accountability, and trust, and risk management and mitigation.

More specifically, IFRC organizational and capacity building support will focus on:

- Supporting the development of the SARC's Strategic Plan for 2023 and onwards, as well as measures to ensure financial sustainability.
- Improving SARC's Preparedness for Effective Response (PER) process and support its disaster risk management and strategic planning for recovery, including the development of its Disaster Management Strategy.
- Supporting SARC taking livelihoods and food security programming and support to scale.
- Positioning SARC to be a well-placed in the recovery and long-term development of Syria.
- Enabling SARC to integrate DRR and change measures in all programmes.
- Capacitating SARC's health services and areas that would position it as key actor in community health while building the capacity of SARC HQ and branches to improve their performances.
- Where agreed upon with ICRC and SARC, the IFRC will aim to provide dedicated communications resources to address the requests for information from the wider Movement to the SARC.

Enabler 1: Engaged - with renewed influence, innovative and digitally transformed

SARC Information and Communication Department with the support of IFRC digitalization and information technology (IT) unit in the MENA region, are working on SARC digital transformation journey, through the enhancement of SARC IT infrastructure, systems as well as better inter-branch connectivity within SARC. This will ensure and maintain a robust and resilient infrastructure ready to host the operational systems such as Microsoft ERP Dynamics, fleet, relief, warehouse information system and Paediatrics Hospital System in Aleppo. Besides, IT governance, cybersecurity and data protection have been adopted with high priority by SARC Senior Management. The aim is to ensure and enforce the implementation of privacy by design on all systems, in addition to building up SARC staff members capacities and knowledge in assessing digital risks and implementing protection controls in order to protect SARC's assets, information as well as operational and beneficiary data.

IFRC MENA communications unit will continue working together and providing support for the SARC communications department to support SARC as the leading agency to respond to multiple emergencies in Syria, along with the support of the international Red Cross Red Crescent Movement. This includes capacity building on strategic and digital communications, as well as on media relations. IFRC supports SARC in planning and implementing digital campaigns, as well as provide opportunities and guidance on reaching more visibility for international audiences. Support will be provided both remotely through digital channels as well as in-country communications missions. IFRC ensures integrating SARC as part of the wider Red Cross Red Crescent communications network in the MENA region.

SARC has identified improvement of its existing planning process, reporting mechanisms and information management within various departments. Under the leadership of newly established Partnership and Programme Support Department (PPSD) envisioned to have a common mechanism and systems in place to strengthen its planning, budgeting, Information Management (IM) and reporting across the department programmes. Currently, each department is managing its own reporting related to project/programmes. PPSD aims to develop a standard mechanism for its PMER-IM compliances that fits to SARC priorities in the Strategic Plan 2020-2022, with the support of Movement partners.

The following indicators will be tracked:

#	Indicator
6.1	National Society increases its engagement in government led platforms and thereby actively participate to achieve humanitarian or development goals
6.2	National Society develops and/or implement a strategy for strengthening their auxiliary role
6.4	National Society participates in IFRC-led campaigns
6.7	# of intergovernmental outcome documents or decisions (at the global or regional level) that include language proposed by IFRC
6.13	National society shows progress in digital transformation according to the digital maturity model outlined in the IFRC Digital Transformation Strategy.
6.20	New membership coordination modalities increase the quality of support to National Societies
6.21	National Society uses a Federation-wide approach for planning, monitoring and reporting the impact of the IFRC network
6.22	# of reference centres actively involved in peer-to-peer support to the IFRC network in close cooperation with the IFRC Secretariat

Outcome 6.1: National Societies and the IFRC Secretariat have strengthened their engagement with partners within and outside the network to work collectively on the key challenges facing communities.

Output 6.1.1: IFRC Secretariat supports country-level planning processes for all involved IFRC network actors to ensure alignment with the goals of the National Society of that country.

Activities:

- Ensure that SARC's annual planning processes is in line with the one plan and one budget concept.
- Strengthen PMER-IM and MEAL systems and procedures (SOPs) at branch level.
- Engage in various Movement coordination meetings and discussions such as Movement Strategic Planning, Movement Operation Coordination Group, Movement Programme Support and Movement Technical Working Groups.
- Provide coordination and technical support in respective technical working groups with SARC.
- Promote shared leadership modalities of working to build on the experiences and lessons learned of implementing COVID-19 programming.

Outcome 6.2: National Societies and the IFRC network as a whole are effective advocates, influencing both public behaviour and policy change at the domestic, regional and global levels.

Output 6.2.1: National Societies are supported with communications and public advocacy resources and advice to increase their impact, public trust and understanding of their role and activities.

Activities:

- Enhance humanitarian diplomacy through updated briefing notes and key messages, coordinate efforts on advocacy related to key events such as Pledging Conferences, SARC messaging to the United Nations Security Council, panels and other profiling/advocacy events.
- Develop a humanitarian diplomacy strategy and engagement plan.
- Provide capacity building on strategic and digital communications, as well as on media relations.
- Portray the work with the most vulnerable people through IFRC communication channels and media relations.
- Support SARC in building deployment mechanism for rapid surge communications response including a standby roster of surge communications officers.
- Support SARC in strengthening the engagement with international media to position SARC and IFRC and members as uniquely placed humanitarian leaders and partners of choice at local and global level.
- Develop and execute compelling, goal-oriented cross-media joint campaigns on a variety of platforms to advance IFRC communications priorities.
- Organize at least two skill share events on digital communications, audio visual production, audio and lives on social media and managing reputational risks.
- Together with SARC, build a network of local influencers who can advocate on behalf of the IFRC and members on major issues such as climate change, migration, etc.
- Train IFRC Syria country team on basic communications skills: taking photos, recording videos, doing presentations, public speaking, managing personal social media accounts.

Output 6.2.4: National Societies are supported and accompanied as needed to strengthen their auxiliary role, positioning and voice in humanitarian and development fora.

Activities:

- Position and profile its membership and the work of SARC as part of the overall coordinated Movement emergency, and recovery response as well as longer-term development.
- In full coordination with ICRC, the IFRC will support its membership and SARC in addressing the highly sensitive communication requirements that come with complex crisis situations.
- Present and promote National Society flagship activities and capacities such as the strength of its volunteer network to position the SARC among international political policy and decision makers, and international partners such as UN agencies, INGOs and back donors.
- Assist in clarifying the auxiliary role of SARC to the Syrian Government and in reinforcing the neutrality, impartiality and independence of SARC and its humanitarian actions, among local and international stakeholders including authorities.
- Develop and roll-out branch level RCRC Movement Induction Course.

Output 6.4.1: NS and IFRC have the foundational IT digital systems to efficiently run and ensure accountability in their daily operations and are 'data ready' for engagement with their staff and volunteers, operational decision-making and business intelligence. Leaders use and understand data in their work, drawing on evidence and research to guide humanitarian action.

Activities:

- Develop and maintain a secure, sustainable and robust data centre at the HQ level.
- Add data storage, backup tools, router and switches, to eliminate single point of failures and ensure a robust infrastructure.
- Design and implement an offsite disaster recovery data centre for emergency response.
- Set a centralized WIFI system enhancing the capacity of intervention at HQ and branches.
- Set dispatch centres through a new telephony system to improve the response capacity in emergency calls and communication with dispatch.
- Operationalise a new telephony system at branch level for improved inter-connectivity between branches.

- Improve leadership's digital presence and engagement through a modernised video conference system.

Output 6.4.3: Standards and tools: National Societies are supported in their digital transformation by developing standards, tools and guidelines, and promote coordination of resources and capacities within the IFRC network.

Activities

- Standardize procurement process planning and monitoring tools and systems.
- Build the ICT unit capacities through peer-to-peer support in the region.

Output 6.4.4: Enhance data protection: Data protection best practices and information security measures are adopted and implemented in ongoing and new operations.

Activities:

- Provide access to the required tools and systems to enhance and enable IT governance and controls for a better and safer access to information and assets. (IT audit, ICT assessment).
- Develop and adopt the data protection policies and tools for operational use.

Output 6.4.8: Resourcing: Prioritizing resources and skills to support digital transformation within every sector and within every level to support the rapid and inclusive digital changes.

Activities:

- Provide ICT team members with access to the trainings required to maintain and enhance the operability of SARC systems and infrastructure.
- Provide ICT team members with access to the trainings required to adopt cloud and virtualization solution to allow green and better infrastructure performance and availability.

Output 6.4.11: Digital Responsibility: Cyber security risks, information security, and impact are managed by applying an ethics and risk-based approach and by raising digital risk awareness.

Activities:

- ICT unit to implement an overall cybersecurity and data protection awareness training to enhance staff knowledge and capacities in the response to relevant incidents.

Enabler 2: Accountable - with an agile management and a renewed financing model

In 2022, IFRC will continue to assume a lead role in membership coordination, and a complementary role in Movement coordination, as well as promote shared leadership among Movement partners: Acknowledging SARC's lead role in Syria, and under the auspice of shared leadership, IFRC will assume a lead role in the coordination of international support from multilateral partners. IFRC will continue to develop partnerships involving both practical cooperation as well as strategic and conceptual discussions and alliances with other Movement partners, and relevant local and international actors.

Promote a stronger positioning of SARC, IFRC and its membership in the overall response, recovery and longer-term development in Syria: The IFRC will position and profile its membership and the work of SARC as part of the overall coordinated Movement emergency, and recovery response as well as longer-term development, while also illustrating its unique role with external stakeholders (donors, governments, policy and decision makers). In full coordination with ICRC, the IFRC will support its membership and SARC in addressing the highly sensitive communication requirements that come with complex conflict situations. Where agreed upon with ICRC and SARC, the IFRC will aim to provide dedicated communications resources to address the requests for information from the wider Movement to the National Society.

IFRC will continue its support (technical and financial) to maintain the core PMER/MEAL staff at HQ and branch levels. System in all SARC branches that ensures proper tracking of implementation, generates evidence on programme's effectiveness, and disseminates learning across the programmes while ensuring accountability towards both beneficiaries and donors. The system will improve quality assurance and programme design, ensuring programmes have well defined objectives and clear indicators that can be reported on in a timely manner.

The following indicators will be tracked:

#	Indicator
7.4	National Society submits an externally audited financial statement to the IFRC
7.18	National Society has a functioning data management systems that informs decision making and support monitoring and reporting on the impact and evidence of the IFRC network's contributions.
7.20	National Society has a Protection of Sexual Exploitation and Abuse (PSEA) policy and action plan to enforce prevention and support survivors
7.21	# of IFRC staff trained on PSEA
7.22	# of IFRC staff having completed the fraud and corruption prevention training.
7.24	National Society has a feedback mechanism across programmes and services

Outcome 7.1: The IFRC secretariat is working as one organization globally, delivering what it promises to National Societies, volunteers and the communities they work with, as effectively and efficiently as possible.

Output 7.1.1: IFRC secretariat develops the talent of staff at all levels.

Activities:

- Recruit and retain qualified technical experts within the Syria country delegation team that demonstrate value add towards SARC and its counterparts.
- Ensure all staff have undergone mandatory trainings in PSEA, Fraud and Corruption, Security, CoC etc.
- Support SARC's Procurement Team with opportunities for training and peer support in skills to strengthen and build capacities.

Output 7.1.3: Financial resources are safeguarded and managed effectively, efficiently and transparently.

Activities:

- Provide on-the-job support to SARC finance staff for the timely submission of returns.
- Ensure timely close of the Emergency Appeal including fully accounted for financial resources.
- Enhance SARC's finance team's knowledge on key procedures.
- Provide regular trainings to SARC staff on the implementation of risk management frameworks to facilitate ownership.
- Develop and review of policies through technical support to keep SARC up to date with regulations and technology and to ensure documentation is consistent and effective.
- Conduct a training with SARC 100 HQ and branch staff about compliance and quality assurance for procurement staff and program decision makers.
- Strengthen SARC Procurement capacity through conducting 1 training for 100 staff working in the HQ and Branches, to work and analyse practical cases during the procurement cycle.

Output 7.1.4: IFRC Secretariat develops an effective management framework with transparent and inclusive processes that are understood by all stake holders.

Activities:

- IFRC CO taken the lead to support in the development and review of policies through technical support to keep SARC up to-date with regulations and technology and to ensure documentation is consistent and effective such as Costing Policy.

- IFRC CO facilitates and coordinates a due diligence exercise for SARC on behalf of the IFRC membership.

Output 7.1.5: The IFRC has organizational risk management across the global network, addressing risk management culture at all levels, with a clear link to accountability and quality assurance.

Activities:

- Maintain and update risk management and security protocols and standards including risk mitigation measures

Output 7.1.8: Improve systems and approaches that foster enhanced coordination which effectively contributes towards implementation of programmes and service delivery in an accountable manner.

Activities:

- Ensure standardized tools available for procurement plan and monitoring.
- Develop mechanisms for the effective implementation of its new procurement manual.
- Promote a joint working platform with partners on logistics, warehousing and procurement and facilitate transitional planning.
- Ensure optimize sourcing and procurement activities by engaging sufficient qualified suppliers, resulting to a best value for money at local level.

Outcome 7.2: The IFRC Secretariat has renewed partnership with the membership and developed a new financing architecture to increase financial resources for the benefit of National Societies.

Output 7.2.1: IFRC secures increased unearmarked funding in partnership with National Societies, to reduce its dependency on programme funding.

Activities:

- Ensure coordinated fundraising with Movement partners in Syria and facilitate joint applications where relevant and applicable and look at practical solutions to being more cost effective and efficient.
- Diversify the funding sources by accessing new funding instruments such as private sector.

Output 7.2.2: IFRC develops multi-year and sustainable partnerships in partnership with different stakeholders and partners (multilateral partners, IFIs, international private sector, NSs, etc.) for the benefit of NS programming including securing funding only available to international organizations, and piloting innovative and social financing partnerships and digital global fundraising campaigns to mobilize resources.

Activities:

- Undertake a mapping of potential multi-year institutional funding instruments.
- Include of Syria under the DG ECHO Programmatic Partnership Programme facility and other multi-year funding opportunities managed globally or regionally by IFRC.
- Prepare and roll out an IFRC resource mobilisation plan of action to secure quality funding including piloting new and innovative fundraising avenues.

Output 7.2.3: The IFRC Secretariat expands the provision of resources to National Societies to invest in NSD, through mechanisms such as the National Society Investment Alliance, the Capacity Building Fund, and the Empress Shôken Fund and other innovative approaches to funding NSD.

Activities:

- Implement and report activities funded by NSIA and strengthen future applications where appropriate.
- Identify opportunities and support with applications for funding from other financing instruments such as the Capacity Building Fund in close collaboration with Movement partners.

Output 7.2.5: The IFRC Secretariat ensures quality and timely delivery in line with commitments to donors on implementation and reporting to donors, for funds channelled through the Secretariat, with clear distribution of roles and responsibilities.

Activities:

- Train branch staff and volunteers on PMER-IM and MEAL aspects.
- Train HQ staff on key MEAL aspects, sampling, survey design, data collection, data quality assurance, analysis, planning, proposal writing and reporting.
- Orient and disseminate standard indicator tracking, reporting templates at HQ and branch levels.
- Provide Technical support on PMER in emergencies.

Enabler 3: Trusted, owned and valued by the membership

For SARC, the work of volunteers is an investment and a long-term commitment and strengthening volunteer structures is clearly defined in the Branch Development Roadmap. Promoting effective volunteer management and common understanding of volunteerism among SARC volunteers and raising awareness of the fundamental principles of the RCRC Movement and the importance of volunteers, who are the backbone of effective humanitarian assistance provided to millions of vulnerable people will continue in 2022. It is, therefore, the objective of SARC to continue with its support to volunteers and provide them with the tools and resources they need to respond to the enormous demands and expectations of communities they serve.

In 2022, IFRC will continue to contribute to SARC's Information Management Unit (IMU) in its vital role to provide support to SARC management, heads of departments/units, and partners to inform strategic and operational decision-making and contribute towards quality and accountability, planning and effective implementation. Shifting from emergency into early recovery and re-habitation add some more pressure regarding needed data and information. Maps, mobile data collection, visualization, assessment, and reports are required now more than before and continuing to create innovative products and services that meet the internal and external demand is imperative.

As cross-cutting priorities and greater commitment to ensure that people are at the centre of SARC's programmes, community engagement and accountability (CEA) initiatives will continue to promote meaningful participation of affected populations in the decisions that affect their lives, families, and communities. In line with a Movement wide resolution on CEA, SARC in close coordination with the Movement partners, is promoting a harmonized approach to CEA (including community feedback mechanisms and SoPs) across programmes. SARC has since 2021 a CEA focal point at its HQ and there are plans to have CEA focal persons at branch level to support mainstreaming of CEA across programmes. SARC has developed a draft CEA plan with the support from British Red Cross, Canadian Red Cross, Danish Red Cross, Swedish Red Cross and the IFRC. In 2022 and beyond, IFRC and the Movement partners will continue supporting SARC's CEA initiatives to engage and communicate with communities more effectively in order to better understand their diverse needs, vulnerabilities and capacities; to gather, respond to and act on their feedback, priorities and preferences and provide them with opportunities to actively participate in decisions that affect their lives.

The following indicators will be tracked:

#	Indicator
8.5	National Society has been reached by external National Society Development (NSD) support that is aligned with NSD compact principles.
8.6	National Society has One National Society Development country plan created by the National Society
8.8	National Society has strengthened its integrity and reputational risk mechanisms
8.13	National Society covers health, accident and death compensation for all of its volunteers
8.23	National Society has integrated and institutionalised Community Engagement and Accountability in its policies, operations, and procedures (with clear benchmarks).

Outcome 8.1: The IFRC Secretariat effectively supports National Societies in their development to become the trusted partner of choice for local humanitarian action with the capabilities to act in the global network.

Output 8.1.1: National Societies assess their development needs, revise their legal base and plan through strategic and development plans to better address service sustainability, making their local branches robust and diversifying their volunteer.

Activities:

- Develop of new Strategic Plan in coordination with partners, identifying key milestones and methodologies, with resourcing requirements and include the design and implementation of a participatory review of the current plan.
- Prepare a comprehensive NSD Plan for SARC, in line with the existing NSD concept note and branch development roadmap and informed by current or planned assessments.

Output 8.1.2: National Societies strengthen the global distributed networks of branches, the ability to co-design activities to strengthen local action via communities of practice and supported by a global virtual platform.

Activities:

- Strengthen the process of branch development through continued PER branch assessments and implementation of action plans, and in line with SARC's Branch Development Roadmap.
- Initiate peer learning and exchanges between SARC and other National Societies for example in the use of the PER approach for branch development, involving SARC in a wider branch development community at the global level, development of case studies/ lessons learnt.
- Ensure branch strengthening for SARC staff and volunteers in branches and sub-branches based on identified and prioritised areas for development.
- Run a branch leadership course, focused on the Movement Induction Course and targeted at governance and senior leaders.

Output 8.1.3: National Societies improve their financial sustainability through investment in its three pillars (accountability and systems development; resources mobilization; vision and mandate).

Activities:

- Develop SOPs for PMER/MEAL at branch level.
- Ensure the proper development of IM unit at HQ, branch and sub-branch level through providing the required support and resources
- Conduct trainings in data management skill for SARC volunteers, including relief information systems, data analysis and reporting, and information sharing.
- Ensure skills development in proposal writing and funding applications from Movement and non-Movement sources.
- In coordination with Movement partners and SARC, support SARC to access new sources of funding and partnerships and linked to the market study previously completed where appropriate.
- Implement jointly with SARC feasible recommendation from the IFRC internal audit report.

Output 8.1.5: National Societies adopt guidelines, tools and mechanisms (including fraud and corruption policy, PSEA policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks.

Activities:

- Develop mechanisms for the effective dissemination and implementation of adopted policies (core cost policy, volunteering policy).
- Roll-out of the PSEA policy (approved back in 2019/20) and provide orientation and linkages with Child Safeguarding, strengthen linkages with the Code of Conduct.
- Conduct Child Safeguarding Risk assessment in specific programmes.

Outcome 8.2: IFRC network prioritises volunteering development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts.

Output 8.2.4: Strengthened mechanisms protect volunteers, promote psychosocial wellbeing and provide greater support to those killed or injured in the line of duty, and their families.

Activities:

- Review SARC’s volunteer policy to be aligned with the new IFRC Volunteering Policy to be adopted in 2021.
- Disseminate of SARC Volunteering Policy to SARC branches and sub-branches.
- Develop and roll out tools and guidelines to promote effective volunteer management.
- Volunteer training on volunteerism, fundamental principles of the RCRC and roles and responsibilities.
- Ensure SARC volunteers under the IFRC global Insurance Accident Scheme.
- Conduct training of volunteers on volunteerism concept and fundamental principles of the RCRC.
- Conduct training of volunteers on volunteer roles and responsibilities in SARC branches.
- Disseminate volunteer manual and Code of Conduct to SARC branches.

Outcome 8.4: Membership Coordination is a core part of the IFRC Secretariat’s work and has led to a changed mindset within the Secretariat under the new Federation-wide approach, resulting in greater trust from the membership and greater efficiency and effectiveness of our humanitarian actions.

Output 8.4.1: Membership coordination enhanced based on an overarching strategy, practical tools and regional/country coordination positions.

Activities:

- Enhance the roll out of the IFRC membership framework, with regular Membership coordination meetings and exchanges; share lessons and practices with other IFRC Delegations in MENA.
- Roll out the membership services and privileges afforded by the IFRC legal status agreement in country.
- Develop a 3W interactive tool to support information sharing, coordination and joint planning among partners.
- Create a depository of country context analysis, key advocacy messages and humanitarian analysis
- Promote shared leadership mechanism among IFRC members present in country based on respective technical expertise and resources.

Output 8.4.2: IFRC-wide membership emergency appeals, and country plans are based on the host National Societies’ strategies and plans.

Activities:

- Prepare multisectoral integrated emergency response plans to sudden onset and evolving crises and disasters.
- Employ IFRC Global Tools such as DREF and Emergency Appeal in response to disasters and crises.

Outcome 8.5: The IFRC will deliver on its priorities for Movement Coordination and Cooperation, as established in the Council of Delegates meeting in 2019.

Output 8.5.1: Strong engagement of National Societies and wider IFRC participation in the implementation of SMCC 2.0.

Activities:

- Enhance the efficiency of the Movement coordination platform, having regular meetings, exchanges and a general good flow of information in a Movement context.
- Implement the Movement Security Framework.
- Ensure Movement readiness for response by employing existing SMCC tools to promote common planning and analysis and coordinated activities.
- IFRC MENA Regional Delegation to provide security support to NS where needed or requested to ensure their services are provided through a safe and secure security structure with the IFRC Minimum Security Requirements a platform for support.

Outcome 8.6: People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the RCRC to serve their best interest.

Output 8.6.2: The IFRC Secretariat supports the IFRC network to strengthen engagement with and accountability to communities through integrating mechanisms for communication, participation and feedback and complaint within programmes and operations.

Activities:

- Contribute to the development of SOPs and processes for CEA in coordination with other Movement partners.
- Develop and disseminate CEA materials and support systems to branches
- Develop feedback and complaints guidelines (logbooks, FGDs, face to face interviews, community meetings).
- Conduct trainings on CEA, feedback and complaints guidelines and tools for branch staff and volunteers.
- Identify and train branch-level CEA focal points for all programmes and operations to support institutionalisation.
- Raise awareness with community members and leaders on feedback mechanisms and commitments to working in a transparent and participatory way.
- Conduct regular CEA implementation review meetings with key programmes and partners.

C. FUNDING REQUIREMENTS

	Strategic Priority/Enabler	Total in CHF
SP1	Climate and environmental crises	235,000
SP2	Evolving crises and disasters	14,833,352
SP3	Growing gaps in health and well-being	8,130,000
SP4	Migration and Identity	300,000
SP5	Values, power and inclusion	150,000
E1	Engaged	1,141,545
E2	Accountable	1,810,477
E3	Trusted	4,723,467
	TOTAL:	31,323,841

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Reference documents



Click here for:

- [Previous operational plans and reports;](#)
- [Emergency Appeals](#)

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.
