



Emergency appeal

OPERATIONAL STRATEGY

Syria| Complex Emergency



SARC Volunteers providing support to affected people. Source: SARC








Appeal No: MDRSY014	To be assisted: 5 million people	Appeal launched: 20/12/2024
Glide No: CE-2024-000220-SYR	DREF allocated: CHF 1 million	Disaster Categorisation: Orange
Operation start date: 06/12/2024	Operation end date: 31/12/2025	

IFRC Secretariat Funding requirement: CHF 100 million

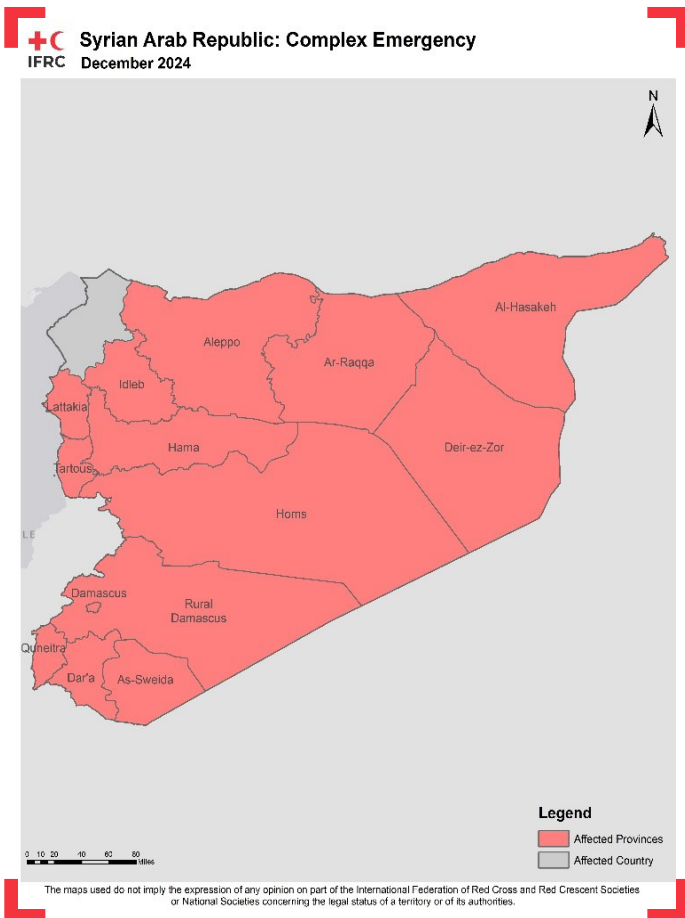
Federation-wide funding requirement: CHF 130 million



TIMELINE

- 
27 November 2024: escalation of hostilities in the rural areas of Aleppo Governorate extending into the northern and eastern countryside of Syria, including eastern Idlib and Northern Hama
- 
08 December 2024: The offensive culminated on December 8 with the takeover of Damascus.
- 
09 December 2024: 1 million CHF allocated from IFRC's Disaster Response Emergency Fund (DREF)
- 
19 December 2024: New SARC President Dr. Hazem Bakleh was appointed
- 
20 December 2024: IFRC launches the [Syria Complex Emergency Appeal](#) for 100 million CHF to support 5 million affected people as secretariat, 130 million CHF as federation-wide
- 
25 December 2024: IFRC activates Rapid Response for several role profiles
- 
10 March 2025: Multi-Sectoral Assessment Report Published

DESCRIPTION OF THE EVENT



The current context is defined by a shift in governing authority, marking the onset of a transitional period. This has triggered significant movements, including the return of Syrian refugees and returnees from abroad, especially neighboring countries such as Türkiye, Jordan, and Lebanon. Nevertheless, around 6 million are pending to return, while simultaneously prompting others to leave the country. The situation remains fluid, with continued uncertainty regarding governance structures, policies, and the security environment. This instability is expected to persist for weeks, potentially months, unless further escalation occurs, which could compound the crisis, increasing regional tensions and accelerating humanitarian needs.

Syria is facing a complex humanitarian crisis driven by prolonged conflict, economic collapse, and natural disasters. More than 90% of the population lives below the poverty line, with food

prices soaring and widespread unemployment leaving millions without stable livelihoods. The healthcare system is severely compromised, with over one-third of hospitals partially or fully non-operational, limiting access to essential medical services, particularly for maternal and neonatal care. Malnutrition is widespread, with 12.9 million people food insecure, and recent vaccination campaigns have been launched to curb disease outbreaks. Climate change further exacerbates vulnerabilities, with recurring droughts leading to water shortages, reduced agricultural output, and forced displacement. These pre-existing challenges have intensified the impact of the recent escalation of violence and shifting power dynamics, worsening humanitarian conditions.

The regional escalation (late 2024) has intensified insecurity, disrupted cross-border humanitarian operations, and strained already limited government resources, further hindering service provision and increasing displacement. Simultaneously, the February 2023 earthquake devastated northern Syria, displacing thousands and severely damaging critical health, WASH, and shelter infrastructure, which remains unrecovered and in poor condition. The December 2024 political transition introduced additional uncertainty, as the new leadership struggles with governance challenges, economic decline, and complex regional dynamics. These overlapping crises have left millions in extreme vulnerability, pushing families toward negative coping mechanisms such as reduced food consumption and other coping strategies.

The crisis spans all regions of Syria, with particularly acute needs in northwest Syria, where recent earthquakes compounded existing vulnerabilities. As of January 2025, approximately 17 million people require humanitarian assistance, with 7.4 million internally displaced

persons (IDPs) ¹ and 6.2 million refugees in neighboring countries. The escalation in late 2024 triggered additional displacement, with over 1.1 million newly displaced individuals and approximately 682,844 IDP returnees ². Infrastructure damage is extensive, with critical facilities such as roads, bridges, hospitals, and schools destroyed or rendered non-functional, further limiting access to essential services. The humanitarian response continues to be hampered by security concerns and operational challenges, leading to temporary suspensions of aid in certain areas. Meanwhile, the position on Syrian refugee returns is evolving, with several European countries implementing measures such as pausing asylum claims, revoking protection status, and incentivizing voluntary returns. The Syrian government's response remains fluid, with efforts to navigate the shifting political landscape while addressing immediate humanitarian needs.

Severity of humanitarian conditions

The humanitarian situation in Syria as of March 2025 is dire, with severe implications for the population's well-being, accessibility to services, and overall quality of life. The ongoing conflict, compounded by economic collapse and natural disasters, has created a complex emergency that affects various demographic groups differently.

Humanitarian Impact and Resulting Needs

Approximately 17 million people in Syria require humanitarian assistance, with vulnerable groups such as children, women, the elderly, and

disabled individuals being disproportionately affected. The crisis has led to widespread poverty, with 90% of the population living below the poverty line. This has resulted in significant needs for food security, healthcare, and psychosocial support.

1. Impact on Accessibility, Availability, Quality, Use, and Awareness of Goods and Services

- Accessibility: Humanitarian access remains severely restricted due to ongoing violence, instability, and explosive ordnance contamination. Reports indicate that many areas are cut off from aid due to security concerns, bureaucratic obstacles, or the persistent risk posed by unexploded ordnances (UXOs).

- Availability: Essential goods such as food and medical supplies remain scarce. Water supply to cities like Aleppo is critically low due to operational challenges at water station, compounded by the effects of climate change, which have intensified droughts and reduced water availability. Meanwhile, the ongoing economic crisis has contributed to skyrocketing prices, further exacerbating the difficulty in accessing essential goods.

- Quality: The quality of available services is compromised. Healthcare facilities often lack necessary supplies and are frequently non-operational due to damage from conflict.

¹ <https://reporting.unhcr.org/operational/situations/syria-situation>

² <https://reliefweb.int/report/syrian-arab-republic/syria-governorates-idps-and-idp-returnees-overview-january-22-2025>

- Use and Awareness: Many affected individuals remain unaware of available services due to disrupted communication networks and limited outreach efforts by humanitarian organizations. Additionally, the lack of transportation services, often due to financial constraints or unavailability, further hinders individuals from accessing these essential services.

2. Impact on Physical and Mental Well-being

- Physical Health: The deterioration of healthcare infrastructure, prolonged conflict, hampered food security, and effects of climate change have resulted in increased morbidity from preventable diseases. Malnutrition rates are particularly high among children; approximately 7.5 million children require urgent nutritional support.

According to the Humanitarian Needs Assessments done by UN and other agencies, almost 28% of individuals aged two and above have disabilities in Syria, which places them at greater risk for exclusion from services and protection concerns.

- Mental Health: Prolonged exposure to violence, displacement, and loss has led to widespread mental health issues, including PTSD and depression. Many families lack access to mental health services, exacerbating their suffering. According to [UNICEF](#), protection partners have highlighted the urgent need for psychosocial support, reintegration, and capacity building for practitioners to assist children recently released from detention.

3. Risks and Vulnerabilities

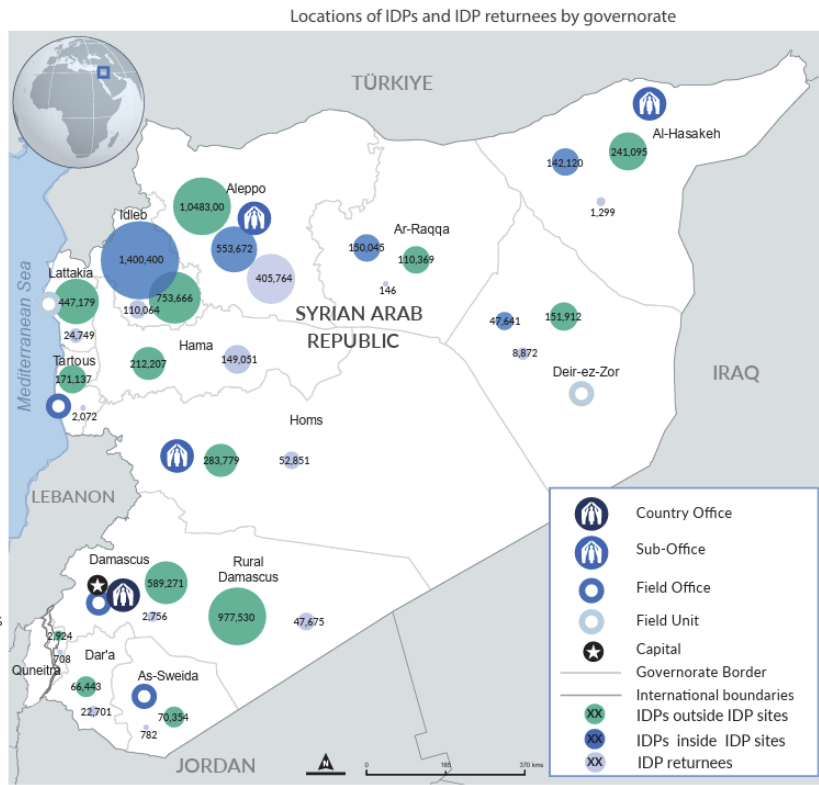
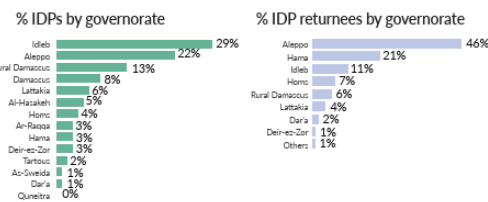
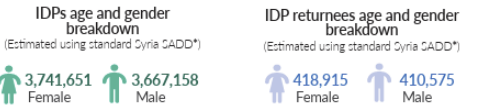
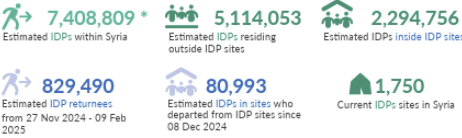
- Vulnerable populations face heightened risks due to the compounded effects of conflict and economic instability. Women and children are particularly at risk of gender-based violence (GBV) and exploitation.

- The influx of over 473,000 displaced individuals into Syria since late September 2024 has further strained already limited resources, increasing competition for aid among host communities.

- Climate-related shocks have added another layer of vulnerability; recent flooding has destroyed crops and homes, leading to further displacement and food insecurity.

Key Figures

As of the end of June 2024, Syria has one of the largest number of internally displaced people (IDPs) globally, with over 7 million individuals displaced across the country. These IDPs are living in both communities and IDP sites. Recent events in the country have led to further displacements, with 617,047 new IDPs recorded. However, with the change of regime, a return trend is being observed in various governorates. Since November 27, 2024, approximately 829,490 IDP returnees have been tracked. This map illustrates the concentration of IDPs and IDP returnees at the governorate level as of 09 February 2025.



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
UNHCR Comprehensive Overview of Response to Emergencies | imSyrg@unhcr.org | Sources: Population Movement Reporting Tool (PMRT), UNHCR, CCCM cluster, IDP task force dataset.
*Figures are subject to future adjustment, should not be considered final since field reporting is not consistent across all governorates. SADD: Sex and Age Disaggregated Data.

Map: 1 The map visualizes the IDPs and IDP returnees overview across Syria Governorates as of 9 February 2025

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response

SARC has a strong track record of responding to both protracted conflicts and disasters, giving it the expertise necessary to address the complex needs of affected populations. Its previous sectoral expertise spans areas such as medical and healthcare services, food and non-food item distribution, water and sanitation interventions, as well as providing psychosocial support and family reunification services. This deep expertise has been critical in responding quickly to the emergency and ensuring that essential services reach those in need.

SARC was established in 1942 through the Presidential decree No. 540. Its auxiliary role to the public authorities in the humanitarian field has been recognized since and reiterated in the legislative decree No. 117/1966 where its mandate and privileges had been stated and numerous legal facilities recognized it for the humanitarian role it leads.

The organization leverages its extensive network, which includes **14 local branches** and **73 active sub-branches**, all supported by a large cadre of trained volunteers. This robust network is crucial for

maintaining strong community acceptance and ensuring that response efforts are well-targeted. Local volunteers are instrumental in providing on-the-ground assistance and delivering services in areas with limited access.

SARC's response is strategically structured into two main phases: **Humanitarian Assistance** and **Early Recovery**, with an emphasis on meeting immediate life-saving needs while also strengthening capacity at local branches for long-term recovery efforts together with local communities.

Since the onset of the crisis, SARC rapidly scaled up its response operations by activating its Emergency Operating Centers and leveraging its extensive experience in responding to internal displacement. Drawing on pre-existing readiness measures, SARC mobilized emergency stocks and resources to adapt to the evolving situation, ensuring a swift and coordinated response tailored to the scale and emerging needs across different regions.

SARC's response has included a wide range of life-saving interventions across its branches, depending on risks and available resources. Key activities have included establishing safe evacuation corridors, providing food and non-food items (NFIs), and ensuring access to clean water by rehabilitating pumping stations and coordinating safe passage for sector workers. Emergency healthcare services have been scaled up, including supplying hospitals with essential medical materials and facilitating the safe transport of medical supplies across conflict lines. Additionally, SARC has provided family reunification services and dead body management while strengthening coordination between local and international actors to address aid gaps. Efforts have also extended to sanitation and waste management, enhanced targeting of the most vulnerable populations, and the expansion of services for Mental Health and Psychosocial Support (MHPSS) and protection. The provision of essential food and NFIs remains ongoing, ensuring that affected families receive timely assistance amidst the escalating crisis.

In addition to its local capacity, SARC is working closely with the **local and national authorities**, and **international humanitarian partners** to coordinate the response. SARC is an active participant in humanitarian clusters, serving as a co-lead or strategic partner in various groups to ensure strong coordination and alignment with national priorities. As of January 22, 2025, the Ministry of Foreign Affairs has issued two circulars affecting International Non-Governmental Organizations (INGOs): one concerning registration procedures and the other regarding access approvals. These documents incorporate processes established by the previous Syrian authorities and mandate that INGOs operate under the oversight of either the Syria Development Foundation or the Syrian Arab Red Crescent.

The **Humanitarian Action Coordination (HAC) Office** - The responsible body for following on the humanitarian intervention from the caretaker authorities within the transitional phase. The HAC will coordinate with the humanitarian community, including L/NNGOs, INGOs, and UN. SARC will host HAC representative at their HQ to facilitate timely coordination and communication.

Capacity and response at national level

The humanitarian landscape in Syria is facing significant challenges due to recent changes, including the ousting of previous rule and the establishment of a caretaker government. The country is amid a long-running crisis, with needs at their highest point ever.

Allocation by the Caretaker Government

The humanitarian landscape in Syria is rapidly evolving with the registration of over 600 new organizations, highlighting the critical need for effective coordination to ensure efficient and impactful aid delivery.

Coordination is essential as it enhances the effectiveness of humanitarian efforts by establishing common standards, prioritizing needs, and identifying gaps. The Syrian Arab Red Crescent plays a pivotal role in this landscape, acting as the primary channel for international aid and coordinating with various organizations to streamline efforts and maximize the reach of humanitarian assistance.

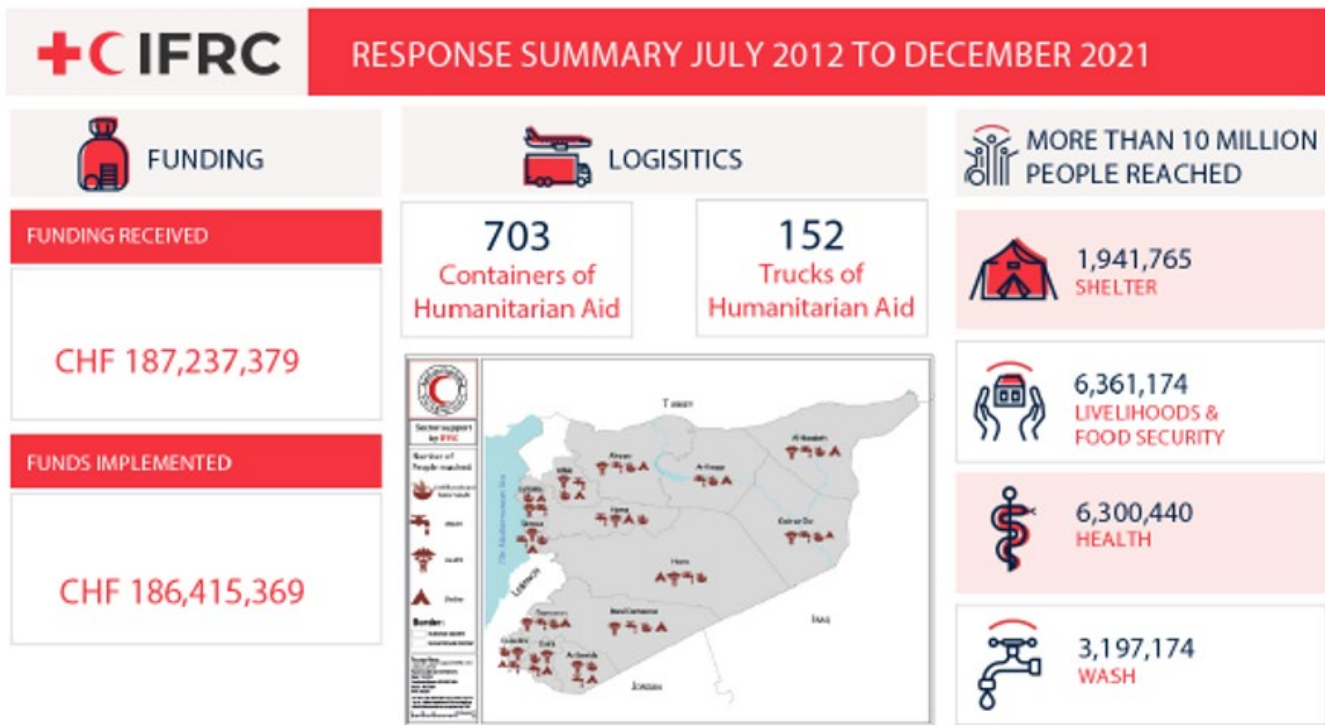
The caretaker government has allocated SARC a central role in the humanitarian response. This includes coordinating aid distribution and working with international organizations to ensure aid reaches those in need. The government's support for SARC is crucial for maintaining stability and providing essential services during this transitional period. SARC's role as an umbrella organization means it is well-positioned to lead recovery efforts. This includes restoring essential services and supporting displaced populations as they return home. SARC's extensive network and experience make it a vital partner in Syria's recovery. While the humanitarian landscape in Syria faces significant challenges, SARC's role is pivotal in addressing immediate needs and supporting long-term recovery. The caretaker government's support for SARC enhances its ability to coordinate and deliver aid effectively, which is essential for the country's stabilization and rebuilding efforts.

1. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC membership

The IFRC has been a longstanding partner to SARC, providing technical and operational support to enhance its humanitarian response capacity. Since establishing a permanent representation office in Syria in 2007, IFRC has worked closely with SARC to strengthen emergency preparedness, response, and long-term programming. In coordination with membership partners, IFRC played a pivotal role in supporting SARC's response to the protracted complex emergency from July 2012 to December 2021, ensuring the continuity of life-saving assistance amid evolving humanitarian needs. More recently, IFRC has been a key partner in the earthquake response from February 2023 to February 2025, reinforcing SARC's efforts in immediate relief, early recovery, and resilience-building. This sustained partnership reflects IFRC's commitment to bolstering SARC's operational capacity and its role as the leading humanitarian responder in Syria.



Map: 2 The above table visualizes the response summary for SARC from July 2012 to December 2021 under IFRC Emergency Appeal.³⁴

In alignment with the localization agenda, the IFRC agenda for renewal, Strategy 2030, and strategic priorities in MENA, the IFRC is committed to strengthening, developing, and supporting national response teams in the MENA region. Over the past decade, the International Federation of Red Cross and Red Crescent Societies (IFRC) has significantly bolstered the SARC capacity to respond to the humanitarian crisis in Syria. The IFRC has provided extensive support in emergency health care, food and shelter distribution, cash assistance, WASH, and psychosocial support. This includes supplying medical resources, enhancing logistics, and supporting organizational development. By training volunteers and improving coordination mechanisms.

IFRC Syria Country Delegation, as well as ten Partners National Societies present and providing long term support in Syria, including British Red Cross, Canadian Red Cross, French Red Cross, Danish Red Cross, German Red Cross, Austrian Red Cross, Italian Red Cross, Japanese Red Cross, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross, Qatari and Turkish Red Crescent, jointly maintains close and effective collaboration with SARC and aims to continue the provision of technical support to SARC's range of services including disaster management, livelihoods, health, water and sanitation, community services, community engagement and accountability (CEA), inclusiveness, and National Society Development (NSD). The Country Delegation also fulfills its mandate with respect to coordination: this includes membership coordination, supporting movement coordination, coordination with external partners and resource mobilisation. The Membership Coordination Meetings increased in frequency while Movement Coordination Meetings at both strategic and operational levels are initiated as per the agreed decision table, where ICRC has the co-convenor role, taking place on a weekly basis bringing together representatives of SARC, IFRC, in-country Partner National Societies, and ICRC to facilitate information sharing, joint planning, efficient coordination of resources and aligned strategies related to partners' support to SARC Technical Working Groups are also activated that includes all partners.

³ <https://adore.ifrc.org/Download.aspx?FileId=543384>

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building	Details
IFRC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Disaster Management, health and care, livelihoods, Water, Sanitation and Hygiene (WASH), National Society Development (NSD), Planning Monitoring Evaluation and Reporting (PMER), Community Engagement and Accountability (CEA), Protection, Gender, and Inclusion (PGI), Membership coordination, humanitarian diplomacy.
Austrian Red Cross	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WASH rehabilitation and hygiene promotion.
British Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Humanitarian aid with a focus on Cash and Voucher assistance including technical support, NSD Monitoring Evaluation, Accountability and Learning (MEAL), and CEA.
Canadian Red Cross	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Health and care and mobile medical response readiness, Protection, gender and inclusion in Emergencies, nutrition, NSD
Danish Red Cross	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Health, livelihoods, Mental Health, and Psychosocial Support (MHPSS), and Youth, NSD, Disaster Management, medical procurement.
French Red Cross	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	WASH rehabilitation and hygiene promotion.
German Red Cross	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Health and Care, Disaster Management and response, IT and Telecommunications, logistics including fleet, warehousing (medical).
Norwegian Red Cross	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	WASH and rehabilitation, Disaster Management and Response, Health, and care, NSD including finance development
Swedish Red Cross	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Health and WASH, Mental Health and PSS, community services, Humanitarian Diplomacy, NSD including CEA
Swiss Red Cross	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WASH, livelihoods, Cash and voucher assistance, Health, and Emergency Medical Services.
Turkish Red Crescent	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Basic Needs, Food Assistance and NSD.
Qatari Red Crescent	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Food Assistance and Livelihoods.
ICRC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Water and Rehabilitation, Disaster Management, Economic Security, International Humanitarian Law/Prevention, Protection of Family Links, Emergency Medical Services, Health, and Care, MHPSS, Protection, NSD, and Weapon Contamination.

Membership coordination remains the vital role for the federation, thus a membership coordinator has been deployed to Syria to ensure that up to scale coordination at different levels with an emphasis on operational coordination, including coordination, including ongoing discussions on a shared leadership approach, to provide membership strategic consultancy and advocacy to SARC. Through the Rapid Response surge, a 2nd rotation will be deployed till the beginning of May.

IFRC continues to be keen on ensuring a wider membership/movement coordination is in place, specifically on the returnees to Syria, ensuring membership are coordinated and being proactive on the status of the returnees by their host countries, emphasizing and advocating on humanitarian diplomacy. Cross-regional cooperation with the IFRC Europe Regional Office and the IFRC Turkey delegation is key to ensuring a coordinated approach with PNSs, with SARC at the centre.

IFRC approved a DREF allocation of CHF 1 million to support SARC's immediate response that scaled up to a wide-scale EA, addressing the much-needed humanitarian actions across Syria and recovery, in addition to mobilising direct HR support from 16th of December, for operational and strategic purposes, activating the Rapid Response surge mechanism for operational role profiles, while in parallel mobilizing regional staff to strengthen the country office capacity in managing fleet and admin services provided to the membership in country. The IFRC is adopting a Movement-wide response focused on a **one-country approach**, ensuring:

1. SARC, its staff, volunteers and assets are protected as a principled national independent humanitarian institution
2. Scaling up multi-modal humanitarian assistance with agility and flexibility to address existing and emerging needs, and cross border impact, as per SARC plans and priorities.
3. Stronger and more robust coordination both within the Movement, and with other humanitarian actors, and public authorities
4. Supporting locally led actions at branch levels and ensuring with neighbouring NSs dignified, voluntary, safe, and sustainable returns.
5. Ensuring actions towards enabling a solid foundation for community level early recovery

ICRC

Present in Syria since 1967, the ICRC is an independent organization with an exclusively humanitarian mission. The ICRC works closely with and supports SARC to meet food, water, health and WASH needs of people and communities affected in both emergencies and long-term developmental programmes. They also coordinate on the protection and restoration of family links, helping families separated by conflict and migration, including those searching for missing loved ones. The ICRC works together with SARC on the Restoring Family Links (RFL) file, which now focuses on protecting family links, especially in relation to missing people. Additionally, the ICRC promotes respect for international humanitarian law, visits detention facilities to support detainees, and provides advice and support to local authorities and forensics practitioners in managing human remains with respect and dignity.

2.2 International Humanitarian Stakeholder capacity and response

As of March, 2025, the humanitarian response to the ongoing crisis in Syria is bolstered by the collaborative efforts of international organizations, UN agencies, donors, and foreign governments. The Humanitarian Country Team (HCT) operates at a strategic level to coordinate these efforts across various sectors. Several humanitarian agencies are present in Syria with established coordination mechanisms through a cluster system covering the whole country in response to both the protracted crisis and emerging disasters.

The Syrian Arab Red Crescent (SARC) remains the primary humanitarian partner for the UN and other organizations, implementing the majority of humanitarian services nationwide. As a strategic partner, SARC plays a critical role in ensuring strong coordination and collaboration within the humanitarian architecture. SARC actively participates in the Humanitarian Country Team (HCT) and engages with key UN agencies such as UNICEF, WHO, and OCHA. Through these partnerships, SARC supports the implementation of critical services, including healthcare, nutrition, water, sanitation, education, and protection.

HCT Level and Cluster Coordination

The HCT oversees humanitarian coordination across multiple clusters, including Shelter/NFI, Food Security, Nutrition, Health, WASH (Water, Sanitation, and Hygiene), Education, and Protection. As a key actor in these structures, SARC provides operational insights and updates on its activities, ensuring that response efforts are well-integrated with the UN-led coordination system.

2. Gaps in the response

Despite extensive humanitarian efforts, critical gaps remain in the Syria response, impeding the delivery of life-saving aid and protection. The 2025 Multi-Sectoral Assessment (MSA)⁵ conducted by the Syrian Arab Red Crescent (SARC), in coordination with IFRC, revealed widespread deficiencies in coverage, access, and adequacy of services across all sectors. These gaps are particularly acute in conflict-affected, displacement-heavy, and hard-to-reach areas such as Aleppo, Deir ez-Zor, and Ar-Raqqa governorates.

1. Healthcare System Breakdown

The health sector is in a state of collapse, marked by widespread unavailability of treatment for chronic and life-threatening conditions. The assessment highlights that:

- **66% of communities lack access to care for severe illnesses** such as cancer and renal failure, and **61% report no services for chronic diseases.**
- **50% of health facilities are either partially operational or non-functional**, resulting in significant service gaps, particularly in rural and displacement areas.

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https://prddsgofilestorage.blob.core.windows.net/api/sitreps/7251/acb3baacfa154f7f9e6afa34a1e3c451/Final_Final_English_Need_Assessment_Repor_YZvWvRE.pdf

- According to the IRC 2025 report, confirmed cholera outbreaks have been reported in the governorates of Al-Hasakah, Raqqa, and Deir ez-Zor, highlighting the heightened risk of waterborne disease in these areas.
- **Shortages in reproductive health services** were noted by **53% of key informants**, while **87% reported the absence of mental health and psychosocial support (MHPSS)**.
- **Child health service gaps** are severe: **48% of communities lack pediatric services**, and reproductive services are severely limited.

2. Water, Sanitation, and Hygiene (WASH) Collapse

Unsafe water sources and inadequate sanitation remain widespread across Syria:

- **81% of key informants reported water access challenges**, with **30% citing insufficient availability** to meet daily needs.
- Only **34% of communities receive adequate water supply**.
- **Sanitation infrastructure is inadequate: 11% use covered pits** and **3% use open pits** for waste disposal; **11% report no formal waste management systems**.
- **11.9% of suspected cholera cases** were reported in the last year, particularly in Al-Hasakah, Raqqa, and Deir ez-Zor (WHO,2025).

3. Food Security and Nutrition Deficits

Food insecurity has reached catastrophic levels:

- **14.5 million people are food insecure**, with **9.1 million facing acute food insecurity**.
- Agricultural production has declined sharply; **56% of households depend on agriculture**, yet they face input shortages and water scarcity.
- The **average household income (900,000 SYP)** falls drastically short of the **minimum living cost (4 million SYP/month)**.

4. Shelter and Infrastructure Weaknesses

Shelter needs far exceed current capacities:

- **According to UN OCHA 1.1 million people need emergency shelter**.
- In Raqqa, **25% of IDPs live in inadequate shelters**, and only **18% of skilled labour is available** for rehabilitation.
- Damage to electricity and road networks is widespread: **84% of communities receive less than 3 hours of electricity daily**, directly impacting water delivery and health services.

5. Protection Risks:

- The recent and ongoing developments have led to increased protection risks for children, including exposure to unexploded ordnance (UXO), which has resulted in injuries and fatalities. In December 2024 alone, **116 cases** of UXO-related incidents were reported among children.
- The lack of privacy and insufficient sanitation facilities in collective centers increases the risk of abuse and exploitation for women and children.
- The ongoing economic crisis and food insecurity making it more likely that children are put to work, leading them to drop out of school and putting them in greater risk of exploitation and injury.
- Inadequate Infrastructure: Returnees often find that critical infrastructure such as water supply, electricity, and health services are severely damaged or non-functional. The report notes that many areas receive less than six hours of electricity per day, and health facilities are underfunded and struggling to operate.
- Cycle of Displacement: The combination of security concerns, inadequate services, and economic hardships can lead to a new cycle of displacement if returnees find their conditions untenable after returning home.

Increased Vulnerability: Those who return prematurely may become more vulnerable to exploitation or violence due to a lack of support networks and resources.

- Ex-detainees often encounter stigma and discrimination, which can hinder their access to basic services, employment opportunities, and community support.

6. Operational, and Access Constraints

Systemic and structural barriers continue to limit impact:

- **75% of communities reported insecurity as a major obstacle** to aid delivery.
- Bureaucratic delays, coordination fragmentation, and security risks (e.g., unexploded ordnance incidents) further complicate access.

7. Additional Identified Gaps: Transition and Recovery Programming

While immediate needs dominate, recovery and resilience programming remain underdeveloped:

- **56% of the population relies on agriculture**, but land degradation, water scarcity, and supply chain disruption are diminishing productivity.
- **Infrastructure rehabilitation is delayed**, with 13% of communities identifying electricity repairs as a top recovery priority.
- **Climate adaptation is minimal**, despite prolonged droughts and desertification worsening displacement and food insecurity.
- Limited **education, vocational training, and skills development opportunities** restrict self-reliance and deepen dependency cycles.

OPERATIONAL CONSTRAINTS

The current context is defined by a shift in governing authority, marking the onset of a transitional period. This has triggered significant movements, including the return of Syrian refugees and returnees from abroad, especially neighboring countries such as Türkiye, Jordan, and Lebanon. Nevertheless, around 6 million are pending to return, while simultaneously prompting others to leave the country. The situation remains fluid, with continued uncertainty regarding governance structures, policies, and the security environment. This instability is expected to persist for weeks, potentially months, unless further escalation occurs, which could compound the crisis, increasing regional tensions and accelerating humanitarian needs.

Recent reports indicate a rise in hostilities, conflict-related violence, and movement restrictions, further complicating humanitarian access and operational planning. Arrests and security operations targeting wanted individuals and remnants of the former regime have intensified over the past month, leading to heightened uncertainty and restricted movement for civilians, humanitarian actors, and supply chains. Infrastructure damage remains extensive, with critical roads and service facilities either destroyed or in repair, limiting access to affected communities.

Economic instability further exacerbates operational challenges. The banking sector is severely disrupted, with soaring inflation and liquidity crises delaying payments to suppliers, staff, and volunteers. Cash withdrawal restrictions continue to hinder operations. Financial Service Providers (FSPs) remain unable to function properly and operate for humanitarian reach due to disruption in cash availability. Fuel shortages and electricity rationing significantly impact service delivery, supply chain logistics, and humanitarian coordination efforts. Water supply to cities large remains critically low due to operational challenges at water stations, many of which are affected by ongoing clashes and power outages.

Unexploded ordnance (UXO) contamination presents an additional and persistent risk, restricting movement for both civilians and humanitarian responders. Landmines and UXO-related incidents have resulted in civilian casualties, further complicating access to critical areas and delaying aid delivery.

Current Challenges:

Despite these strengths, significant obstacles persist due to ongoing conflict dynamics. These include limited access to affected areas, funding shortages, and disruptions in service delivery caused by violence and insecurity. The key challenges that are being faced can be summarized with:

- **Access to Affected Areas:** The unstable security conditions continue to restrict access to certain areas, particularly those affected by violence. The Syrian Arab Red Crescent (SARC) anticipates that these challenges will hinder the timely delivery of essential services in specific regions at North and South of Syria. Humanitarian responders face significant obstacles, including bureaucratic hurdles and the presence of armed groups, which complicate efforts to reach those in need. In addition, access can directly affect the ability of SARC to reach affected areas with their assessment, therefore impacting the representation and understanding of underlying needs.
- **Fuel Shortages:** the ongoing shortages of electricity and fuel directly impact essential service delivery, from supply chain to electricity to water, varying between some hours in places to days in others. On the health sector, this is affecting everything from dialysis machines to ICU equipment. Or at the same time, increasing operational costs due to high dependency on fuel powered generators.

- **Funding Shortages:** There is an ongoing challenge in securing adequate funding to cover the growing needs of the affected populations. The resource strain, coupled with the influx of displaced individuals, will likely continue to be a significant challenge for the months ahead.
- **Supply Chain Disruptions:** SARC faces risks related to disruptions in the supply chain, particularly in delivering medical supplies and water and sanitation materials across conflict lines. The unpredictable security situation further complicates the movement of essential goods.
- **Staff and Volunteer Safety:** The safety and well-being of SARC's staff and volunteers remain a high priority. The continuing conflict and security risks in some areas may affect staff availability and operational capacity.
- **Coordination with Government and Other Actors:** Despite the collaboration between SARC, the Syrian government, and international partners, challenges persist in terms of effective coordination due to differing operational priorities, communication barriers, and security concerns.

To navigate these constraints, humanitarian organizations are strengthening local partnerships, enhancing community engagement, and advocating for improved security measures to ensure safer access to affected populations. Efforts are also focused on expanding logistical capacity, securing alternative supply routes, and reinforcing staff and volunteer safety protocols to maintain effective operations amid the ongoing challenges.

FEDERATION-WIDE APPROACH

The Emergency Appeal adopts a Federation-Wide approach, aligning with the response priorities of the Syrian Arab Red Crescent (SARC) and developed in consultation with all Federation members involved. This approach integrates comprehensive planning into the current operational strategy, leveraging the programmatic and sectoral expertise of in-country Participating National Societies working alongside SARC. It also assigns clear coordination roles and deploys surge personnel with relevant technical expertise through the Rapid Response mechanisms.

This approach ensures strong linkages between all response activities, including bilateral initiatives and domestically funded efforts, maximizing the collective humanitarian impact through a unified plan. Additionally, it fosters collective humanitarian diplomacy and resource mobilization by engaging the Membership in a spirit of shared leadership. This aligns with the Agenda for Renewal, which emphasizes enhancing the IFRC's effectiveness as a platform for international emergency coordination, collective representation, policy discussions, and National Society development.

The IFRC Syria Country Delegation, supported by the MENA Regional Office in Beirut, will ensure effective coordination among Federation members and reinforce Movement Coordination to strengthen Red Pillar actions. Cross-regional coordination with IFRC Europe Region and their national societies are ongoing, under a ***Cross-regional Framework for supporting Voluntary, Safe and Dignified Returns to Syria*** was developed to guide.

Collaborative support to SARC will also be enhanced, bolstering its resilience and capabilities in volunteer management and its network of branches and systems. This includes strengthening financial capacities to sustain high-quality, relevant services in Syria beyond the emergency response. Moreover, the Federation-

Wide approach will ensure proper unified reporting across all partners supporting SARC, enabling aligned reporting, accurate representation of progress, and effective tracking of implementation.

The Federation-Wide funding requirement for this Emergency Appeal encompasses all resources channeled to SARC for the emergency response. This includes SARC's domestic fundraising efforts, bilateral contributions from supporting Red Cross and Red Crescent National Societies, and the funding sought by the IFRC Secretariat.

OPERATIONAL STRATEGY

Vision

The vision for this operational strategy is to provide immediate relief while fostering medium to long-term recovery and resilience among affected communities in Syria. Given the evolving humanitarian landscape and the ongoing definition of SARC's role and priorities in this new reality, the strategy remains adaptive and will be updated as needs, response efforts, and available resources continue to develop. An Operational Intent document was developed, to articulate the overarching vision and strategic direction for the IFRC towards the Syria Complex Emergency. It is not intended to detail the operational strategies of Syrian Arab Red Crescent (SARC) who is at the center of this response and recovery efforts. Rather, it defines the vision for how the Secretariat, in complementarity with ICRC, will support its Membership to address the needs of those affected with a specific emphasis on the rising humanitarian needs in Syria and the early recovery staging due to the shifts in context.

SARC's extensive local presence, deep community networks, and decades of experience in responding to large-scale crises form the backbone of this approach. This is further reinforced by the IFRC Secretariat and the global IFRC network. However, recognizing the constraints of an underfunded appeal, this strategy prioritizes life-saving assistance and targeted recovery efforts where the impact is most critical. The primary focus is on addressing the needs of the most vulnerable populations, including women, children, the elderly, internally displaced individuals, returnees, and persons with disabilities, ensuring that available resources are used effectively to meet both urgent needs and support long-term recovery where possible.

While the strategy outlines a broad range of activities reflecting the complexity of the crisis, the scope of interventions will be continuously refined in alignment with funding realities and emerging humanitarian priorities. This approach ensures transparency while maintaining flexibility in SARC's evolving response

Response Efforts: The immediate response focuses on delivering life-saving assistance to those most affected by the crisis, ensuring access to shelter, food security, healthcare, and psychosocial support. Particular attention is given to the most vulnerable populations, including women, children, the elderly, displaced individuals, and returnees, ensuring their urgent needs are met in a safe and dignified manner.

Recovery Efforts: Beyond the immediate response, the strategy aims to support the sustainable recovery of affected communities by strengthening livelihoods, restoring essential services, and fostering self-reliance. The early recovery and recovery activities will be guided by the findings of the ongoing multi-sectoral assessment conducted by SARC, ensuring that interventions are evidence-based and tailored to the most pressing needs. Ensuring the safe and dignified reintegration of returnees is a critical component of recovery, alongside broader efforts to enhance community resilience and preparedness for future

shocks. Recovery efforts will emphasize community-driven solutions, economic empowerment, and social cohesion, ensuring affected populations regain stability and long-term security.

By addressing both the urgent humanitarian needs and the long-term structural challenges, this strategy seeks to enable individuals and communities to rebuild their lives with dignity while strengthening their ability to withstand future crises.

Targeting

1. People to be assisted

SARC engages in principled programming to reach people based on needs. In those areas where the crisis does not allow for safe access, or access may be time-limited, SARC's operations department and volunteers conduct emergency assessments. At the same time, if there is a possibility of entering the area for a short time, rapid assessments are conducted to supplement the information. The ongoing Multi-Sectorial Assessments are done through key informant interviews with community leaders at cascading levels.

As part of its response strategy, SARC will be targeting **5 million people** in need distributed across all affected governorates throughout Syria. The targeting will focus on the most vulnerable households affected by the ongoing crisis. Selection criteria prioritize the most vulnerable among the internally displaced persons (IDPs), returnees, and host community households. This includes female headed households, families with people with disabilities or chronic illnesses, and families with young children, pregnant or lactating women, or elderly dependents.


2. Considerations for protection, gender and inclusion and community engagement and accountability


The Protection, Gender and Inclusion (PGI) approach is at the core of mainstreaming efforts, with an SARC institutionalization plan for PGI in the pipeline. The PGI approach aims to account for, to understand and to address the needs and protection risks of the most vulnerable women and men of all ages and from diverse backgrounds according to the Syrian context. In line with Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA) principles, SARC's response operations will prioritize transparent communication and community participation. Feedback channels will be established to address concerns and adapt interventions based on community input, enhancing trust and accountability.

PGI introductory e-course is being introduced to the induction platform for all onboarding and existing volunteers.

PLANNED OPERATIONS

INTEGRATED ASSISTANCE

	Shelter, Housing and Settlements	Female > 18:	Female < 18:	CHF 12,945,000
		Male > 18:	Male < 18:	Total target:100,000
Objective:		<ol style="list-style-type: none"> 1. Emergency phase: Communities in crisis-affected areas restore and strengthen their safety through emergency shelter and household items provision. 2. Resilience building: Meet the medium-term shelter needs and urban resilience in line with principles of dignity, protection, and an integrated approach. 		
Priority Actions:		Priority Actions: <ol style="list-style-type: none"> 1. Conduct emergency needs assessments and multi-sectoral needs assessments to inform response options and strategies. 2. Ensure continuous registration of affected households to ensure proper reach of support. 3. Provide winterization and relief household items based on priorities identified such as thermal blankets, kitchen sets, and heating stoves/heaters, bedding units/mattresses, clothing for both winter and summer conditions, with consideration to climate-smart elements/items 4. Conduct post-distribution monitoring (PDM) surveys on the support provided when the situation allows. 5. Raise awareness and train volunteers, staff, and affected populations in the best use of CASH and/or in-kind assistance. 6. Improve and increase collaboration and coordination with communities, development actors, Shelter Cluster, and local authorities in priority urban areas. 7. Procure, replenish and pre-position shelter and non-food items distributed from existing SARC stocks in order to maintain readiness to respond to crises and disasters. 8. Establish, maintain and prepare facilities to serve as shelters to host displaced population. 9. Assistance for permanent housing repair in-form of cash assistance or in-kind (shelter-kits). 		

 Livelihoods	Female > 18:	Female < 18:	CHF 11,949,000
	Male > 18:	Male < 18:	Total target: 56,000 households (50,000 HHs Food Security) (6,000 HHs Livelihoods)
Objective:	Communities in crisis-affected areas and the displaced can cover their immediate food needs, and protect and build resilient livelihoods		
Priority Actions:	<ol style="list-style-type: none"> 1. Provide food assistance in the form of ready-to-eat meals and standard food parcels and/or voucher assistance. 2. Replenish and pre-position standard and ready-to-eat food parcels distributed from existing SARC stocks in order to maintain response readiness. 3. Provide assistance for agricultural and livestock activities 4. Provide support to stimulate the growth of small businesses/Income Generating Activities. 5. Provide vocational training opportunities to promote skill development and job creation, with start- up kit 6. Provide essential on-farm and off-farm inputs/materials/tools for agricultural/food production. Coordinate with Food Security and Agriculture Cluster, Movement, and non-Movement partners and IFRC Livelihoods Resource Centre. 7. Conduct monitoring, evaluation, accountability and learning actions that ensure effectiveness and relevance of the interventions such as baselines, post distribution monitoring and end lines. 8. Provide SARC Livelihoods Unit with resources and technical support at HQ and branch level to develop livelihoods interventions complementing SARC strategic priorities and wider humanitarian response. 9. Support and/or establish community kitchens to provide hot ready meals to affected population. 		


 Multi-purpose Cash	Female > 18: 90,000	Female < 18: 75,000	CHF 23,375,000
	Male > 18: 15,000	Male < 18: 75,000	Total target: 53,210HH 255,000 Individuals
Objective:	To provide unconditional multipurpose cash assistance to affected households, enabling them to address their basic needs in alignment with their priorities, while ensuring accountability and participation throughout the process.		
Priority Actions:	<ol style="list-style-type: none"> 1. Maintain and strengthen the external coordination and collaboration mechanism with the National cash Working Group (on transfer value and number of installments), Authorities, and potential Financial Service Providers (FSP), in addition to the internal coordination with relevant sectors and support service departments. 2. Explore the possibility of implementing Cash and Voucher Assistance (CVA) intervention within new developments in the country, new governorates by conducting a general CVA feasibility study. 3. Map the functional and potential financial service providers (FSP) in the country with available delivery mechanisms. 4. Explore the opportunity of using a new local / global digital system for registration, payment, reconciliation, and reporting (RedRose, Access RC⁶) by conducting a relevant assessment. 5. Conduct market price monitoring in the governorates' marketplaces where SARC CVA staff are present. 6. Explore the Cash top-up intervention as complementary assistance for sectoral interventions (Livelihoods, Food, NFI, Health, Shelter, etc.), as a fast response to meet the basic needs of the affected people, based on the MSA findings. 7. Distribute cash assistance to vulnerable households in affected areas to meet their basic needs. 		

⁶ Access RC is a pivotal mobile-based tool designed to enhance coordination and effectiveness in humanitarian actions, linking various initiatives to better serve crisis-affected individuals. By providing secure, remotely verified digital accounts, it allows users to access tailored information and apply for assistance in their preferred modalities, promoting inclusivity. For National Societies, the tool offers a robust Programme Management Module that supports the design and oversight of diverse initiatives, from simple information campaigns to complex cash-based programs. By automating data collection, Access RC enables informed decision-making and adapts to the evolving needs of affected populations, facilitating multi-sector implementation that integrates in-kind assistance with cash interventions to maximize impact and reach.

8. Monitor the CVA activities and ensure the quality of the distribution, targeting and impact, through integrating the community engagement, and feedback mechanisms with affected populations into CVA programming and facilitate referrals to other SARC services.
9. Strengthen the CVA organizational and operational readiness and the capacity of the CVA staff and volunteers in HQ and branch level.

HEALTH & CARE INCLUDING WATER, SANITATION AND HYGIENE (WASH)

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)

 <p>Health & Care <i>(Mental Health and psychosocial support / Community Health / Medical Services)</i></p>	Female > 18: 528,000	Female < 18: 792,000	CHF 9,958,000
	Male > 18: 264,000	Male < 18: 616,000	Total target: 2.2M
Objective:	To ensure equitable and sustained access to comprehensive health care services for affected populations, including emergency, primary, secondary, and public health care, while integrating mental health and psychosocial support, strengthening referral networks, enhancing medical logistics, and advancing digital health information systems.		
Priority Actions:	<ol style="list-style-type: none"> 1. Strengthen Community Health Systems: <ol style="list-style-type: none"> a. Expand Community-Based Health and First Aid (CBHFA) services in underserved areas through volunteer recruitment, regular training, and regular mobilization. b. Establish community committees in underserved areas to facilitate health coordination and conduct needs assessments. c. Promote public health awareness through community sessions and distribution of health-related kits. d. Build and Integrate a Community-Based Surveillance System: Establish and integrate a robust community-based surveillance system to enable the early detection of diseases and ensure timely referrals to the primary healthcare system. This initiative aims to strengthen both the Early Warning System (EWS) and the Healthcare Referral System, enhancing the community's capacity 		

to respond promptly to health threats and improve overall healthcare access and outcomes.

2. Ensure Access to Primary Health Care Services:

- a. Deploy outreach healthcare teams and Mobile Health Units (MHUs) to underserved areas to provide primary healthcare services.
- b. Expand the capacity of primary healthcare centers, focusing on improving service quality and ensuring better reach to underserved populations.
- c. Strengthen Early Warning Systems: Use climate and health data to predict and respond to outbreaks of climate-sensitive diseases such as cholera.
- d. Green Health Facilities: Transition to solar-powered energy systems in health facilities to ensure sustainability and reduce operational costs.
- e. Implement integrated health programs for nutrition, maternal, and reproductive health.

3. Enhance SARC Emergency Medical Services:

- a. Improve the capacity of SARC Emergency Medical Services to deliver timely and effective care in affected communities by providing comprehensive training, advanced equipment, and necessary hardware and software upgrades.

4. Strengthen Referral Systems:

- a. Develop and optimize referral pathways by establishing standardized protocols, conducting staff training, and enhancing coordination among health facilities to ensure seamless access to advanced specialized care as well as referrals between various healthcare services, such as primary healthcare, nutrition, reproductive, maternal, reproductive health, MHPSS services, and disability services

5. Rehabilitation for Individuals with Disabilities:

- a. Provide therapeutic assessments, assistive devices, and expand physical rehabilitation center services to support mobility and reduce disability.
- b. Train healthcare workers on disability inclusion and Protection, Gender, and Inclusion (PGI) principles to ensure equitable access and quality care for individuals with disabilities.
- c. Integrate disability-inclusive approaches into all health programs and referral systems to address specific needs and barriers faced by persons with disabilities.

6. Address Mental Health and Psychosocial Needs:

- a. Provide specialized mental health services integrated within health care facilities and deploy mental health mobile teams to hard-to-reach areas
- b. Provide psychosocial support to communities to enhance their resilience and well-being including targeted interventions for vulnerable groups such as children, the elderly, and survivors of violence.
- c. Ensure tailored psychosocial support for SARC operational staff and volunteers, recognizing their unique challenges and the need for specialized interventions
- d. Train SARC staff and volunteers, and community health promoters, on Psychological First Aid (PFA) including referral to further MHPSS care, to enhance their capacity to support individuals in distress.
- e. Ensure identification of MHPSS needs are integrated cross sectorial either with human resources or required trainings.

7. Strengthen Nutrition Services to Address Malnutrition:

- a. Expand existing nutrition services to meet the increasing demand in areas with high malnutrition rates.
- b. Build the capacity of healthcare providers through specialized training on Integrated Management of Acute Malnutrition (IMAM) and other nutrition-related interventions.
- c. Strengthen referral systems for severe acute malnutrition cases to ensure timely access to life-saving care and specialized treatment.
- d. Enhance the supply chain for therapeutic and supplementary feeding programs to ensure availability and accessibility in underserved areas.

8. Enhance Advanced Specialized Health Services:


- a. Strengthen referral networks to ensure access to advanced specialized care, including critical and surgical interventions.
- b. Address climate-sensitive health conditions by integrating climate risk considerations into specialized health services.
- c. Cover costs for specialized treatments at equipped healthcare facilities and affiliated hospitals.
- d. Provide cash voucher assistance to support access to specialized services for vulnerable populations.

9. Optimize Medical Logistics:

- a. Enhance logistics systems through staff training, warehouse upgrades, and the provision of essential medical supplies in HQ, branches and health facilities level.

10. Improve the Health Information System (HIS):

- a. Support the upgrade of the Health Information System (HIS) by transitioning to more advanced and digitalized systems.
 - b. Procure advanced equipment and infrastructure to support digitalization efforts.
 - c. Conduct needs assessments, upgrade frameworks, enhance data collection and reporting mechanisms, and provide comprehensive staff training to ensure effective implementation.
 - d. Standardizing efforts for data literacy to strengthen evidence-based decision making and reporting.
11. **Strengthen Health Emergency Preparedness:**
- a. Enhance the role of Public Health in Emergency – Medical Emergency Response Unit (PhiE-MERU) in coordinating SARC’s public health responses by implementing regular staff training, simulation exercises, providing essential equipment, developing and updating contingency plans to incorporate public health needs, and actively participating in cluster meetings to enhance collaboration and preparedness.
12. **Strengthen Coordination:**
- a. Strengthen coordination with relevant ministries, technical working groups, clusters, and other agencies to streamline health interventions.

 Water, Sanitation and Hygiene	Female > 18: 612,000	Female < 18: 918K	CHF 11,601,000
	Male > 18: 588K	Male < 18: 882K	Total target: 3M
Objective:	To ensure equitable access to safe water, improved sanitation, and hygiene services for affected populations while building community resilience and mitigating public health risks.		
Priority Actions:	<p>1. Improve Access to Safe Water:</p> <ul style="list-style-type: none"> a. Rehabilitate and upgrade water supply systems in affected and underserved areas. b. Provide water trucking services to areas with disrupted or insufficient water supply as a short-term measure. c. Install and maintain emergency water storage and distribution facilities. d. Conduct water quality testing and treatment to ensure safe drinking water. e. Equip water supply systems with solar systems to ensure sustainability. 		

2. Enhance Sanitation Services:

- a. Construct and rehabilitate gender-sensitive and disability-inclusive sanitation facilities in institutions such as schools, health centers, and other community service centers.
- b. Promote solid waste management approaches to reduce environmental and health risks, at the community level, interventions are to include schools and health care facilities.
- c. Install decentralized low-maintenance and low-operation wastewater treatment systems for communities on riverbanks with populations between 1000-5000.
- d. Develop and expand wastewater management systems, including pipeline network collectors and wastewater treatment plants, to reduce contamination and ensure proper sanitation.
- e. Protect water resources from contamination due to inadequate sanitation systems.
- f. Prevent cross-contamination due to poor wastewater management and treatment

3. Promote Hygiene Practices:

- a. Distribute essential WASH items, including hygiene kits, dignity kits, cleaning kits, and culturally appropriate Menstrual Hygiene Management (MHM) kits.
- b. Conduct community awareness campaigns on personal hygiene, handwashing, and menstrual hygiene management.
- c. Deliver hygiene promotion activities focused on preventing water-borne diseases and cholera.
- d. Establish handwashing stations in public places, schools, and health facilities.
- e. Incorporate climate awareness into hygiene promotion campaigns, emphasizing the link between climate change and water-borne diseases.

4. Build Resilience and Capacity:

- a. Integrate climate-resilient strategies into capacity-building programs for local water and sanitation committees.
- b. Train local water and sanitation committees to manage and maintain WASH facilities.
- c. Enhance the capacity of SARC staff and volunteers on emergency WASH topics, including assessments, hygiene promotion, and interventions.
- d. Develop and distribute contingency plans for WASH service delivery during emergencies.


5. Integrate WASH and Health Initiatives:

- a. Coordinate with health programs to address WASH-related diseases such as cholera and diarrhea.

- b. Implement WASH interventions in health facilities to ensure safe environments for patients and staff, including medical waste management.
 - c. Utilize solar-powered systems to support water pumping and energy needs in health facilities, ensuring sustainable and uninterrupted WASH services.
 - d. Rehabilitate WASH facilities and services in schools, in close coordination with the Ministry of Education (MoE) and hand in hand with hygiene promotion programs dedicated to school aged children.
 - e. Support community-led health and WASH initiatives to promote ownership and sustainability.
- 6. Leverage Technology and Innovation:**
- a. Pilot innovative solutions such as solar-powered water pumps, eco-friendly sanitation systems, and mini hydropower projects to explore hydropower generation along selected water supply pipe systems.
 - b. Introduce digital tools for community feedback and reporting on WASH services.
 - c. Incorporate climate-adaptive sanitation systems to ensure functionality during extreme weather events, such as floods or droughts.
- 7. Strengthen Coordination:**
- a. Strengthen coordination with relevant ministries, technical working groups, clusters, and other agencies to streamline WASH interventions

PROTECTION AND PREVENTION

(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION, RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY, ENVIRONMENTAL SUSTAINABILITY, EDUCATION)

 Protection, Gender and Inclusion	Female > 18:	Female < 18:	CHF 698,000
	Male > 18:	Male < 18:	Total target: TBC
Objective:	To integrate Protection, Gender, and Inclusion (PGI) principles across all stages of SARC's emergency response and early recovery efforts in Syria, ensuring that vulnerable populations, including women, children, persons with disabilities, and marginalized groups, have access to essential services in a safe, inclusive, and dignified manner and fostering safeguarding, PGI		

	institutionalization, and community-based protection considerations
Priority Actions:	<ol style="list-style-type: none"> 1. Disseminate key internal and movement PGI policies (PSEA, Child Safeguarding, Code of Conduct) to all SARC staff and volunteers. 2. Develop SARC comprehensive PGI SoPs and Policy, Ensure PGI principles with a focus on the DAPS (Dignity Access Participation, Safety) are incorporated into sector-specific plans (health, shelter, food distribution, etc.), with particular attention to the needs of women, girls, children, elderly individuals, and persons with disabilities 3. Conduct PGI training sessions for staff and volunteers, covering humanitarian values, Child Safeguarding and safeguarding policies, Protection from Sexual Exploitation and Abuse (PSEA), internal PGI frameworks, and safe complaint handling. 4. Establish comprehensive internal and external referral pathways to ensure they are accessible, clear, and confidential, with considerations of data protection for sensitive and non-sensitive information, in coordination with IM and IT departments to ensure secure handling and privacy of case-related data throughout the process. (case management and follow-up protocols in place) 5. Implement knowledge checks or tests following PGI training to ensure understanding of the policies. 6. Standardize PGI-related tools, such as DAPS frameworks and gender-sensitive assessments, to be used across all programs. 7. Enhance data protection frameworks and processes especially with regards to management of sensitive cases, through the establishment of IT system for the data protection. 8. Develop and deliver PGI induction training for all new staff and volunteers, covering humanitarian values, PGI principles, and safeguarding policies. 9. Organize thematic workshops on Gender-Based Violence (GBV), child protection, psychosocial support, and inclusive programming for all staff, ensuring they can integrate these principles into their day-to-day work. 10. Conduct safeguarding and PSEA risk assessments in high-risk areas to identify and address vulnerabilities related to sexual exploitation, abuse, and child protection concerns. 11. Ensure integration of vulnerable groups, such as child-headed households, unaccompanied minors, persons with

disabilities, and female-headed households, across the full project cycle of SARC interventions including needs assessments, referrals, and follow-up support.

12. Develop and implement child protection strategies to ensure children on the move, including unaccompanied minors, are identified, protected, and provided with appropriate assistance, including access to education, protection of family links, and psychosocial support.
13. Strengthen child protection services, including Protection of Family Links, reunification programs, and legal support for unaccompanied or separated children.
14. Provide referral services for persons with disabilities, ensuring they can access protection and assistance in an inclusive and respectful manner.
15. Support the sectors to address the specific protection risks faced by vulnerable groups during emergencies and early recovery, including persons with disabilities, the elderly, and women/girls.
16. Expand community-based protection services by activating community centers in coordination with Mobile PSS teams to remote or underserved areas.
17. Organize awareness-raising campaigns on disability inclusion, Safeguarding, and GBV prevention, through community events, workshops, and media outreach.
18. Launch communication campaigns focusing on risk awareness, safer behaviors, and promoting community safety and engagement, using tools such as posters, leaflets, and radio broadcasts especially for Mine Action
19. Provide specialized case management services ensuring a survivor-centered approach.
20. Enhance coordination with other protection actors (e.g., UN agencies, INGOs, and local NGOs) through regular meetings, information-sharing, and joint assessments to ensure a synchronized response.
21. Advocate for increased resources for PGI-focused programming, especially child protection initiatives, by engaging with donors, stakeholders, and external partners.
22. Assist mine victims through specialized support and rehabilitation services
23. Enhance gender and age and disability data disaggregation for accurate PGI analysis, thereby addressing specific needs and vulnerabilities for better access to life-saving services



Community Engagement and Accountability

CHF 597,000


Objective:

To integrate Community Engagement and Accountability (CEA) across all phases of SARC's emergency response and early recovery operations in Syria, ensuring that affected populations are meaningfully engaged, their voices are heard, and their feedback is systematically incorporated into program design, implementation, and evaluation, thereby improving the effectiveness, inclusivity, and responsiveness of humanitarian interventions.

Priority Actions:

1. Embed CEA as a cross-cutting approach across all SARC emergency response and early recovery operations to ensure that community participation, feedback, and accountability are integrated into all stages of humanitarian programming.
2. Develop the CEA Policy and afterwards the CEA Strategy.
3. Enhance the implementation of the CEA SoPs across the implemented programs of SARC
4. Organize comprehensive CEA training for SARC staff and volunteers to enhance their skills in community engagement, feedback management, and using digital feedback solutions integrated with Information Management (IM) systems.
5. Develop and disseminate CEA training materials, including digital resources, to ensure continuous learning and reference for SARC staff and volunteers across regions.
6. Set up feedback desks and digital feedback channels (including phone, SMS, and internet-based platforms) in SARC service delivery points and distribution points to ensure accessible, safe, and effective feedback mechanisms through the provision of multiple channels (e.g., in-person, online, mobile) to reach a broad range of community members, including those in remote or hard-to-reach areas.
7. Ensure feedback mechanisms are community-led by consulting with affected populations, branch staff, and volunteer leaders to design and implement the most appropriate channels for feedback collection to identify preferred communication channels and feedback methods, considering local customs and technological access.
8. Provide clear, transparent information in accessible formats that cater to the diverse needs of community members, including the elderly, persons with disabilities, women, and

	<p>children, ensuring that information is available in multiple formats to ensure inclusivity.</p> <ol style="list-style-type: none"> 9. Implement a systematic process for analyzing feedback from affected populations, identifying trends, issues, and opportunities for improving the response, and follow-up the response protocols as per the CEA SoPs 10. Develop guidance material for field staff on implementing CEA mechanisms, including checklists, reporting templates, and best practices for community engagement and feedback management 11. Engage affected communities in real-time and end-line evaluations by inviting them to provide input into the design of evaluations, share feedback on response effectiveness, and discuss findings, using participatory methods such as focus groups and community meetings to involve communities in the evaluation process. 12. Coordinate with SARC program departments to ensure that collected feedback is used in the design and implementation of current and future programming.
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	<h2>Migration</h2>	Female > 18:	Female < 18:	CHF 498,000
		Male > 18:	Male < 18:	Total target: TBC
Objective:	To ensure access to essential services and protection for at risk displaced populations, returnees and host communities, as well as support for durable solutions.			
Priority Actions:	<p>Meet essential needs and ensure access to information</p> <ol style="list-style-type: none"> a. Enhance SARC's operational readiness and scale up the ongoing delivery of essential services by equipping staff and volunteers with the tools, resources, and knowledge necessary to respond to the evolving needs of the affected populations through Community Centers and when required enhance/establish Humanitarian Service Points (HSPs). b. Provide legal advice and timely and reliable information on rights, voluntary return, and other critical needs. c. Strengthen awareness and implementation of safe referral pathways. This includes mapping services, streamlining processes, and establishing follow-up mechanisms for displaced populations and returnees 			

(beyond those already highlighted under the health and protection sections).

- d. Support in inland transportation to their areas of return when needed.

Monitoring and Planning

- a. Develop and ensure a continuous monitoring and evaluation (M&E) system to assess the effectiveness of migration-related interventions, tracking progress, identifying gaps related to population movement and profiles of affected populations, particularly focusing on the flow of people returning and moving within Syria, and informing strategic decision-making (ITT, visibility, etc.)
- b. Identify the evolving needs of the affected population in assistance and protection throughout the phases of return and displacement.
- c. Assess and evaluate the circumstances concerning those who are returning, focusing on factors influencing decisions to return as needs, vulnerabilities, and conditions in Syria.

Capacity Building

- a. Build the capacity of SARC staff and volunteers to deliver comprehensive, multi-sectoral assistance to displaced populations, returnees and host communities, including training on migration dynamics, protection, and cross-sectoral coordination.
- b. Develop practical, easy-to-follow guides and specialized training for SARC staff on migration and displacement, equipping them with essential tools and strategies to respond the affected population

Reintegration/Durable Solutions

- a. Define durable solutions for displaced population and returnees to enable effective integration by building resilience, foster inclusion and social cohesion. Ensure an integrated approach and not a standalone program, including livelihood, reconstruction, and rehabilitation, to ensure displaced population and returnees have access and dignified living conditions.
- b. Develop long-term resilience-building programs focused on livelihoods, education, and community cohesion, ensuring that both displaced populations, and host communities' benefit.

Coordination


- a. Enhance coordination with UN agencies, INGOs, and local authorities for the delivery of services to displaced populations, fostering coordination of resources and activities across sectors.

Strengthen Cross-Border Coordination and Information Sharing

- a. Enhance collaboration among neighboring National Societies to align and complement services across borders to provide people returning.
- b. Develop a systematic approach to collect and share information, best practices, lessons learned, and innovative approaches between SARC, the IFRC, and other humanitarian actors in the region. This includes highlighting the vulnerabilities of returnees and ensuring the continuity of support and coordination cross-border for those who need it.
- c. Ensure the meaningful participation of displaced populations and host communities in the design, implementation, and monitoring of programs, using participatory approaches to ensure that the needs and priorities of all groups are addressed.


Advocacy and Humanitarian Diplomacy

- a. Ensure proper advocacy efforts are in place to promote the protection, assistance and upholding the principles of safety, dignity, and voluntariness of returnees.
- b. Incorporate principled migration objectives into coordinated Humanitarian Diplomacy efforts including developing HD key messages for IFRC members
- c. Target specific audiences and deliver nuanced asks to make IFRC's position on principled returns clear.
- d. Continue efforts to coordinate HD efforts with SARC, neighboring NS and ICRC including reconvening Syria returns roundtable.
- e. Strengthen regional and global advocacy efforts by participating in forums such as the MENA Migration Network, and contributing to the global discourse on displacement, migration, and protection issues.


	Risk Reduction, Climate Adaptation and Recovery	Female > 18:	Female < 18:	CHF 9,958,000
		Male > 18:	Male < 18:	Total target: 5M
Objective:	To strengthen resilience and capacities of disaster and crisis-affected communities through climate-smart community-based risk reduction actions informed by enhanced Vulnerability and Capacity Assessments and advanced planning.			
Priority Actions:	<ol style="list-style-type: none"> 1. Strengthen the capacity of SARC for Disaster Risk Management including disaster risk reduction (DRR), resilience building, and climate change adaptation. 2. Identify and select target communities for DRR implementation. 3. Liaise with local authorities and stakeholders to ensure alignment and support 4. Support SARC to develop relevant scenarios to inform response/resilience planning and procedures, risk management, business continuity, and preparedness plans/agreements. 5. Implement awareness campaigns on DRR and Climate Change Adaptation (CCA) 6. Implement DRR hazard, risk, and vulnerability assessments to inform response operations (with health, Shelter, PGI, and Ops) 7. Support and develop plans for disaster management and preparedness by enhancing early warning systems and early action mechanisms. 8. Carry out hazard risk context analysis and identify high-risk areas. 9. Implement small-scale climate and disaster mitigation measures and evacuation routes according to the community action plan. 10. Establish, train, and equip local community DRR committees to maintain these mitigation measures and respond to early warning systems. 11. Develop intervention scenarios and contingency planning with local communities and test these plans. 12. Conduct eVCA workshops with communities to identify priority hazards and gather data on vulnerabilities, capacities, exposure, and past impacts. Use these findings to develop community contingency and preparedness 			

	<p>plans that inform both DRR initiatives and anticipatory actions.</p> <p>13. Conduct annual simulation exercises to test community response capabilities, involving local stakeholders.</p> <p>14. Carry out joint simulation exercises for Early Action Protocols (EAPs)/anticipatory action plans, documenting lessons learned for continuous improvement</p> <p>15. Develop Early Action Protocols (EAPs) with clearly defined triggers, early actions, responsibilities, and budget considerations.</p> <p>16. Identify appropriate forecasts needed for effective anticipatory actions in coordination with technical institutes.</p> <p>17. Coordinate with other humanitarian actors involved in anticipatory action.</p> <p>18. Publish research and visibility materials for national and regional stakeholders to foster collaboration.</p>
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 <p>Environmental Sustainability</p>	Female > 18:	Female < 18:	CHF 199,000
	Male > 18:	Male < 18:	Total target: TBC
Objective:	The environmental impact of the operation is reduced with a focus on greener logistics and procurement procedures, effective waste management and recycling, environmental screening of longer-term sectoral interventions, and the implementation of environmental mitigation measures, based on SARC's overall approach on environmental sustainability		
Priority Actions:	<ol style="list-style-type: none"> 1. Train SARC staff and volunteers on the use of the NEAT+ (Nexus Environmental Assessment Tool) and Green Response Approach. 2. Assess the environmental impact of facilities and interventions using the NEAT+ 3. Implement and integrate environmental mitigation measures within sectoral interventions 4. Prioritize local purchase and production in procurements as much as possible and reduce waste through optimizing packaging and reduction of single-use plastics. 		

 Education	Female > 18:	Female < 18:	CHF 996,000
	Male > 18:	Male < 18:	Total target: 14,000
Objective:	To reduce the long-term negative impacts of displacement, conflict, and other emergencies on children's education, while promoting resilience and recovery by supporting families in covering essential education-related expenses.		
Priority Actions:	<ol style="list-style-type: none"> 1. Protect children from school drop-out through cash for education 2. Support the rehabilitation of affected educational institutions 		

Enabling approaches

 National Society Strengthening			CHF 8,889,000
Objective:	<ol style="list-style-type: none"> 1. Enhance SARC HQ and branch capacities to sustain and improve preparedness, response, and service delivery by strengthening existing structures and expertise. Strengthen volunteer and staff competencies to effectively address evolving humanitarian needs in an inclusive and adaptive manner. 2. Strengthen SARC's operational effectiveness in responding to crises by reinforcing its auxiliary role in disaster risk management and across all sectors. Ensure its role is well-defined, recognized, and aligned with national and international response mechanisms. 		
Priority Actions:	<p>Strengthen SARC disaster management and operational capacity to respond to emergencies:</p> <ol style="list-style-type: none"> 1. Strengthen human resources (staff and volunteers) in terms of finance, information management and logistics at sub-branch and branches to ensure a timely and effective response. 2. Strengthen and support SARC's disaster management and response capacities and take critical actions to enable immediate service delivery, including establishment/support for an Emergency Operations Centre (EOC) and coordination. 		

3. Enable SARC to implement branch Plan of Actions based on Preparedness for Effective Response (PER) assessments, adjusted as needed to meet ongoing priorities of the emergency operation.
4. Strengthen preparedness and branch-level activities in coordination with local urban authorities (evacuation, site selection & site planning, EWEA)
5. Provide resources for critical DM needs across the NS (HQ and Branch level) including systems, procedures, equipment, and HR based on self-identified priorities and lessons learned from previous operations.
6. Contribute to re-building and equipping selected branches.

Strengthen SARC Logistics & Procurement Department:

1. Support SARC to build and equip at least one permanent warehouse on SARC own land.
2. Strengthen SARC Fleet Resources by importing vehicles through IFRC Global fleet unit with support from the Regional Office.
3. Develop SARC Procurement strategy and strengthen SARC Logistics and Procurement Department staff capacities through training and workshops.
4. Develop SARC Asset Management Policy

Strengthen HQ and Branch capacities relating to infrastructure (repair and maintenance, assets, systems) and IT and HR/Telecom.

Enhance financial management and reporting through necessary systems and trained personnel.

1. Facilitate training on Financial Systems and Procedures (aligning SARC's procedures with PNS and IFRC Requirements)
2. Financial reporting.
3. Donor compliance (PNS and IFRC-specific).
4. Organize joint training sessions with support from IFRC and other partners.
5. Create a mentoring system to ensure continued support post-training.

Support SARC resource mobilization and donor engagement (Resource Mobilization strategy and plan, core cost policy).

In line, support HR cost for SARC support services (IM, MEAL, Finance & Admin.), CEA and RM necessary for the response.

Establish and operate a centralized database for registration, targeting, the capture of needs assessment findings and information management, and improving referrals between multiple SARC services based on individual's needs.

Develop a strategy to integrate emergency response efforts with existing procedures, ensuring a smooth transition toward resilience and alignment with the SARC Strategic Plan 2023–2027.

Activate the business continuity plan, including areas related to SARC IT capacities, policy/procedures and reducing infrastructure risks, and protecting organizational data.

Support SARC to strengthen its PSEA policy mainstreaming and the assigned roles and responsibilities related to the management of sensitive cases and validation.

Provide the Performance and Partnership Support Department (PPSD) team with the relevant technical support.

1. Establish a robust monitoring system that covers the activities implemented in the response, which ensures the timely generation of evidence that empowers SARC to implement evidence-based management.
2. Support the PSD unit with the proper tools and technical support to ensure relevant monitoring and quality assurance of the ongoing activities.
3. Train MEAL team on advanced monitoring and evaluation skills to support the response with relevant evidence and guide decisions accordingly.

Support SARC to implement and integrate the ERP system in HQ and branches:

1. Continue supporting the enhancement of the ERP system and explore its implementation at the branch level.
2. Support the completion of the ERP system rollout at headquarters and identify modules relevant to branches.
3. Conduct a feasibility study for implementing ERP at the branch level.
4. Organize exposure visits for SARC staff to National Societies that have implemented ERP systems (e.g., challenges faced, lessons learned, best practices).

Support Volunteer Management:

	<ol style="list-style-type: none"> 1. Recruit new volunteers as required and provide training, including Welcome to SARC, CoC, First Aid, PFA, Safety and Security, PSEA, etc. through the SARC E-learning platform. 2. Standardize the volunteer management system, including reimbursements, online database, and training of volunteers, enabling better retention of SAARC Volunteers. 3. Ensure volunteers' duty of care with insurance coverage, provision of equipment, protective clothing, and activation and expansion of the volunteer solidarity mechanism. <p>Ensure staff and volunteer well-being and duty of care:</p> <ol style="list-style-type: none"> 4. Ensure SARC staff and volunteers receive targeted MHPSS services to reduce the risk of negative social and mental health impacts of the work they carry out. 5. Develop personnel wellbeing approaches to provide ongoing support to frontline personnel and other responders. 6. NS staff and volunteers are encouraged, to complete the IFRC Stay Safe 2.0 e-learning courses.
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	Coordination and Partnerships		CHF 349,000
Objective:	Ensure a well-coordinated emergency operation and availability of funding.		
Priority Actions:	<p>Membership Coordination:</p> <ol style="list-style-type: none"> 1. Engage the IFRC membership in order to ensure a well-coordinated response to the crisis, with SARC at the centre <ol style="list-style-type: none"> a. Maintain a Federation-wide approach in planning, implementation, monitoring, reporting and evaluation. b. Capture Bilateral and Multilateral support to SARC. c. Ensure the funding and implementation of the IFRC appeal and regularly produce relevant information material, in close collaboration with IFRC Regional Offices as well as the Geneva Headquarters Strategic 		

Partnership and Resource Mobilization (SPRM) department.

- d. Ensure streamlined advocacy to SARC with continuous consultation with PNSs in country
- e. Work closely with the IFRC Europe, Turkey CD, and Turkish Red Crescent to develop a coordinated approach to align a transitioning plan from TRC to SARC in North-West of Syria, with the required operational and organisational development to maintain quality services to people affected/displaced.

Movement Technical Working groups:

1. Support SARC, ICRC, and PNSs in the roll out of the Technical Working Groups meetings and ensure coordination on the planning, implementation, and development with disaggregation of technical support and funding sources.


Fundraising and Engagement with external partners

2. Develop a joint Resource Mobilization Plan, in coordination with IFRC MENA, Europe and Geneva offices and in coordination with SARC.
3. Mobilize outreach to a wide range of Movement and non-Movement partners, including governments, the private sector, foundations, high-net-worth individuals and general public inside Syria, across MENA and internationally.
 - a. Disseminate key messages with international partners, media agencies, and through IFRC platforms in coordination with the communications team to promote the Emergency Appeal.

Interagency Coordination

4. Support SARC's already existing engagement with country-level coordination structures, including the Humanitarian Country Teams, inter-agency coordination mechanisms, and various clusters/sector working groups that exist in order to ensure the identification of gaps and facilitation of collaboration at the national level.
 - a. Humanitarian Country Team (HCT)
 - b. Health cluster and its MHPSS, RCCE, Reproductive health, Trauma and Disability, and Health information system technical working groups.
 - c. Shelter/NFIs Cluster ensuring alignment of the cluster strategy with SARC response where possible.

	<ul style="list-style-type: none"> d. Nutrition Cluster and its CMAM and IYCF technical working groups. e. Food and Agriculture Sector and Agriculture Working Group. f. Early Recovery and Livelihoods Sector. <ul style="list-style-type: none"> 5. Engage with coordination structures for NWS response to inform assessments, gap analysis, and response. 6. Engage at Geneva and New York levels with the Inter-Agency Standing Committee structures to address operational constraints and promote collaborative action.
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 <p>IFRC Secretariat Services</p>			CHF 6,172,000
Objective:	<ul style="list-style-type: none"> 1. Strengthen the capacity of National Societies and volunteers to effectively and efficiently serve communities. 2. Ensure the long-term sustainability and positioning of National Societies to support localized response and recovery efforts. 		
Priority Actions:	<p>Human Resources</p> <ul style="list-style-type: none"> 1. Ensure IFRC staffing needs are met through timely and fast-tracked recruitment, immediate surge support, contract management, and HR support to the delegation and operation. 2. Ensure the safety of IFRC personnel through acceptable and reliable protective measures to enhance access to affected persons and communities. <p>Resource Mobilization</p> <ul style="list-style-type: none"> 3. Coordinate a joint resource mobilization strategy to ensure that outreach to Movement and non-Movement partners, as well as the tracking of pledges and development of fundraising materials, is shared effectively and efficiently. <p>Safety and Security</p>		

4. Based on SARC and IFRC security arrangements, update and ensure compliance with Minimum Security Requirements and Duty of Care, including specific security guidelines for select regions as needed.
5. Using SARC security guidance, provide adequate security for all personnel, assets, and operations under IFRC responsibility by ensuring safety and security risks are identified and adequate mitigation measures are taken.
6. Increase the Safety and Security capacity of the delegation by increasing the contingency preparations.
7. Re-assess the security assessments of the delegation apartments and provide clearance accordingly.
8. Work closely with SARC to build the capacity of the SARC security unit.
9. Implement training and workshops to increase the Safety and Security capacity of the IFRC staff within the delegation. Implement security measures, guidances and restrictions based on the situation.

Risk Management

1. Continue to develop and deepen the risk culture and knowledge amongst staff on Risk management for both IFRC and SARC through targeted trainings and capacity support from the IFRC regional office
2. Embedding Risk management in the operations by undertaking regular risk assessments, developing and regularly updating risk registers and putting mitigation plans for risks identified
3. Support to SARC in the roll out of risk management to branches and HQ departments and overall roll out of risk management function activities
4. Create and regularly update risk management matrix and registers for the disaster, Syria, and MENA Region.

Administration and Corporate Services

1. Together with SARC, ensure the effective and efficient provision of administrative and welcome services (transport, accommodation, visas, IT, and office facilities, etc.).
2. Deliver high-quality legal advisory services to IFRC Syria Country Delegation, Lebanon Delegation and the National Society, if needed.
3. Oversee business continuity at IFRC Syria and Lebanon Country Delegations and facilitate advice to the National

Society, as needed, including support from the Regional Office.

Logistics and Supply Chain Management

1. Secure purchase/importation of fuel from Jordan, and other potential sources, for the operational needs, as well as spare parts, lubricants, and tires for heavy fleets used for transport and distribution of humanitarian assistance in light of the temporary easing of sanctions,
2. In coordination with SARC, support the overall coordination and management of the country and regional supply chain activities in line with the Federation's GLS Strategy. Include Lebanon Delegation as needed, if goods are shipped via Beirut.
3. Ensure procurement objectives are met with the aim to optimize service quality and cost/commercial effectiveness.
4. Ensure procurement of items is done according to both National Society procedures and IFRC standards, in close coordination with IFRC Secretariat's Global Humanitarian Services & Supply Chain Management (GHS & SCM), utilizing if required IFRC GHS & SCM structures and existing regional arrangements.
5. Support rapid light fleet deployment for IFRC/NS operations with the aim to facilitate the movement of operational staff through the provision of IFRC Vehicle Rental Program (VRP) services or the provision of locally rented vehicles, including in Lebanon, as delegates transit via Beirut, Amman or Damascus airports.

Finance

1. Conduct specialized training for budget holders on financial management, including:
 - a. Budget planning, tracking, and reconciliation.
 - b. Financial reporting and compliance requirements.
2. Provide ERP training tailored to program teams, focusing on:
 - a. Navigating ERP modules for budgeting and financial tracking.
 - b. Generating financial reports and interpreting data for decision-making.

Communications

1. Develop a communications strategy that aligns with the priorities identified in this operational strategy and SARC comms new approach including key messages that showcase the work of SARC and the Red Cross Red Crescent Movement.
2. Support SARC in reputational management and contribute to, influence, and lead advocacy in media and social media platforms about SARC and Membership priorities and challenges.
3. Enhance the capacity of SARC's communication team at HQ and Branch levels, through capacity-building (digital storytelling, media relations, strategic communications, etc.), and equipping them with the necessary equipment and means.

Quality Assurance and Accountability including Planning Monitoring, Evaluation, Reporting, Information Management, and Community Engagement and Accountability

1. Share timely reports with relevant partners and donors and disseminate among relevant stakeholders for revisions, approvals, and communication with donors and partners.
2. Mainstream data collection, capture knowledge, and document and communicate lessons learned.
3. Capture evidence-based good practices across several thematic areas and undertake real-time evaluations to inform adjustments to the response strategy.
4. Create a comprehensive digitalized monitoring system that links CEA, IM, and PMER with the use of data collection applications and analysis platforms to provide accurate and timely analyses to inform decision-making.

Auxiliary Role

Official Recognition of the National Society's Auxiliary Role in Disaster Risk Management and Climate Adaptation

1. **Advocacy Campaign:** Implement a targeted advocacy campaign to engage key governmental stakeholders in promoting the formal recognition of the National Society's auxiliary role in Disaster Risk Management and climate adaptation. This involves workshops and discussions to facilitate the drafting of new laws and policies that outline the Society's responsibilities and rights.
2. **Drafting Legal Instruments:** Collaborate with legal experts to draft new legal instruments that explicitly recognize the

National Society's role in DRM and climate adaptation. This ensures that the documents detail the National Society's scope of involvement in disaster preparedness, emergency response, and climate resilience, followed by submission to relevant authorities for enactment.

Advocacy by the National Society for the Adoption or Revision of Disaster-related Legal Instruments

3. Mapping and development of an Advocacy Strategy: Map and analyse the legislative and regulatory landscape in Syria to identify opportunities for National Societies to influence the adoption of new legal instruments that would strengthen the institutional and policy disaster preparedness and response in Syria. Accordingly, develop a targeted advocacy strategy that engages legislators, governmental bodies, and other national and local stakeholders to promote laws, regulations, and strategies that are aligned with the National Societies' mission; these would ultimately contribute to robust legal frameworks that reduce the risks, losses and vulnerabilities.
4. Monitoring and Documentation of Advocacy Outcomes: Implement a systematic process to monitor and document advocacy efforts related to new legal instruments. This includes collecting legislative records, official gazettes, and reports, as well as conducting interviews with legislators to gather testimonials on the impact of National Societies in the legislative process, compiling these findings into a comprehensive report for future strategy refinement.

Risk management

Syria delegation has embedded risk management into its operations and has an existing risk matrix to identify, analyse and mitigate risks as per the IFRC Risk management policy. This process is regularly undertaken to ensure risks are identified and mitigated in a timely manner. The risks identified are assigned to different risk owners who are responsible for ensuring mitigation measures are in place and if not sufficient recommend additional mitigation actions. Established risk registers are reviewed regularly on a monthly to quarterly basis to check the effectiveness of the mitigation's actions and controls in place and any new risks. SARC as implementing partner also have an established risk management framework and risk register and are jointly working with IFRC to strengthen this new function. Some of the key risks that may affect the Emergency Appeal operation include:

Risk	Likelihood	Impact	Mitigating actions
Security - Recent changes in governance and the uncertainty around the transition period poses a risk to staff and volunteers as well as to access in different parts of Syria	Almost Certain	Moderate	<ul style="list-style-type: none"> • Syria delegation is Minimum Security Requirement (MSR) compliant • A complete security risk register is established for the country and mitigation measures has been identify and apply • Security contingency plan is in place for Syria delegation • Movement Security Framework is signed • Mandatory stay safe training for all staff • HEAT training provided for staff working in Syria where and when possible • Hibernation kits to be put in place by staff, facilitated by admin and monitored regularly by Security.
Limited National society capacity due to increased needs	Likely	Moderate	<ul style="list-style-type: none"> • Coordinated and strategic NSD support lead by IFRC • National society to rationalize its operations and structure to a more sustainable model- (Planned for 2025) • IFRC factoring in reduced capacity in NS in its programming by restructuring long-term strategic priorities for Syria and SARC in NSD, • On job onboarding support for NS new staff due to changes in the NS to ensure continuity
Supply chain and warehousing related risks due to market	Possible	Major	<ul style="list-style-type: none"> • Ensuring contingency plans are in place • Prepositioning of emergency relief items under the MENA Crisis Appeal. • Undertaking local purchasing under existing framework agreements and use of IFRC logistics hubs • Exploring new suppliers in Syria and Lebanon

			<ul style="list-style-type: none"> • Exploring alternative plans with SARC and respond to alternative competing needs • Warehousing capacity being expanded
Funding Gap	Almost Certain	Major	<ul style="list-style-type: none"> • IFRC stepping up strategic resource mobilization including reaching out to non-traditional donors, donor mapping done and shared to identify potential donors. • Strategic humanitarian diplomacy and advocacy • Stronger coordination and planning with partners and SARC to ensure better efficiency and effectiveness • Budget revision to aid in freeing up funds earmarked • Development of a funding table for ease of pledge management. • EQ final balances will be moved to the unified plan hence improving the funding situation but within the extended EQ operational strategy within the unified plan framework • EA launched for the complex emergency and fundraising efforts ongoing

Quality and accountability

The Appeal reinforces the importance of capturing a comprehensive view of the Federation and its membership's contributions to the response. It emphasizes the need for consistent, coherent, and high-quality data on agreed-upon indicators on a regular basis.

To support this, the IFRC will establish a Federation-wide reporting system to monitor progress and ensure accountability. A Federation-wide indicator tracking tool will be implemented to record contributions across the membership. In collaboration with IM and PMER, this information will be presented in a unified manner. The Country team will lead regular operational reviews to assess implementation, address challenges, identify successes, and take the necessary actions to ensure effective execution. Beyond the minimum requirements for operational updates, the PMER team will assist with ongoing updates for this operation.

In partnership with SARC, the IFRC will conduct continuous monitoring at the country level, providing regular updates to ensure timely adjustments to the operation and consistent reporting on the progress of activities.

SARC is strengthening its organisational frameworks to ensure the protection for volunteers and staff as well as beneficiaries. In fact, referral officers are integrated in each branch to ensure linkages to adequate

services and partners. SARC developed a Prevention of Sexual Exploitation and Abuse (PSEA) policy. A compulsory PSEA e-training for all current and new volunteers is being integrated in the induction platform as well. Key initiatives include establishing robust internal protection mechanisms to prevent and respond to sexual exploitation, abuse, and workplace harassment. A validation committee is established for management of sensitive cases as well. The Child Safeguarding policy is also adopted by SARC. As part of the IFRC requirements, SARC will conduct a Child Safeguarding Risk Analysis related to the Complex emergency with support of IFRC technical counterpart at both National and regional levels.

SARC adopts a community-based modality in service delivery especially through the volunteers in the branches. CEA Standard Operating Procedures have been adopted in the National Society to ensure appropriate mainstreaming across all the interventions. During execution of their work, volunteers will engage with the communities by sharing information, answering questions, and reporting any feedback to the branches. Furthermore, they will ensure that community members are actively involved in planning and delivery of activities. Various feedback mechanisms will be in place to ensure the inflow of information from the beneficiaries, such as complaint boxes, CEA volunteers' direct assessment and/or complaint lines. Additionally, complaints focal points are already established in the branches and are responsible for the dissemination of the information to relevant counterparts including sensitive cases. Furthermore, a CEA introductory e-course is being introduced to the induction platform for all new and existing volunteers.

Additionally, SARC has recently standardised the Sex, Age, Disability Disaggregated (SADD) data for all its projects in terms of data collection tools and reporting mechanisms to ensure effective accountability to the different sub-groups of the affected population and enhance the community responsibility within their interventions.

The Federation-wide list of indicators, defined for the operation is as follows⁷:

Sector/Area	Federation Wide Indicators	Target
Shelter, Housing and Settlements	Number of people (and households) reached with NFI (mattresses, blankets, kitchen sets, shelter kits etc)	100,000
Food Security and Livelihoods	Number of targeted households (and people) reached with food (in-kind)	50,000
	Number of people receiving vocational/ soft skill training	
	Number of households receiving support for income generation activities	

⁷ Indicators and respective targets will be reviewed continuously, ensuring alignment with operational strategy and evolving needs

	Number of targeted households reached with livelihood support (livestock, agriculture) essential on-farm and/or off-farm and/or non-farm inputs/materials/tools for production.	6,000
Multi-purpose Cash	Number of people reached with conditional and/or unconditional cash and voucher assistance	53,210
	Total spent for operation in CHF as cash transfer/voucher assistance	TBC
Health and Care	Number of new CBHFA volunteers recruited and trained in underserved areas.	TBC
	Number of staff and volunteers trained on Psychosocial First Aid (PFA).	
	Number of SARC emergency medical staff trained.	
	Number of people reached through community health awareness sessions.	2.2 Million People
	Number of people reached through distribution of health kits.	
	Number of outreach health teams and Mobile Health Units (MHUs) deployed	
	Number of people reached by outreach health teams and MHUs.	
	Number of people reached through Primary Health Clinics (PHCs)	
	Number of people reached through assistive devices (e.g., wheelchairs, prosthetics).	
WASH	Number of water supply systems rehabilitated and upgraded.	3 Million People
	Number of people reached through distribution of (hygiene kits, dignity kits, and culturally appropriate MHM kits.)	
	Number of people reached through hygiene awareness campaigns.	
	Number of SARC staff and volunteers trained in emergency WASH topics.	TBC
Protection, Gender and Inclusion	Number of staff and volunteers receiving PGI training sessions (covering PSEA, Child Safeguarding, safe complaint handling, etc.).	TBC
	Number of people reached through awareness-raising campaigns conducted on safeguarding, disability inclusion, and GBV prevention.	
	Number of children supported with cash for education	

Community, Engagement and Accountability	Number of staff and volunteers trained on CEA.	TBC
	Number of feedback mechanisms established	
Migration and Displacement	Number of staff and volunteers trained in Migration & Displacement	TBC
	Number of community centers and Humanitarian Service Points (HSPs) equipped and operational.	
	Number of displaced individuals referred to specialized services (e.g., child protection, trafficking prevention, MHPSS).	
	Number of people reached through humanitarian service points (returnees, internally displaced persons and host communities) with humanitarian assistance and/or protection services.	
	Number of people reached by social cohesion activities to improve relations between returnees, internally displaced people and host communities.	
Risk Reduction, Climate Adaptation and Recovery	Number of SARC staff and volunteers trained on DRM, including DRR, resilience building, and climate change adaptation.	TBC
	Number of Governorates that have conducted eVCA Workshops.	14
	Number of simulations conducted with communities	TBC
	Number of scenario building workshops and discussions conducted with communities	TBC
Environmental Sustainability	Number of staff and volunteers trained on NEAT+ and Green Response Approach.	TBC
	Number of clean energy solutions implemented by sector operational strategy.	TBC
Education	Number of individuals receiving cash and voucher assistance (CHF equivalent) transferred by RCRC for education.	2,000
	Number of educational facilities or learning spaces for which water points have been rehabilitated or constructed by RCRC	TBC
	Number of people accessing educational facilities or learning spaces constructed, established, or rehabilitated by RCRC in affected areas.	TBC
National Society Strengthening	Percentage of volunteers involved in response who are insured	100%
	Number of volunteers provided with equipment for protection, safety and support (e.g. PSS) appropriate to the emergency	TBC

Coordination and Partnerships	Movement coordination meetings organized, and updates are provided to the Movement partners	TBC
IFRC Secretariat Services	Number of surge missions or deployments	TBC

FUNDING REQUIREMENT

Federation-wide funding requirement*

<p>Federation Wide Funding Requirement including the National Society domestic target, IFRC Secretariat and the Partner National Society funding requirement</p> <p>130 million CHF</p>	<p>IFRC Secretarian Funding Requirement in support of the Federation Wide funding ask</p> <p>100 million CHF</p>
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**For more information on Federation-Wide funding requirement, refer to section: Federation-wide Approach*

Breakdown of the IFRC secretariat funding requirement



OPERATIONAL STRATEGY

**MDRSY014 - Syrian Arab Red
Crescent
Syria Complex Emergency**

FUNDING REQUIREMENTS

Planned Operations	84,293,000
Shelter and Basic Household Items	12,945,000
Livelihoods	11,949,000
Multi-purpose Cash	24,894,000
Health	9,958,000
Water, Sanitation & Hygiene	11,601,000
Protection, Gender and Inclusion	698,000
Education	996,000
Migration	498,000
Risk Reduction, Climate Adaptation and Recovery	9,958,000
Community Engagement and Accountability	597,000
Environmental Sustainability	199,000
Enabling Approaches	15,410,000
Coordination and Partnerships	349,000
Secretariat Services	6,172,000
National Society Strengthening	8,889,000
TOTAL FUNDING REQUIREMENTS	100,000,000

all amounts in Swiss Francs (CHF)

Contact information

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

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For In-Kind Donations and Mobilization Table Support

- **Global Humanitarian Services and Supply Chain Management Unit, MENA Regional Office:** Cornelis Jan Dees, Regional Head of GHS & SCM, email: cornelis.dees@ifrc.org

Reference



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- Link to IFRC Emergency landing page