Proposal Narrative:
Summary of Project:

The International Rescue Committee (IRC) seeks to respond to an RfP from the US Department of State Bureau of Population, Refugees, and Migration (PRM). The RfP states the goals of, “...expanding rights and promoting integration of non-camp refugees into local communities and into ongoing future development programming as well as building the capacity of local government and civil society responses to urban/non camp refugees, including building the capacity of local organizations to conduct advocacy (US Bureau of PRM).” The primary activities of this project will include the creation and implementation of our Livelihood, Training, and Advocacy (LTA) program. LTA’s primary objectives are to offer various training activities to refugees waiting for third country resettlement in Amman, Jordan and Gaziantep, Turkey. These include technical and professional skills ranging from language courses and micro-enterprise training to ‘re-skilling’ refugees existing skill sets. We conduct these programs in conjunction with our numerous partners while also promoting advocacy for refugee rights. We do trainings in 3 month rotations and each will offer multiple options depending upon the third country of resettlement.

Problem Analysis:

Background: UNHCR has reported that over 50% of refugees now live in urban non-camp settings and of the world’s refugees, 80% are hosted by developing nations (UNHCR.org). That number is even higher in several countries throughout the Middle East and North Africa (MENA) region following the recent influx of Syrian and Iraqi refugees, in some countries non-camp urban refugee numbers reaching nearly 90% (www.unhcr.org). These individuals face numerous challenges as refugees but particularly as refugees outside of camps. In many countries of resettlement, refugees, if designated that title, are barred from the formal job market making the ability to provide any sort of livelihood not contingent upon aid highly difficult, if not inaccessible.

Refugees also face backlash and resistance from the communities in which they are seeking asylum. There is the fear that refugees will never leave a host country or third country of resettlement, particularly if integration occurs. Other fears are related to security and documentation as well as a flooding of a country's job market, pushing out nationals. The political climate and rhetoric surrounding these issues continues to be debated between superpowers i.e. the US, the EU, as well as in the countries directly impacted by this influx such as Turkey, with possible changes occurring at anytime. Turkey recently decided to grant Syrian refugees the ability to legally work in the country, something that had been barred to refugees outside of Eastern Europe since WWII. This change is crucial to refugees and their survival, with third country resettlement often taken 3 years or more (www.unhcr.org). With the potential for this drastic change LTA seeks to offer concrete and viable options for skills trainings that are applicable in numerous locations.

Analysis: Many refugees, particularly women, turn to informal labor to meet their essential needs such as food and shelter. On the positive side, this can result in artisan work and other handicrafts; on the negative side, it means becoming involved in the sex trade or other black markets (Buscher, 2011).

Profile of the Target Population:

According to UNHCR’s most recent statistics more than 4.8 million refugees have fled from Syria as a result of the conflict. Of this number 95% are living in just five host countries; Turkey, Lebanon, Jordan, Iraq, and Egypt (www.unhcr.org). These numbers are enormous and
more terrifyingly, only account for those who are registered with the UNHCR. The gender divide of the population as a whole is relatively even, comprised of 49.3% males and 50.7% females (www.unhcr.org). Of the 4.8 million refugees that have fled Syria, almost 40% of that number are between the ages of 18-59 with the second largest age group being 5-11 years old (21%) (www.unhcr.org). The pilot program of LTA is offered in Amman and Gaziantep. Each of these location face unique demographic, political, and economic challenges as they attempt to host this most recent influx of refugees.

Amman, Jordan:

Being a smaller country, Jordan has experienced enormous amounts of refugee influx. Currently, Jordan hosts about 640,000 refugees from Syria, which amounts to about 10% of the population (www.amnesty.org). Of that number, more than 80% of Syrian refugees in Jordan are living below the local poverty line (www.amnesty.org). In the capital city of Amman refugees face a number of challenges, particularly those associated with high costs of living and housing. Of the refugees in Amman, 83% are Syrian and 15% are Iraqi (www.unhcr.org).

Gaziantep, Turkey:

Turkey currently hosts 2.7 million refugees from Syria, which is more than any other country worldwide (www.amnesty.org & www.unhcr.org). The majority of Syrian refugees are living along the southern border region. One of these cities, Gaziantep, hosts the largest number of urban non-camp refugees according to 2013 data collected by UNHCR (www.unhcr.org). The population of refugees living outside of camps in Turkey is growing. Of those living outside of camps, UNHCR (2013) reports that 19% are illiterate and 61% of them have primary school levels of education or less, only 9.7% have any higher education (www.unhcr.org). In Gaziantep, there is fierce competition for low skilled jobs, especially with the influx of Syrian refugees. As a result of this influx, Gaziantep has also experienced increased rates in housing and general costs of living while wages for unskilled labor have dropped considerably (www.unhcr.org).

-Need: The need for supplemental programming for Syrian refugees is enormous. Currently, humanitarian and aid organizations are working to offer subsistence level aid but as the numbers of people fleeing continues to rise their resources are further strained. IRC recognizes the need for emergency aid as highly important but we also believe in the importance of the individual and in restoring agency. The international response should not solely be focused on subsistence but a balance between that and services that allow individuals to make choices about their future and better themselves personally and professionally.

Program Description:

Many organizations offer livelihood related training to some extent, particularly in language, but the majority of these trainings are conducted once refugees have arrived to third countries of resettlement and do not offer an extended time period in which to do them. The primary activities of this project will include the creation and implementation of our Livelihood, Training, and Advocacy (LTA) program. LTA’s primary objectives are to offer various integrated training activities to refugees waiting for third country resettlement as well as supplement the skills of community members in host countries. LTA’s programming fills a gap and supplements current services offered to non-camp urban refugees in both Jordan and Turkey. LTA’s trainings are offered in a way that considers the needs of its participants and goes beyond a subsistence level of support. Our programming is also unique in the sense that it considers the existing skills of its participants and works to help use those skills in other ways. LTA also focuses specifically on refugees who are applying for third country of resettlement.
The target locations of LTA’s initial implementation will be in Jordan and Turkey. In Jordan, the focus will be in the city of Amman, as it is the most densely populated with refugees in the region (Ward, 2014). In Turkey, the focus will be in the city of Gaziantep as it has one of the highest concentrations of refugees in the border region (Firat, 2015). Market analyses conducted on common third countries of resettlement, such as Canada and Germany, act as the basis of the technical structure of LTA’s programming and services. In order to ensure accessibility as well as convenience, LTA will also offer childcare to all of our participants, both refugees and community members, during their training session times for children under the age of 18. This is vital to LTA’s success, particularly in its attempts to address the needs of refugee women. All participants in the trainings must be at least 18 years of age. LTA’s programming are categorized as follows but overlap in certain areas, particularly with the language and technical/professional trainings:

1. English Language Course:

   There are currently 28 countries that offer third country resettlement; the US and Canada are two of the largest, along with the Nordic countries and Germany. Language courses offered through LTA’s initial programming reflect this and therefore offers an intensive English training program. The English training is offered in 3 levels; beginning, intermediate, and advanced. As LTA’s programming rotates every 3 months, participants have the chance to take higher level trainings as their skills improve. Each level will be offered during every 3 month rotation. Participants who have existing language skills have the opportunity to take placement tests if they would like to forego the beginning levels for an option that is better fitted to their current skills. These placement tests can also act as a way to recruit qualified individuals to be hired to teach English courses with LTA. Following the structure of our EU partners, our language courses will be integrated with our technical/professional trainings. In integrating these two trainings, it acts as a way to further the technical aspect of participants’ trainings as well as motivating individuals. The levels are broken down as follows:

   *Beginning: the beginning level course focuses on providing a foundation for participants. At this level participants are expected to spend 3-5 hours a week in trainings. Course material covered includes, but is not limited to: alphabet, basic grammatical structures, numbers, writing, directions, beginning verb conjugation, vocabulary with a specific focus on vocational words, listening, and pronunciation. At the beginning level, lessons introduce English language materials, such as newspapers, articles, TV and other media. This course is designed in conjunction with our other courses to supplement the material participants will encounter as they progress through the various levels.

   *Intermediate: participants will expand upon the foundation they built in the beginning level course by focusing on growing their vocabulary base as they also learn more complex grammatical structures and verb usage during trainings 3-5 hours a week. At the intermediate level participants are expected to begin to write personal responses to English news and other media to practice the skills they’ve gained. The major difference in the intermediate level is the expectation for participants to attempt to speak English for at least 50% of the training time.

   *Advanced: this is the final level that LTA currently offers. At the advanced level participants spend 3-5 hours a week in trainings and are expected to speak English for the entirety of the time they are in programming.

   Unlike the other training options that LTA offers, the language courses will stay at 3-5 hours per week no matter the level. Language acquisition is the type of skill that requires more time and repetition compared to other skill sets. We recognize that 3-5 hours a week is by no
means exhaustive but the goal of our programming is not to overwhelm participants or keep them from other necessary aspects of their lives such as formal jobs they may hold etc. At no point are these trainings meant to inconvenience our participants.

2. Technical and Professional Skills:

Market analyses conducted on common third countries of resettlement show the various gaps and openings within their domestic markets. LTA’s programming reflects the opportunities within these markets and offers refugees the ability to choose desired trainings based on their interests as well as third countries of resettlement. These trainings will be offered at varying levels in order to account for individuals starting with low or non-existent skill sets while also integrating their newly acquired or advancing language skills. For this reason, each of the trainings offered through LTA outside of the language focus will be offered in English. This is also done to consider that participant groups, made up of refugees from various locations as well as community members of host countries, speak different dialects or different languages entirely. LTA strives to hire staff and personnel who are proficient to fluent in at least one of these dialects or languages. Initial trainings include:

I. Micro-enterprise: this training program draws from various models for teaching micro-enterprise and micro-entrepreneurship, primarily the Microenterprise Fund for Innovation, Effectiveness, Learning and Dissemination (FIELD) and Peace Corps training materials. This training includes necessary technical information for individuals seeking to pursue their own financial endeavors or businesses. Intensity and hourly length of these trainings are determined based upon the existing knowledge and skills of those interested. Beginning levels spend between 3-5 hours a week during the 3 month rotation focusing on the various aspects of micro-enterprise. Mid-Advanced level trainings can be shorter, 2-4 hours a week, as those involved already possess the knowledge and skills we are offering. Topics covered include, Business Training, Economic Literacy, and Personal Effectiveness. Each of these are broken down as follows:

*Business Training: the primary focus of the business training is to provide individuals with the ability to take an idea and turn it into a plan of action as well as an understanding of how micro-enterprise functions. The skills participants acquire as a result of this training include: formation of a business plan and business model canvas, management skills, personal and professional branding and marketing, and sales techniques (when applicable).

*Economic Literacy: this training teaches individuals the important skills necessary to overseeing and organizing the financial aspects of their enterprises. The specific topics covered include: how to determine business costs, how to develop a budget/financial strategy, various options for loan application and use, understanding capital and credit, and developing a savings plan and building assets while setting realistic goals. The primary objective of this training is to provide participants with the knowledge and confidence to personally manage their enterprises successfully.

*Personal Effectiveness: this is a more intimate look at how the unique personalities and skills of individuals can be used as assets to their enterprises. This training will also ask participants to consider their own potential strengths and weaknesses. Topics include: time management, goal setting, communication and interpersonal skills, and teamwork and networking.

II. Artisanal goods and handicrafts: this training program is offered to incorporate the interests and skills of participants and therefore vary from group to group. General trainings that are offered include: textiles, jewelry, and woodworking. Participants of this training will also be
required to supplement their technical skills with training on loan use and application as well as credit, savings, sales, and marketing. This is done to ensure that not only do participants leave with viable skills to produce quality products but also the economic knowledge to help their enterprises thrive. During this 3 month training period participants are expected to attend 3-5 hours a week at the beginning level and 2-4 hours at the mid-advanced levels. The raw materials necessary for these training workshops, such as cloth, thread, beads, wood, and various tools will be provided by LTA initially. The purpose of these trainings is to provide the foundational skills for participants to further their personal enterprises and interests, potentially in their host countries but ultimately in their third country of resettlement. Participants who possess skills in this area of focus are encouraged to work with LTA in our re-skilling trainings as well as teachers. Full descriptions of the artisan trainings offered are as follows:

*Textiles: this training will include a number of options ranging from the production of clothing, purses, bags, cloth weaving or any other items participants are interested in making. LTA provides the cloth and weaving materials as well as the needed tools for this training.

*Jewelry: making jewelry is inexpensive and does not consume a great deal of time. For this reason it is an excellent artisan craft to help supplement the income of our participants. LTA offers a number of trainings and materials that cover a variety of jewelry types and styles. Materials range from various types of beads: glass, plastic, bone, wood, and ceramic. Other necessary tools and materials, such as twine and leather are provided as well.

*Woodworking: at the beginning level, this training focuses on providing participants with a foundational knowledge of the fundamental of woodworking. This can be manifested in a number of ways resulting in instrument making, wood toys, furniture or any number of other interests our participants may have. Raw materials and tools needed will be provided through LTA for training purposes.

3. Re-skilling:

Many refugees waiting for third country resettlement have existing skills and experiences that make them marketable and competitive in new job markets. These skills are utilized during their training with LTA as well as rethinking ways in which to apply them. The specifics of this aspect of LTA’s programming will be contingent upon those involved in initial programming. Upon entry into designated areas in Amman and Gaziantep, our faculty will conduct a needs assessment focused specifically on outlining the re-skilling option for participants. This initial needs assessment focuses on talking with participants one on one as well as in focus groups to gather feedback. Currently, there is little published information related to the existing degrees and skills that refugees possess. Through the LTA program the IRC can work to address this gap in the literature while also serving a population in need. Tentative areas include:

*Culinary skills: in the United States one organization, Eat Offbeat, has helped refugees (currently only women) use their existing skills in preparing traditional dishes from their home countries not only as a source of employment but also to help them form networks and communities as they integrate into a new place. This organization, based in New York City, taps into a market for high quality traditional food items for other refugees, immigrants, and the general public in third countries of resettlement. Aside from these economic benefits, focusing on the continuation of traditional dishes provides these women with the ability to maintain an important aspect of their lives and cultures. Through LTA’s programming, we provide a space for both men and women to cook traditional dishes, swap recipes, and teach others who do not possess these types of skills. This also acts as a communal space for refugees and community members of host countries to work together in a social and informal setting. These trainings are
less intensive compared to LTA’s other offered training courses and will therefore only be 1-3 hours a week. Cooking materials and tools will be provided through LTA.

*Existing degrees: this LTA training will vary in each location that programming is offered as it will be dependent upon the needs assessments conducted upon entry. This type of training will be specific to the needs of individuals or groups who possess similar or related skills.

4. Advocacy:

A crucial part of LTA’s objectives also include advocacy for refugees both in host countries as well as in third countries of resettlement. Our partners, as well as the various communities where we work, will play an integral role in the mobilization of our advocacy aims. Primarily, we work to establish a concrete mission, focus, and collective purpose with partners, government, and community members (both refugees and nationals) to create a network working towards the same objectives and helping to mobilize support beyond the scope of the project’s timeframe. LTA’s advocacy component is carried out through a number of avenues and activities and are listed as follows:

*IRC/PRM public sponsored events and information sessions and cultural exchanges: the IRC, in conjunction with PRM will host 4 of these events throughout the duration of the 12 month project cycle, open to the community at large. The focus of these sessions is to introduce community members to refugees living in the area in a way that is somewhat formal and organized, therefore creating a space in which questions and concerns can be raised and addressed productively. These events will be open to any interested community members but will also be promoted to government officials and law enforcement officers as they too can act as advocates in other ways. Some refugees may fear attending these information sessions for fear of revealing themselves to potentially hostile host community members. The IRC does not discount this concern and will work in conjunction with local law enforcement officers to monitor these meetings as well as offer any individuals escorts to and from events. The other aspects of LTA’s advocacy programming works to combat these fears as well as create a network that supports both refugees and community members in the host countries. These information sessions, while somewhat formal, are led in a town hall type fashion where participants can pose pressing concerns and topics openly with little agenda. Opening the lines of communication between host community members and refugees is vital to the success of the other aspects of LTA’s advocacy component.

*Incorporating host community members as volunteers, mentors, and teachers into LTA programming: another crucial aspect to LTA’s advocacy component is the use of host community members in the various sectors of our programming. All volunteers will be required to attend trainings depending upon the area in which they are assisting the LTA program. Incorporating host community members as volunteers continues to strengthen the connection between the host community and the refugees while dispelling many of the fears that both sides have about one another. These volunteers also act as allies and advocates for refugees in the community beyond the scope of the project. This is done in the hope that refugees will begin to feel more connected and less isolated in these host communities.

*Combined community service projects that benefit both communities: the next aspect of LTA’s advocacy programming involves the creation of a community service project to be determined by participants in each community respectively. It is powerful for participants from both the host and the refugee community to work together to come to an idea for this community service project. Ideally, this project will benefit both communities in some capacity. Possible
ideas could include restoration of a local park where both groups of children can play together or participants could organize a combined event or festival. Community service creates buy in from both groups and creates a space in which real socialization and conversation can occur while working towards a common goal. This further supplements the notion of creating a network of support for all involved.

*Creating social networks around shared interests and goals: finally, LTA’s advocacy programming also contains an aspect that focuses specifically on the potential for informal and social spaces and events. Initially, this could include setting up combined sports teams or potlucks using IRC facilities. Other options could involve music centered events as well as other art forms, including dance, poetry, or painting etc. The importance of including these types of events is that local community members and refugees can use this space to share their stories as well as have fun.

The above descriptions focus solely on LTA’s advocacy programming in the host communities of Amman and Gaziantep but advocacy in third countries of resettlement must be considered as well. IRC’s partnerships are vital to supplementing our advocacy aims. Our partners will be discussed in more detail in a later section.

The previous section are LTA’s offered programming for this pilot project. Upon completion of the 12 month period and the project evaluation, further programming will be designed and implemented based on need. All of LTA’s programming will be clearly detailed and outlined to those interested in the form of a pamphlet/flyer to be distributed at UNHCR offices, refugee camps in Amman and Gaziantep, universities, and local partners that reach community members. Our partnerships in third countries of resettlement will further supplement the skills that refugees and community members gain through our programming.

Objectives & Indicators:

Compliant with the expectations of PRM in responding to this RfP, the LTA program has identified 3 main objectives and will use the following standardized indicators to assess our progress and areas for improvement. The target population for all of these indicators is at least 50% refugee participants.

- **Objective #1:** 50% refugee participants, of that percentage at least 25% women.
- **Outcome Indicator #1:** number of project beneficiaries, disaggregated by gender and population (refugee, national) receiving training on appropriate skills as determined by market and livelihood assessments. Baseline: TBD within first month of entry. Target: see above

- **Objective #2:** 50% of total participants
- **Outcome Indicator #2:** the percentage of sampled urban program beneficiaries who are able to describe accurately the procedures for receiving permits to conduct business. Apply for and receive business permits. Baseline: TBD within first month of entry. Target: 50% of participants (need to determine size)

- **Objective #3:** 50% of participants
- **Impact Indicator #3:** The percentage of sampled urban program beneficiaries who are economically self-reliant, as measured by self-reporting of household consumption and income sources. Baseline: TBD upon entry into country. Target: 50% (actual number TBD)

Monitoring and Evaluation Plan:

Monitoring of LTA’s pilot project is crucial to ensuring its success and potential for implementation elsewhere. Part of this monitoring is in the form of research done directly with the target population through various forms of surveys, interviews, and focus groups; what are their perceived needs once resettled and which are being met? LTA is also interested in
participants views on the offered programming. This assessment will be conducted at three stages: initial view/expectations, halfway mark-perceived benefits or lack thereof, and final assessment. These progress check ins will be conducted at the beginning and end of each 3 month rotation amongst participants’. In this span of time participants will conduct initial responses immediately, halfway mark conducted after 6 weeks, and the final assessment will be conducted during week 12 of the rotation. They are explained as follows:

*Surveys: these are basic questionnaire style surveys no longer than 20 questions in length. The purpose of this tool is to determine participants perceived needs within programming at each stage of their involvement. As LTA programming rotates every 3 months the use of feedback from these surveys can be used to address any minor gaps or problems with training sessions. Types of questions to be asked vary. [See Appendix A]

*Interviews: interviews are to be conducted immediately following the launch of LTA programming and will focus on perceptions of trainings as well as the individual experiences of participants. The primary purpose of conducting these interviews is to potentially have useful information to help fill in the gaps in literature surrounding refugees’ experiences as well as to better respond to their needs. Interviews are to primarily be conducted individually by LTA staff (not volunteers) and last no more than 60 minutes each (follow up interviews can be conducted when necessary). It will be the responsibility of this staff to acquire permission from respondents as well as record and transcribe all interviews conducted. This information is to initially only be used for the purpose of IRC and its projects but if the PRM desires this information as well that can be determined at a later date. Within each 3 month training period LTA strives to conduct 50 interviews, 150 total, with individuals of varied backgrounds including but not limited to; women, men, disabled persons, elderly, LGBT persons, as well as victims of sexual violence.

*Focus Groups: focus groups are to be comprised of 6-10 individuals made up of varying ages and background depending on a particular topic. These focus groups will act as a safe space in which a homogenous group of individuals will meet and answer questions for no more than 90 minutes. The focus groups are beneficial for purposes of cross coding with the individuals interviews that are conducted throughout the program. They also offer a more varied and sociological perspective on different issues, comparing group to individual feelings on certain aspects of LTA’s programming could be useful. Within each 3 month rotation 2 focus groups will be conducted by LTA staff.

The above forms of monitoring and data collection are to be used to identify any problems that LTA programming may have. In order to address these issues in a timely fashion it is crucial that LTA stick to its timeline. When a problem with one of our training programs is identified all staff related to that particular focus will meet with the Chief of Party and collectively determine alternatives based off of participants responses. These alternatives will then be tested on a small group of participants and re-monitored.

We will collect and organize data through the use of the ProGres program as it is also utilized by UNHCR for record keeping and data collection. Throughout the various facets of the project conducted throughout the year, all personnel and staff will also undergo assessments every 3 months to safeguard the project as well as the population we are serving. Along with monitoring of our own programming we will require communication and similar information from our partners to ensure that there is an aspect of sustainability in these training options as well as noted benefits to the target population.

To ensure that all programming and personnel adhere to LTA’s predetermined timeline a small group of staff in both locations will be responsible for overseeing solely this. This team
will work to organize and coordinate the various facets of LTA’s programming and act as a watchdog to maintain scheduling as well as the conduction of progress reports and surveys.

Target dates to meet our indicators will vary. Indicators #1 and #2 can be monitored at the start and end of each 3 month rotation to see immediate results and changes in knowledge but indicator #3 must be monitored long term in order to see real or significant results. The IRC will conduct long term (3-5 years) monitoring of willing participants and their experiences following the LTA programming.

**Beneficiary Interaction and Capacity Building:**
LTA programming supplements existing services offered by organizations and the government to refugees in the cities of Amman and Gaziantep. In Gaziantep, Turkey refugees have, until January 2016, been barred from entering the formal job market. In spite of this, the services that are being provided to these people are mainly subsistence focused. LTA does not offer food or health care services but it does work to provide an alternative that strengthens participants psychological well being as it provides something that goes beyond subsistence. The IRC strongly believes in the power that this can provide to individuals which in turn assists the governmental agencies attempting to address this humanitarian situation. Aside from this, one of the fears associated with integrating refugees into a society revolve around incorporating unskilled individuals who will become a burden to the state. LTA’s programming works to dispel this fear by providing its participants, both refugees and local community members, with useful technical and professional skills.

The LTA program is appropriate for the target population as it addresses their livelihood needs as well as considers their existing skill sets. Through LTA’s programming participants will be taught useful skills and techniques that they can utilize in their current host countries as well as in third countries of resettlement. LTA programming confidently offers various foci of training as we work with our participants and incorporate their feedback into our sessions. Participants have a direct role in determining the specific types of artisan goods they wish to make, the types of enterprises they want to start, and also what type of advocacy activities are most suitable and effective for their communities. Upon entry into these communities one of the first actions LTA takes is to conduct needs assessments for various facets of our programming. A primary goal of the LTA program is to create opportunities and spaces in which refugees, as well as local community members, can build confidence and agency through the betterment of their personal and professional skills.

**Coordination:**
Our partnerships within third countries of resettlement include; governmental, NGO and humanitarian organizations. Community colleges, open universities, and technical schools will supplement the training refugees receive through our programming as well as assist with transitions into a new job market. A list of partners and supporting organizations include:

1.) Refugee Training Partnership (RTP)-London-focus on vocational training
2.) European Council on Refugees and Exiles (ECRE)-focus on best practices (legal)
3.) Disaster and Emergency Management Agency (AFAD)-Turkey (government)
4.) General Directorate for Migration Management (DGMM)-Turkey (government)
5.) Entrepreneurship Support Administration (KOSGEB)-Turkey
6.) Jordan Response Platform for the Syria Crisis (JRPSC)-Jordan (government)
7.) Social Welfare Office-Germany (integration program with a focus on cultural exchanges)
8.) The Refugee Outreach Advice Project (ROAP) London-women and disabled refugees
9.) The Center for Development of Education and Training for Migrants and Refugees (UVI)-Denmark-focus on refugees with disabilities
10.) PYXIS Integration Facilitation Center -Greece (Sponsored by Greek Council for Refugees)
11.) Canadian Council for Refugees
12.) International Organization for Migration (IOM)
13.) UNHCR
14.) American Refugee Committee

The above organizations all focus on varying aspects similar to LTA’s offered programming. That being said, these services are complementary rather than duplications. Many of the concepts and structures used to outline LTA’s programming have been tried by many of our partners and recognized as promoting best practices by the ECRE. This is a strength to LTA’s programming as it ensure our success. The similarities to our partners programming is in the types of trainings they offer; that is, language, business skills, and financial literacy. The difference between LTA programming and the above is that the majority of them focus on providing training services once refugees have entered into third countries of resettlement or subsistence services and they also do not provide re-skilling as an option.

The LTA program sees the time that refugees spend in host countries as a highly overlooked time period in the scope of a refugee’s journey. By beginning similar types of trainings, such as language, at an earlier time period this maximizes the results that individuals see as they enter into further trainings in third countries of resettlement. Participants of the LTA programming will be able to enter the job market more quickly and smoothly and therefore be able to begin the process of integration as well as working towards self-sufficiency immediately upon entrance into a third country of resettlement. LTA programming also does not take away from our partners who are currently working within the region, such as the UNHCR. Our programming does not focus on providing subsistence type services such as food and health care and will therefore not compete for their target population.

Transition:

The IRC seeks to extend this program beyond its initial 12 month pilot period. In order to do this the IRC will continue to work with its local and international partners and successful program graduates, as well as rely on our own donor base and apply for funding through other donor agencies.

Management:

The International Rescue Committee (IRC) was founded in 1942 in the wake of WWII and the needs of refugees leaving Europe. Since then, the IRC has remained committed to “responding to the world’s worst humanitarian crises” as well providing assistance to the world’s refugees. The IRC currently works in various cities in Jordan and previously in Turkey providing humanitarian aid and other necessary services. It has demonstrated a strong partnership with host governments as well as UNHCR on numerous projects and locations and continues to work to strengthen those relationships.

Our organization has extensive experience working in both Jordan and Turkey, as well as the MENA region as a whole. The IRC has been working in Jordan since 2007 in the cities of Mafraq, Irbid, and Ramtha as well as refugee camps located there. Many of the programs that we offer include primary health care, mobile outreach, counseling and recreational activities, skills training, cash assistance and temporary care and shelter for separated children (www.rescue.org). We also offer support to vulnerable communities that are impacted by influxes of refugees. The
IRC offers several programs that focus specifically on the needs and skill trainings for women and girls throughout Jordan.

The IRC has previously conducted projects throughout Turkey but none are currently in operation. The majority of these projects focused on providing humanitarian aid where needed. With the LTA program, the IRC can once again have active projects in Turkey as well as rekindle old partnerships and foster new ones.

**Safety and Security:**

The IRC actively works to stay aware of security threats and risks to ensure the safety of all of our staff and personnel as well as our participants. For this reason, our organization works to manage risk at the local level whenever possible. Our partnerships with governmental organizations as well as our relationship with local community members will act as a safeguard and a support system given any potential deteriorations in the current security situation. The IRC, as a partner to the PRM and the US government, will heed all security warnings released by the state department. The threat of terrorism from groups such as ISIS is prevalent in US State Department warnings for the region. A large component of LTA’s programming, particularly the advocacy section, will work to combat many of the local security concerns surrounding discrimination against refugees. Part of the advocacy programming includes the involvement of local volunteers to work directly to combat these issues and act as allies and advocates in their communities.

**Amman, Jordan:**

Jordan has a rentier economy in which they rely on oil remittances and employment opportunities from surrounding countries as well as foreign aid. This poses a security threat in the sense that domestic employment opportunities are limited, particularly for refugees as movement from country to country is not an option. The Jordanian state should be concerned by this as well as it leaves space for an increase in black market activities and sex work.

Aside from these concerns, Amman is a densely populated city and not only poses the typical security threats associated with this such as theft, but also security reasons as far as safe housing for participants and our personnel.

**Gaziantep, Turkey:**

The border region in southern Turkey is receiving the highest numbers of asylum seekers as they enter the country. This poses a number of security concerns for the host country as well as the refugees themselves. Fears associated with accepting refugees revolve around the unknown. Who are these people? What are their intentions? These questions have taken a more sinister tone given the rise of terrorist organizations such as ISIS in the region.

The security situation for the refugees themselves is another consideration. Refugees fleeing from Syria find themselves forced to cross borders and international waters to attempt to find some semblance of safety. This is highly dangerous and has resulted in numerous deaths. Host countries need to be cognizant of this struggle and work to create or strengthen infrastructure that would assist refugees in crossing dangerous territories. This is the concern of host countries for the aforementioned trope regarding terrorism. Neglected refugees, particularly those in camps, are extremely vulnerable to radicalization if left in protracted and poorly cared for situations.

Refugees entering into Gaziantep must also be aware of the high levels of competition that exist within the market for low skilled labor and the friction that that causes. Local community members may lash out against refugees as they perceive them as ‘stealing’ the jobs of Turkish citizens and their resources.
Within Turkey broader security concerns include the fighting occurring in the eastern part of the country with the Kurdistan Workers Party (PKK). Not only does this act as a threat to refugees physical safety but it also raises concerns from the Turkish state as they do not wish to see refugees supporting the PKK.

**PRM Recognition:**

LTA programming will recognize support from the PRM by printing its logo and title on all training materials, documents, vehicles, offices, and pamphlets. Along with this, upon acceptance of this award the IRC will publicly thank and associate itself with the PRM both domestically and internationally. At our project site and offices affiliation with the PRM and US government will be displayed by their logo and the American flag. The relationship will not be hidden but it will not be a focal point of LTA’s trainings as that directs attention away from our desired objectives.

**Cost Proposal: (Budget)**

Budget Summary: IRC requests the full amount of funding possible ($1million) from PRM. Any costs exceeding that amount will be covered by the IRC up to $500,000.

Personnel.................................................................................................................$855,400
Travel..............................................................................................................................$112,056
Supplies..........................................................................................................................$80,000
Equipment......................................................................................................................$11,500
Other Direct Costs........................................................................................................$86,600
Indirect Costs................................................................................................................$25,980

TOTAL: $1,171,536

Budget Detail:

<table>
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<tr>
<th>Budget Area</th>
<th>Details</th>
<th>Unit</th>
<th># of Units</th>
<th>Cost/Unit</th>
<th>Total Costs</th>
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<tr>
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<tr>
<td>2 trips/PM</td>
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<tr>
<td>4 trips/M&amp;E Consultant</td>
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<td>months</td>
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<td>$800 each $1,600 total</td>
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<p>| | | | | |</p>
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<tr>
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<td>$4,800 total</td>
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<tr>
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<td>TOTAL COST:</td>
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<td>$1,171,536</td>
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</table>

Budget Narrative:

*Personnel:* The following personnel are all crucial to the success and organization of LTA’s programming and project aims. In each location (Amman and Gaziantep) we have accounted for the differing needs of our staff as well as our target population. Job positions have been broken down to ensure that each staff member has the time and capacity to fully commit to their duties and result in the highest level of performance possible. Personnel costs break down into the following categories/positions:

- **Project Manager:** the PM will be an internal hire based in IRC’s headquarters office in NYC and will be contracted in a full time position for the entirety of the project (12 months). The responsibilities of the PM include designation and oversight of all activities conducted by our 2 Project Coordinators. It is also the responsibility of the PM to hold Project Coordinators accountable to all of their job duties (see below). The salary of the PM is $70,000 for the 12 month period or $269.23/day. The qualifications of this position are as follows: desire applicants have at least 5 years experience in project management, PMP certification preferred. Ideal applicants will have a background in either studying or working in the target locations of Jordan and Turkey or with Syrian populations and refugees. Language skills are not required for this position but preferred.
-2 Project Coordinators: there will be one Project Coordinator stationed in each location of LTA’s programming, Amman and Gaziantep. Respectively, the PC is responsible for organizing the other personnel involved as well as designate tasks. The PC must also keep detailed records of all spending and activities performed in order to report back to the PM. The PC’s will both be full time positions for the entirety of the 12 month project. Their salaries will be $50,000 each or $192/day. Desired qualifications for this position are as follows: ideally the PC’s will be hired in country and will have language proficiency (fluency preferred) in at least 1 other language aside from English. The language desired varies dependent upon the location but include Arabic and Turkish. If local hires are not a possibility IRC will look internationally for appropriate candidates and have factored this possibility into our travel budget (see below).

-Financial Manager/Accountant: LTA programming will require 1 financial manager/accountant to work fulltime to monitor and organize all financial information throughout the project. This position will preferably be stationed at headquarters in NYC but can also be stationed elsewhere if necessary (travel not included for this position). The FM must communicate with the PM to receive budgetary expectations as well as constraints and provide quarterly reports to the PM detailing where the project is at financially as well as projected figures. FM salary is $55,000 for 12 months or $211/day. Desired qualifications for a FM/Accountant include: at least 5 years experience managing/balancing a budget of this size or other equivalent accountant experience. No language requirements for this position.

-Short Term Technical Assistance (STTA): the STTA positions will be used quarterly or every 3 months and the number in each location will vary dependent upon need. The primary responsibility of the STTA positions is to assist LTA programming with recruitment and marketing to our target populations. STTA positions will only last for 2 weeks per 3 month session as needed, meaning STTA would work a total of 8 weeks for LTA throughout the 12 month project time period. Salary for STTA positions are $3,000 quarterly or the potential for $12,000 for the year. Desired qualifications: ideally, IRC will rely on LTA’s partners to hire for this position but if that is not possible we will look externally. Applicants must also demonstrate proficiency in at least one of the desired languages (Arabic, Turkish) aside from English.

-M & E Consultant (one time hire): the M&E Consultant position will be a one time hire with job responsibilities to be carried out quarterly, or every 3 months. The M&E Consultant will be expected to periodically monitor LTA’s progress at the beginning/end of each 3 month programing cycle as well as a final analysis/outside evaluation. This position also requires a final assessment to be created and sent to IRC headquarters. The salary of the M&E Consultant is $20,000 for the year. Desired qualifications include: at least 5 years experience in M&E of development projects and budgets. This position will preferably be external from IRC and its partners to ensure there is no conflict of interest in results. Position also requires travel to LTA programming locations. All travel expenses included. No language skills required.

-6 English Language Instructors: LTA programming requires 3 part time English language instructors in each location (Amman and Gaziantep), 6 total for this initial project. Those selected are expected to work in collaboration with LTA to outline learning materials at the beginning, intermediate, and advanced levels in conjunction with participants language competency as well as which level they have been hired to teach. Preferably, one teacher will oversee the entirety of a specific level. Each level should be related to the previous/next in order to ensure that participants are receiving optimal and relevant trainings. All language instructor positions are part time with weekly class time expectations being 3-5 hours. Salary for these positions are all $20,000 respectively for the 12 month project period or $76.92/day. Desired
qualifications include: applicants must have at least 2-3 years experience teaching English as a foreign language either formally or informally. LTA would prefer to hire internally either within the participant pool or the local host community. If this is not possible we will look externally as well (travel not included).

-4 Technical and Professional Skills Instructors: LTA programming requires 2 part time technical and professional instructors in each location (Amman and Gaziantep). One position will focus on teaching LTA’s micro-enterprise programming. This includes; business training, economic literacy, and personal effectiveness. This position is expected to conduct in class activities for 3-5 hours a week at the entry level and then 2-4 hours a week at the mid-advanced levels. The other instructor will focus on conducting and teaching the artisanal goods and handicrafts programming of LTA. This includes; textiles, jewelry making, and woodworking (tentative). Instructors in this position are expected to conduct in class activities for 3-5 hours a week at the beginning level and 2-4 hours a week at the mid-advanced levels. Both of these positions will work in conjunction with their PC’s to determine the interests and needs of the participants in their specific locations. Salaries for each position are $20,000 respectively for the 12 month project period or $76.92/day. Desired qualifications include: at least 1-3 years experience in the desired focus area or skill. 3 years preferred for the micro-enterprise focused position. Classes to be taught in English but language proficiency in either Arabic or Turkish preferred as well.

-4 Re-Skilling Instructors: LTA requires 2 part time re-skilling instructors in each location of LTA programming (Amman and Gaziantep). The specific expectations of this position are TBD directly following the needs assessments that LTA will conduct once in country with the target population. Currently, the scope of this position includes the advancement of existing culinary skills but will expand to include relevant degrees and professional experiences of target population. Desired qualifications include: 2-3 years experience working in re-skilling related type of work or field. Advanced culinary experience not necessary but basic skills preferred. LTA will ideally hire from the local host community whenever possible. Language skills in Arabic or Turkish preferred dependent upon location. Salary for this position: $20,000 for 12 month period or $76.92/day.

-4 Advocacy Programming Managers: LTA programming requires 2 part time advocacy programming managers in each location (Amman and Gaziantep). Those hired to this position are expected to carry out the aims of LTA’s marketing and advocacy aims with local host communities as well as refugee populations. They will also be responsible for working in conjunction with their PC’s to organize and conduct public sponsored events, volunteer recruitment, and community service projects. This is a part time position and those hired are expected to work between 5-10 hours a week. Salary for this position: $20,000 for 12 month period or $76.92/day. Desired qualifications include: 2-3 years experience in community organizing, marketing, or advocacy campaigning in some capacity. Applicants must be highly outgoing and willing to work with potentially hostile or difficult members of the local host community etc. LTA offers security in these situations.

-2 Childcare Providers: in each location of LTA’s programming it is crucial that we strive to accommodate the needs of our participants and make their involvement as easy as possible. Providing childcare to children under the age of 18 works to do that. Those hired are expected to work part time in conjunction with LTA’s offered programming times, working roughly 5-10 hours a week. Salary for this position in $20,000 for 12 months or $75.92/day. Ideally this hire
will be done in country in each location. Desired qualifications: experience and desire to watch and provide activities for groups of children for 3-5 hour stretches of time.

**Travel:** The necessity for travel is minimal for LTA’s programming, especially if we work in conjunction with our partners to recruit from local host communities for many of the available positions. The travel that LTA has included is crucial to maintaining relationships between the Project Manager and the 2 Project Coordinators as well as ensuring that the M&E Consultant can conduct their job responsibilities first hand. Travel costs break down as follows:

- **International trips:** LTA’s budget has accounted for a total of 8 international trips. 2 to be conducted by the Program Manager. 2 to be conducted by the Project Coordinators, 1 each respectively. This is to ensure that PC’s have a chance to meet face to face with the Project Manager in order to solidify project scope and expectations. The other 4 international trips accounted for apply to the M&E Consultant as they are expected to conduct quarterly trips to gather data and information on sight. Per diem costs have been set based upon the standard expectations set by the US Department of State in each location (Amman and Gaziantep).

- **2 Car Rentals:** both Project Coordinators will be issued vehicles for the entirety of the project period. This is necessary for them to carry out their day to day job expectations and be able to easily move from location to location of LTA’s programming spaces within Amman and Gaziantep.

**Supplies:** The following supplies are necessary to LTA’s programming aims as we hope to offer the target population with a technical and meaningful experience. Supplies are broken into the following general categories:

- **Office Supplies:** this could include paper materials, writing utensils, stationery and other miscellaneous materials necessary for the day to day office operations of LTA’s programming.

- **Food Items:** these are solely for the use of LTA’s re-skilling culinary programming and make up a large part of that experience for participants. LTA has located space in both Amman and Gaziantep that are fully equipped with other cooking materials and necessary equipment in order to cut down on the costs of this programming.

- **Jewelry Making Materials:** these materials include; various types of beads, twine, leather, metal materials (clasps, wire, etc), and hand tools used in jewelry making. Again, these are necessary aspects of LTA’s programming scope and allow participants to learn the necessary skills first hand to make jewelry.

- **Textile Materials:** these materials include; various types of cloth, sewing materials (needle, thread, etc) as well as buttons, zippers, clasps etc. These materials are vital to LTA’s artisanal and handicraft programming.

- **Woodworking tools and materials (tentative):** after the needs assessment has been conducted in country and if this is determined to be a desired skills by participants then LTA will provide various types of woods, and necessary hand tools for this programming. LTA has identified potential locations to carry out this programming with the necessary equipment in order to reduce costs.

- **Language Course Materials:** these materials include; notebooks, booklets, guide books for teachers, worksheets/work books for participants, and various recordings. In order to learn a language, one needs visual as well as auditory materials to advance that process.

- **Marketing Materials:** this includes; pamphlets on LTA’s programming, advertisements in local newspapers, and radio commercials. These efforts will be conducted in conjunction with the efforts of our partners and STTA positions to bolster the recruitment process, done every 3 months.
Equipment costs: Necessary equipment for LTA programming has been kept to a minimum and includes mainly the basics for our Program Coordinators. The use of computers and cell phones are necessary for Project Coordinators to maintain contact with the Project Manager as well as our partners in country and abroad. Equipment includes the following items:

- Computers: each Project Coordinator will be issued a laptop to be used and returned at the end of the 12 month project period.
- Telephones: each Project Coordinator will be issued a cell phone to be used and returned at the end of the 12 month project period.
- Printer/Copiers: each full time office will contain a printer/copier so that Project Coordinators always have access to these services whenever needed to print out or fax necessary programming materials etc.

Other Direct Costs: The following list is made up of miscellaneous costs that are inevitable in the maintenance of our programming space as well as ensuring convenience for our staff. Other direct costs include the following:

- Office Rent: LTA will rent 2 full time office spaces, one in each location for the 2 Program Coordinators to create continuity and stability for our partners as well as our participants.
- Office Utilities: aside from the above, utilities are necessary in the rental of any space and also ensures the safety of our staff located in these offices.
- Office Insurance: see above.
- Programming Spaces Rent: these will be varied in both Amman and Gaziantep. Rental of these spaces will attempt to remain the same for each 3 month rotation of programming to maintain continuity whenever possible.
- Local Vehicle Fuel: necessary for Program Coordinators cars so that they can maintain their job responsibilities with ease.
- Phone Service: this applies only to the cellphones of the Program Coordinators and is necessary to their communication with the Project Manager as well as our other partners.
- IT Connectivity Costs: this applies to the lap top computers for both Project Coordinators as well as the maintenance of the printer/copiers. Internet is necessary for Project Coordinators to maintain email and skype communication with Project Manager and other partners.
- HR Professional Fees to Comply with Labor Laws: this is particularly crucial as LTA’s programming focuses on livelihoods of refugees. LTA hopes to hire from the local host communities as well as refugee populations whenever possible but can only do this in compliance with country labor laws.
- HR Vacancy and Procurement Advertisements: this cost is necessary in the recruitment process for filling available positions within LTA’s programming without which makes the recruitment process much longer and more difficult.
- Audit: a final audit will be conducted at the end of the project period to make sure our programming and budget have remained within the confines and scope of PRM’s expectations.

Indirect Costs: this is subject to change and is therefore not fixed, accounts for miscellaneous costs.
Organizational Chart for award recipient and sub-recipient(s):

PRM $1M → IRC

M&E Consultant

2 Program Coordinators

Financial Manager

Project Manager

Amma

Gaziante

7 Part Time Employees

7 Part Time Employees

Partners

STTA

Negotiated Indirect Cost Rate Agreement (NICRA):

→ rate 4% of total cost (~$40,000)
References


