

The Salam Lebanese Association Development and

Communication ('Salam') is a Lebanese-based NGO working

Salam LADC provides a platform for volunteers, grassroots

initiatives, and private and institutional donors to coordinate

with vulnerable displacedcommunities in the Middle East.

their efforts towards assisting and empowering refugee and other vulnerable populations across Lebanon and the Middle East, whilst also serving as a link to the major local

OF OUR WORK

Our Mission

To foster social cohesion in the Middle East by strengthening inter-community dialogue between displaced and host communities, and assisting the most vulnerable - regardless of gender, race, ethnicity, religion, or political affiliation.

Strategic Objectives



I. Provide support without discriminatory



II. Do work that matters



III. Be an organisation trusted to deliver meaningful outcomes

Our Theory of Change

and international actors.

About Salam LADC

This document maps out our Theory of Change (ToC): It shows how the work we do aligns to our strategic mission, objectives and goals. The context and impact of our services and internal operations - collectively reffered to as 'activities' - are linked to our strategy through an outcomes framework that demontrates the flow and causal impact of our activities.

The ToC provides the basis for choosing indicators (linked to each Goal) that can be used for target setting, monitoring and evaluation of individual programs and our progress to acheiving our strategic mission and objectives.

1a. To assist vulnerable communities disrupted by crisis; regardless of gender, race, ethnicity, religion, or political affiliation.

1b. To provide critical services to communities in areas where there are services gaps

2a. To deliver high impact, needs-based solutions that are durable, scalable and appropriate to host communities and beneficiares.

2b. To improve social cohesion and stability in the regions that we operate

3a. To be recognised as leading grassroots NGO in the regions we work: supported by

Our Goals

3b. To achieve scale in Lebanon and expand into other regions in the Middle East

professional, innovative and sustainable

business model.

Our impact: Outcomes framework The outcomes framework is separated into: 1) a set of beneficiary outcomes linked to our services and; 2) a set of strategic organisational outcomes linked to our operational strategy DURABLE LOCAL SOLUTIONS LONG TERM OUTCOMES FOR BENEFICIARIES Sustainable local economies Sustainable local in place of origin (following economies repatriation) in host countries Improve collective Contribute to a Displaced people are Displaced people are prepared for integration well-being in stable and inclusive prepared for repatriation host community into host community civic society BUILDING SCALE IN OUR OPERATIONS Improved well-being of displaced communities to improve thei MEDIUM TERM own lives by OUTCOMES Improve understanding within the Families have better Salam is capable of Sustainable Individuals feel part of a Improved famiy host community about the Salam scales operations in The efficacy and access to basic social expanding core services cohesion and stability peaceful civic society capabilities of displaced people support structures Lebanon and together impact of Salam's growth into to meet new community to contribute to local economies regions in the Middle East services is optimised new markets and/or contextual needs Families are supported financially ^^^^^^ Parents have more Individuals find time for self-care and self-improvement meaningful work (e.g. vocational activities) Communities are able to provide social services to meet their own needs Salam operations are Individuals have the agency Salam operations are Salam is able to allocate Children experience Children are provided able to be scaled to other fit to be adapated to to Improve their own lives funding efficiently improved mental health with stable routine and parts of Lebanon new geographical areas **MEDIUM TERM** and positively contribute and well-being Individuals can structure in life OUTCOMES to their community identify needs in the communties they live in Individuals have a sense Create meaningful dialog Children are equpped to **SHORT TERM** Salam is experienced in Salam is able to attract Salam is able to forecast, of purpose in their lives betweeen communities enter local (host) and access qualified tailoring services and plan and match services **OUTCOMES** and groups school systems local staff to support programs to the specific to resources for Individuals have needs of each commnities programs the 'medium' term the skills and capacity to improve their own lives More opportunites for interaction Children learn basic between traditionally siloed language and Salam can identify where communities and groups numeracy skills Salam has a proven Salam is able to their services are required attractand manage Individuals have the and suitable for vulnerable delivery model qualified international stablity to begin to people in the Middle East volunteers restore their livelihoods scale Individuals feel safe Individuals are Communities have Individuals experiece **SHORT TERM** and supported in better equipped to care access to physical space a sense of 'normality' Salam is recognised by **OUTCOMES** Salam is able to adapting to disruption for their health to organise their own Salam adopts learnings in their lives funders and stakeholders attract sustainable to continutous improve social activities as a trusted organisation funding for services service delivery model to deliver its core services and programs Displaced children have Internal Individuals have access Individuals have short-medium access to basic Capacit term access to basic needs to power tools to make educational opportunites for growthy items to meet their needs (incl. medical) in their local area Salam implements a Individuals have access Core programs are Individuals have access to basic series of successful designed, planned and to identified vocational Individuals engage needs immediately following community centres delivered to a high training (e.g. use of in social activities deisplacement/disruption and in Lebanon standard power tools) relocation

Our activities

Services & programs

Programs directly servicing beneficiaries

Targeted aid distribution Based on known needs (e.g. expected arrivals) Mass aid distributions Based on known needs (e.g. expected arrivals) Assessments To establish an aid

Salam provides aid distributions (food, clothing and basic home supplies)

Salam provides health awareness, case management and referal services to those with medical conditions

Salam provides physical space equipment and training or identfied vocational skills

Salam provides basic literacy and numeracy (BLN)

Health awareness

sessions

Salam provides organised psychosocial activities for vulnerable groups in the community

ECC

within settlements) to hold BLN classes

Salam develops internal capacity to deliver core programs and services

Salam maintains network of strategic relationships with Government, NGOs and funders

◄ INTERVENTIONS How our activities impact our beneficiaries and operations

How we deliver services

PORTABLE SERVICES

Services that can be are portable or placed based

PLACE-BASED

Salam office(s)

Salam volunteer house

Medical case management identified medical conditions Medical aid

Sessions delivered to targeted groups (e.g. women) Medical assessments

Case referral

Bus Project: Education Mobile classrooms and teachers for young children

ESL Classes

Vocational training /Makerspace

Cinema Choir

Birthday project ClimbAid*

Women

Security

Yoga classes

Community

Clean to Green

Community dinner

Areas we work in

> We provide beneficiaries with staple foods, general supplies and clothing: in both emergency or ongoing basis

esponse to needs

Aid

We provide medical aid, case assesesment, case management and referral services

Operations

Program staff

Program coordination and logistics

Program design, monitoring and

Professional local staff

- Governance and leadership

wrting - Marketing and communications

- Businsess development /

project proposals and grant

Medical-

We provide basic literacy and numeracy (BLN) education for young children?, and vocational skills for personssof working-age

Education-

We provide community spaces and organise social and recreational activities targeted at specifc groups

Adoloescents

Community based services & activities

Children

WHAT WE NEED TO OPERATE

Internal operations **OPERATING CAPITAL**

Fundraising

Donor management

- Materials/assets

Donor relations, social media and marketing functions

- Cash

ORGANISATIONAL CAPACITY

SOCIAL LICENCE TO OPERATE

Strategic relationships

Establishing and maintaining

Vigilence to local and structural - Human resources management relationships with: context: provides licence to operate in the region Government (municipal to - Law enforcement and non-state groups - Other NGOs operating locally - International NGOs without local presence

Volunteer program Local volunteers - Intervnational volunteers

Professional volunteers

DISRUPTION

Administration

- Finance and accounting

- Facilities management

Technolgy and systems





