

# **Regional Refugee and Resilience Plan (3RP)**

## **Roadmap**

**1 September 2014**

### **Introduction**

Following the completion of the Comprehensive Regional Strategy Framework (CRSF), which was based on consultation with donors, Governments and UN agencies, another series of wide ranging consultations have taken place with partners on the operationalization of a country driven regionally coordinated approach that takes into account the protracted nature of the crisis and the current preparation of national plans. This has led to the development of the Regional Refugee and Resilience Plan (3RP) concept for the 2015-2016 period.

At the regional level, the 3RP is envisioned as a broad regional partnership strategy, based, on national plans or processes, and a platform for advocacy, fundraising, information management and monitoring.

At the country level, the 3RP will address refugee protection and humanitarian needs, whilst building the resilience of vulnerable and impacted communities and strengthening the capacity of national delivery system, including through national crisis response plans. It is a strategy to address the adverse social, humanitarian and economic impact resulting from the Syrian conflict and an unprecedented 'demographic and economic shock' arising from large refugee inflows.

The 3RP will be an evidence-based plan, drawing on existing assessments and vulnerability analysis, including:

- Refugee protection and humanitarian needs gaps;
- Demographic vulnerability to various stresses of communities, people and households based on concentration of refugees;
- Access to services especially for health, education, water and shelter;
- Capacity related vulnerability of institutions, systems and infrastructure to degradation and failure based on stress.

The 3RP will have two inter-connected components within a single plan:

Refugee protection and humanitarian assistance will address refugees' protection and assistance needs of refugees living in camps, in settlements and in local communities in all sectors, as well as the most vulnerable members of impacted communities. It will strengthen community-based protection through identifying and responding with quick-impact support for communal services in affected communities.

Resilience/Stabilization-based development will address the resilience and stabilization needs of impacted and vulnerable communities in all sectors; build the capacities of

national and sub-national service delivery systems; strengthen the ability of governments to lead the crisis response; and provide the strategic, technical and policy support to advance national responses. Resilience/stabilization based development will enable countries to

- Cope with increased demand for basic services;
- Mitigate the impact of downward economic trends;
- Sustain national and sub-national institutions and capacities to effectively manage the shocks of the Syrian crisis; and
- Anticipate/prevent future shocks.

Resilience/stabilization based development will be based on national crisis response plans and processes, and will seek to support and strengthen national actors' policy, planning, infrastructure and tools. The 3RP will support government leadership by providing technical, advisory and capacity support and a regional appeal process.

The 3RP is undertaken within the CRSF objectives and goals, and it embraces the resilience approach stated in the regional undg position paper. The 3RP also embraces and is fully coherent with the important No Lost Generation (NLG) initiative, which will be duly reflected, in the concerned sectors, primarily Protection and Education.

The 3RP will be based on grass roots, bottom-up planning and ensure transparent, inclusive, and collegial planning, benefiting from diverse views to strengthen its planning and implementation. The roadmap is a work in progress and will be updated as required through a continued collaborative process at the regional and national levels.

The 3RP is planned within the context of continuing and deteriorating conditions in Syria, with continued refugee outflows of more than 100,000 refugees each month to Lebanon, Turkey, Jordan, Iraq and Egypt. As refugees exhaust savings and resources, their vulnerabilities are increasing, as are the pressures on host communities and the demands for municipal and government services and support. The 3RP will cover 2015 and 2016. The 3RP will contain detailed planning at the objective/output level with indicators. The 3RP is a two-year plan, with a one-year detailed plan and implementation phase, with indicative requirements for a second consecutive year. The 3RP formulation will be needs and objective-based.

### **3RP methodology and key steps**

The 3RP will build upon and expand the existing regional partnership platform – the RRP – and the undg resilience-based development response.. The 3RP recognizes the centrality of national resilience and stabilization plans and seeks to strengthen national and sub-national capacities.

At the national level, under the strategic guidance and coordination of the Resident Coordinator/Humanitarian Coordinator, Sector Working Groups will be led by a designated agency or agencies to ensure coherence of sectoral approaches/ UNHCR will continue to ensure the coherence of the refugee response in each country and provide overall leadership and

coordination of the refugee dimensions of the response while UNDP will facilitate the development and coordination of the resilience/stabilization dimensions in the respective countries.

At the national level, the sectoral working groups (SWG<sup>1</sup>) in the respective country operations will be the basis for planning, drawing upon their experience, field presence and network of relationships among stakeholders. The SWGs represent some seven sectors including protection, health, education, food/food security, WASH, basic needs (including unconditional cash assistance and core relief items/in-kind assistance) and livelihood/social cohesion. Other sectors may be added to reflect national resilience/stabilization requirements. The SWGs will leverage expertise in country to identify resilience activities. Government representatives and NGOs should continue as full participants in shaping the planning process

Sector Working Groups will be co-led by UNHCR or agreed designated partners for the refugee component and appropriate agency or organization for the resilience components. National Refugee Inter-Sector Coordinators will continue to ensure the coherence of the refugee response in each country. National Resilience Inter-Sector Coordinators will ensure the coherence of the resilience component in each country. UNHCR will continue to provide overall leadership and coordination of the refugee response while UNDP will facilitate the coordination of the resilience component in the respective countries.

All the above will work within the context of an enabling and collegial environment of the UN system, embracing and including the strategic guidance and coordination by the Resident Coordinators/Humanitarian Coordinators and their continuous involvement and consultation throughout the process.

At the regional level, a 3RP Regional Steering Committee, jointly chaired by UNHCR and UNDP, will guide and support the development of the Regional Refugee and Resilience Plan in a timely fashion.

- The Steering Committee will manage a system of supporting country-owned planning processes. In this context, the 3RP Regional Steering Committee will provide stewardship, guidance, quality assurance and support. Specifically, it will make available expertise upon request that will help each country in tailoring and designing templates and guidance notes.
- The 3RP Regional Steering Committee is composed of regionally represented UN agencies, IOM, and the Syria International NGO Regional Forum (SIRF) at the Regional Director level. Policy decisions by the 3RP Steering Committee will be made in full consultation with RC, RC/HCs of the concerned five countries.
- The 3RP Regional Steering Committee relies on the 3RP Regional Technical Committee for the development of the 3RP, including templates and guidance notes by sector for tailoring to country context. Furthermore, in order to monitor the status of contributions, expenditures and related financial and costing analysis, the 3RP will have the required

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<sup>1</sup> Name of the “sector working groups” may change at the national level but refer to the main and joint Refugee and Resilience technical coordination mechanism

capacity to produce and maintain a regional dashboard, building on from the existing RRP processes, CRSF and other regional information management capacities.

- In support of national planning processes, the Regional Steering Committee will establish a drafting committee (see annex a). Drafting committee membership is on a voluntary basis and should include country level representation.

The 3RP country chapters will be developed at the national level.

### **Immediate next steps**

1. From 18-30 August, each country will develop a situation analysis and prioritize key interventions for both refugee and resilience components. Each country will define the deliverables and content of the 3RP country chapters. Generic guidance prepared by the drafting committee will be tailored to the specific needs of each country.
2. In the first week of September, a 3RP regional technical workshop will be held in Amman. The workshop will be attended by SWG co-leads (refugee and resilience), inter-sector coordinators (refugee and resilience) regional agencies, and selected representatives from the SIRF, UNCT and HCT. The meeting will be an opportunity for countries to
  - a. Share and consolidate lessons learned from the processes of each country. Based on lessons learned, recommend measures to improve the situation analysis and priority interventions. These recommendations will be approved at the national level.
  - b. Recommend quality assurance and support for linking analysis to planning (Results and Resource Framework) and budgeting of the 3RP sections,
  - c. Recommend cost-effective measures to promote synergies based on country-driven analysis and planning.
  - d. Agree on the format, objectives and outline of the Regional Refugee and Resilience Plan (regional component, country chapters) to ensure coherent and consistent regional approach.
3. Following the September workshop and by mid-September, the Inter-Sector Coordinators (refugee and resilience) will continue planning discussions with their working group members in-country to develop initial, semi-final results and resources framework, including statements of needs, strategic objectives, outputs and indicators.
4. By first week of November, 3RP country chapters including results framework with budgetary requirements will be finalized under strategic guidance of the RC/HC.
5. Based on country submissions, a 3RP draft will be prepared and presented for review and clearance to the Regional Steering Committee in full consultation of RC/HCs. Thereafter, the 3RP will be prepared for publication, to be completed by end -November.
6. A launch of the 3RP is planned for the first week of December to be chaired by the UNHCR High Commissioner, the UNDP Administrator and the Emergency Relief Coordinator.

A dedicated web space/portal will be available to 3RP stakeholders throughout the above process to share updates, new information and exchange draft documents. Through the process above, donors will be kept informed through regular written updates and meetings.

## Timeline

Date	Task	Output
27 May	Regional Directors' meeting, preliminary presentation of paper related to a two-component approach under a single plan	Chair's summary
29 June	Endorsement from Donor Group (Brussels) on 3RP concept	
9 July	Presentation of 3RP zero draft to Regional Directors.	
10-30 July	Country level Sector Working Groups (SWG) begin to develop refugee and resilience definitions and concepts, including identification of resilience focal points	
1-15 August	3RP Roadmap presented for discussion by Regional Steering Committee	3RP Roadmap
15-31 August	Country level Sector Working Groups develop Situation Analysis and organize inter-sectoral planning workshops to <ul style="list-style-type: none"> <li>• Prioritize needs</li> <li>• Agree on priority interventions</li> <li>• Provide guidance to sectors to develop Results and Resources frameworks based on regional generic guidance tailored to country needs.</li> </ul>	Country-level Situation Analysis  Country-Level Priority Interventions  Work begins on a result and resources framework per country
	Regional Directors' meeting: endorsement of the road map and the plan to support national driven planning processes	
	Regional technical support will be available to help countries develop and design templates & guidance notes based on generic guidance and tailored to country contexts.	
	Website workspace developed and available	
1st week of September		Lessons learned from the processes of each country.
	Technical workshop to be held in Amman, attended by SWG co-leads (refugee and resilience), Inter-Sector Coordinators (Refugee and resilience), regional agencies, and selected representatives from the SIRF, UNCT and HCT.	Recommendations on <ul style="list-style-type: none"> <li>• Improvements the situation analysis and priority interventions.</li> <li>• Quality assurance and support for linking analysis to planning (Results and Resource framework) and budgeting of the 3RP Sections,</li> <li>• Cost-effective measures to promote synergies based on</li> </ul>

	Regional undg High level Meeting with the participation of RC/HC's from the five countries. (date tbc)	country-driven analysis and planning. Format, objectives and outline of the regional appeal agreed to ensure consistent and coherent regional approach.	
15-30 September	Semi-final Results and Resource Framework shared by countries to the regional steering committee for quality assurance and support	Semi-final Results and Resource Framework shared	
1-30 October	Results and Resources Framework with Budgetary Requirements shared with the Regional Steering Committee for endorsement, quality assurance and support	Semi-final country sections prepared	
1st week of November	3RP country chapters finalized. Based on country submissions, 3RP draft will be prepared and reviewed by the Regional Steering Committee to ensure coherent and consistent regional approach.	Final 3RP country chapter shared  A regional 3RP draft prepared	
15-30 Nov.	Final draft sent for editing, graphic design	Final 3RP ready for launch	
2-4 December	3RP launch		
Annexes Annex A: Drafting Committee TORs and membership Annex B: September workshop objectives and deliverable			

## **Annex A**

### **Drafting Committee: TORs and membership**

The Drafting Committee of the 3RP, composed of regional and country representatives, will work under the guidance of the Regional Technical Committee.

The Drafting Committee will:

- Prepare generic guidance and templates to be tailored to the specific needs of each country. Develop guidance notes and make available regional technical support to help countries adapt templates and guidance notes to country contexts, as required.
- Contribute to the convening of national planning and strategy workshops, as requested.
- Work with the team leaders of each country as well as the Regional Technical Committee to prepare for the regional workshop

Drafting Committee membership (volunteers as of 9 August)

UNHCR  
UNDP  
UNICEF  
WFP  
WHO  
SIRF  
OCHA

## **Annex B**

### **September Sector Coordinator Workshop**

Dates: 3-4 September

Participants: SWG co-leads (refugee and resilience), Inter-Sector Coordinators (refugee and resilience), regional agencies and selected representatives from the SIRF, UNCT and HCT Sector Facilitators

Objectives:

- a. Share and consolidate lessons learned from the processes of each country. Based on lessons learned, recommend measures to improve the situation analysis and priority interventions. These recommendations will be approved nationally.
- b. Recommend quality assurance and support for linking analysis to planning (Results and Resource framework) and budgeting of the 3RP Sections,
- c. Recommend cost effective measures to promote synergies based on country-driven analysis and planning.
- d. Agree on the format, objectives and outline of the regional appeal to ensure consistent and coherent regional approach.